



Your G2B trading partner

**STRATEGIC PLAN**  
**(2015/16-2019/20)**  
**REVISED**

**Validated in**

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

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

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

## FOREWORD

KenTrade is an implementer 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 nature this goodwill.

I am therefore pleased to unveil KenTrade's 2015/16-2019/2020 Strategic Plan (*revised*), which provides the road map working towards our Vision: *"To be a global leader in trade facilitation through innovative e-commerce solutions"*. 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 and efficient 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 endeavor 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**

## PREFACE

I am pleased to unveil the second strategic plan for KenTrade covering the period 2015/16-2019/20 (revised). 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 operationalization 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 (revised) 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, programs 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 (revised).

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 directorates/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, Efficiency, Integrity and Accountability, Equity, Creativity 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**

**CHIEF EXECUTIVE OFFICER**

## EXECUTIVE SUMMARY

Kenya Trade Network Agency (KenTrade) was formally established through legal notice No. 6 of 28<sup>th</sup> January 2011. The principle objective of KenTrade is to establish, operationalize 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 an 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 up 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.
6. Trade facilitation

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

- i. To strengthen legal and corporate governance frameworks in place by year 2020.

- ii. To maintain at least 99.982% availability of the Kenya TradeNet System.
- iii. To facilitate reduction of cargo documentation time to maximum of one day by 2020.
- iv. To increase quality and timeliness of service delivery to stakeholders by increasing customer satisfaction by 2% annually from the current baseline 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.
- viii. Establish stakeholder collaboration through sharing of data and increasing trade across the Northern Corridor.

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.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 ORGANIZATIONAL BACKGROUND**

Kenya Trade Network Agency (KenTrade) was established through legal notice No. 6 of 28<sup>th</sup> January 2011. The principle objective of KenTrade is to establish, operationalize and manage the Kenya National Electronic Single Window System (KNESWS) also known as the Kenya TradeNet System and to facilitate trade. The Kenya TradeNet System needs to be integrated and interfaced with systems of all stakeholders involved in international trade to provide an end to end electronic solution for trade logistics. The Kenya TradeNet 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 TradeNet 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 TradeNet 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 Organizations (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. The Signing of the African Continental Free Trade Agreement (AfCFTA) provides new opportunities and challenges for Kenya.

### **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 operationalize 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.

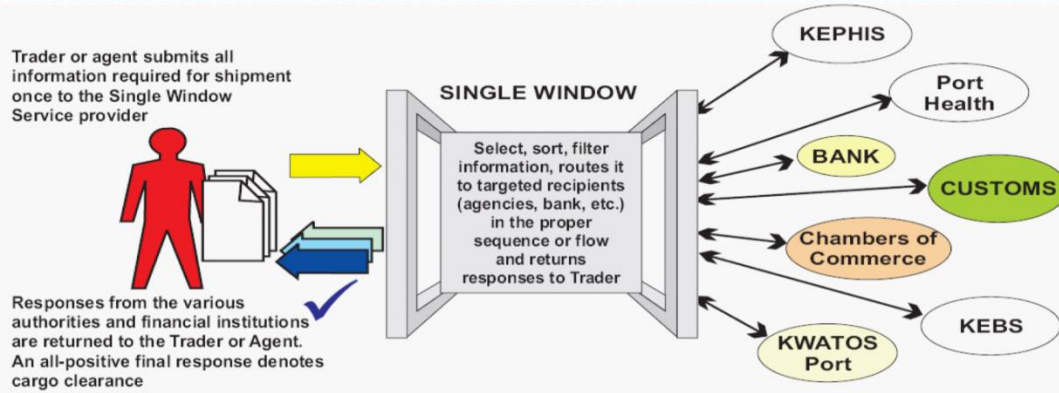
#### **1.4 THE ROLE OF KENTRADE IN THE ACHIEVEMENT OF VISION 2030**

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.





# Single Window Operations



Wednesday, June 15, 2011

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*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 fulfil 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 the 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 the 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 is aimed at ensuring synergy in the generation of ideas, enhancing ownership of the strategic plan and enhancing 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:

- i. The Constitution of Kenya 2010;
- ii. Kenya Vision 2030;
- iii. Second Medium Term Plan 2013–2017;

- iv. Ministry of Devolution and Planning Guidelines for preparation of Strategic Plans 2013-2017;
- v. Legal Notice No. 6 of 2011;
- vi. KenTrade's Strategic Plan (2012/2013 – 2014/2015);
- vii. KenTrade's financial reports for the period 2012-2015;
- viii. Performance contract reports 2013/2014;
- ix. KenTrade Draft Bill, 2013;
- x. Draft Business Model;
- xi. The Single Window System documentation.
- xii. Kenya Revenue Authority Third Time Release Study 2011; and
- xiii. Report of the Presidential Task Force 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 M E&R, the M E&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 28<sup>th</sup> 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:

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

#### **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 programs for all stakeholders to ensure conformity with international best practices; and
- h) Perform such other functions related to trade facilitation and other such duties as the Minister may, from time to time, assign to the Agency.

## 2.3 VISION

To be a global leader in trade facilitation through innovative e-commerce solutions.

## 2.4 MISSION

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

## 2.5 CORE VALUES

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

### **i. Customer focus**

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

### **ii. Integrity and accountability**

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

### **iii. Efficiency**

We commit to ensure that all our operations are undertaken in a manner that facilitates efficiency and effectiveness in service delivery.

### **iv. Equity**

We commit to treat all our stakeholders equitably.

### **v. Creativity**

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

**vi. 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 operationalization 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 quality, 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 operationalized 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.

### 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 stakeholder 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 program as it continues with implementation of the system.
4. Teamwork among staff is key in ensuring effective discharge of KenTrade's mandate. Thus the Agency will continue to work as a team to enhance quality service delivery.
5. The cost of National Single Window System operations is high thus there is need for KenTrade 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.

### **a) 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.

### **b) 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 goodwill;
- 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 and the signing of AfCFTA 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 KenTrade 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.

### 3.5 STAKEHOLDER ANALYSIS

A stakeholder is any person, group or institution that has an interest in the operations of KenTrade. The Agency's key stakeholders are as identified in the table 1 below.

**Table 1: Stakeholder Analysis**

Stakeholder	Role/Functions of the Stakeholder	Stakeholders' expectations from KenTrade	What KenTrade should do to meet stakeholders' expectations	What the stakeholder should do to assist KenTrade
Government ministries Core Ministries: <ul style="list-style-type: none"> <li>● The National Treasury and Planning,</li> <li>● Foreign Affairs and International Trade</li> <li>● Transport &amp; infrastructure</li> <li>● Ministry of EAC</li> <li>● Public service</li> </ul>	<ul style="list-style-type: none"> <li>● Adequate funding/resources</li> <li>● Policy guidance</li> <li>● Provision of accurate and timely information</li> <li>● Supporting legal framework</li> <li>● Facilitate technical assistance</li> <li>● Clarify conflicting mandates</li> </ul>	<ul style="list-style-type: none"> <li>● Prudent utilization of resources</li> <li>● Professionalism, transparency and accountability in execution of the Agency's functions</li> <li>● Compliance with policies, regulations and other commitments.</li> <li>● Technical advice on the Single Window concept and related Value Add Services(VAS)</li> </ul>	<ul style="list-style-type: none"> <li>● Prudent use of resources</li> <li>● Proper internal policies</li> <li>● Stakeholder engagement</li> <li>● Implement relevant articles of the WTO TFA, EAC and AfCTFA</li> <li>● Effective and efficient management of the Kenya TradeNet System and related VAS.</li> <li>● Draft the bill and lobby for its enactment into an Act</li> <li>● Effective</li> </ul>	<ul style="list-style-type: none"> <li>● Provide resources</li> <li>● Support KenTrade in implementing strategic and operational policies that includes trade and transport logistics.</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	Stakeholders' expectations from KenTrade	What KenTrade should do to meet stakeholders' expectations	What the stakeholder should do to assist KenTrade
			communication (all stakeholders)	
Partner Government Agencies (PGA) and Regulatory Agencies e.g. KRA, KEBS, KEPHIS, KPA, etc.	<ul style="list-style-type: none"> <li>● Verification of documents</li> <li>● Approval</li> <li>● Issuance of permits for exports and imports</li> <li>● Enforcement</li> </ul>	<ul style="list-style-type: none"> <li>● System integrations</li> <li>● Effective management of the TradeNet System</li> <li>● Provision of trade data</li> <li>● Faster and efficient services in trade and transport logistics by implementing Kenya TradeNet System.</li> <li>● Systems availability</li> <li>● Trade facilitation systems</li> </ul>	<ul style="list-style-type: none"> <li>● Implement the Kenya TradeNet System and VAS.</li> </ul>	<ul style="list-style-type: none"> <li>● Support KenTrade in implementing strategic and operational policies that includes trade and transport logistics.</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>
Shipping Agents	<ul style="list-style-type: none"> <li>● Lodging and submission of sea manifests.</li> <li>● Receipt of payments from Clearing and Forwarding (C&amp;F) Agents.</li> <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>● Consolidated fees (provide information on payments).</li> <li>● Integration with regional and continental economies.</li> <li>● Reliable and transparent document</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 and</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>● Support KenTrade in rolling out a business model to ensure</li> </ul>

Stakeholder	Role/Functions of the Stakeholder	Stakeholders' expectations from KenTrade	What KenTrade should do to meet stakeholders' expectations	What the stakeholder should do to assist KenTrade
		processing platform. <ul style="list-style-type: none"> <li>Stakeholder awareness.</li> <li>Distribution of approved manifest and other documents.</li> </ul>	management. <ul style="list-style-type: none"> <li>Actively participate in EAC and international fora on Single Window.</li> </ul>	sustainability of the System. <ul style="list-style-type: none"> <li>Support KenTrade in lobbying for enactment of KenTrade bill.</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> <li>Processing cargo clearance documents</li> </ul>	<ul style="list-style-type: none"> <li>Simplified documentation and monitoring process through the Kenya TradeNet System and VAS.</li> <li>Facilitation of electronic payment of charges.</li> </ul>	<ul style="list-style-type: none"> <li>Simplified documentation and monitoring process through the Kenya TradeNet System and VAS.</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> <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>
Shippers (combine with exporters/importers)	<ul style="list-style-type: none"> <li>Cargo owners (Importers/exporters)</li> </ul>	<ul style="list-style-type: none"> <li>Simplified documentation and monitoring process through the Kenya TradeNet System and VAS.</li> <li>Facilitation of</li> </ul>	<ul style="list-style-type: none"> <li>Simplified documentation and monitoring process through the Kenya TradeNet System and VAS.</li> <li>Facilitation of</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> <li>Support KenTrade in rolling out a business</li> </ul>



Stakeholder	Role/Functions of the Stakeholder	Stakeholders' expectations from KenTrade	What KenTrade should do to meet stakeholders' expectations	What the stakeholder should do to assist KenTrade
		<p>electronic payment of charges.</p>	<p>electronic payment of charges.</p>	<p>model to ensure sustainability of the System.</p> <ul style="list-style-type: none"> <li>• Support KenTrade in lobbying for enactment of KenTrade bill.</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 and international 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 and operations.</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> <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>
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>• Compliance to operational requirements.</li> <li>• Efficient trucks.</li> <li>• Support KenTrade in</li> </ul>

Stakeholder	Role/Functions of the Stakeholder	Stakeholders' expectations from KenTrade	What KenTrade should do to meet stakeholders' expectations	What the stakeholder should do to assist KenTrade
		<ul style="list-style-type: none"> <li>• Efficient tracking and monitoring of cargo.</li> </ul>		<ul style="list-style-type: none"> <li>• rolling out a business model to ensure sustainability of the System.</li> <li>• Support KenTrade in lobbying for enactment of KenTrade bill.</li> </ul>
Pre-shipment permit organizations	<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 System.</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>
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> <li>• Timely approval of Security Bonds</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate online issuance of permits</li> <li>• Facilitate online application of Security Bonds</li> </ul>	<ul style="list-style-type: none"> <li>• Timely execution of their chores</li> <li>• Support KenTrade in rolling out a business model to ensure sustainability of the System.</li> </ul>

Stakeholder	Role/Functions of the Stakeholder	Stakeholders' expectations from KenTrade	What KenTrade should do to meet stakeholders' expectations	What the stakeholder should do to assist KenTrade
				<ul style="list-style-type: none"> <li>Support KenTrade in lobbying for enactment of KenTrade bill.</li> </ul>
Insurance Companies	<ul style="list-style-type: none"> <li>Approval of bonds</li> <li>Marine Cargo insurance</li> </ul>	<ul style="list-style-type: none"> <li>Timely approval of Security Bonds</li> <li>Availability of the system</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate online application of Security Bonds</li> <li>Avail system</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 collection.</li> <li>Lodging of cargo clearance 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> <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>
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</li> </ul>	<ul style="list-style-type: none"> <li>Conform to agreed implementation timelines and procedures.</li> <li>Develop an effective</li> </ul>	<ul style="list-style-type: none"> <li>Provide technical assistance and advice.</li> <li>Ensure timely disbursement</li> <li>Support KenTrade in</li> </ul>

Stakeholder	Role/Functions of the Stakeholder	Stakeholders' expectations from KenTrade	What KenTrade should do to meet stakeholders' expectations	What the stakeholder should do to assist KenTrade
		System. <ul style="list-style-type: none"> <li>• Frequent feedback on the Kenya TradeNet System implementation status.</li> </ul>	monitoring, evaluation & reporting framework.	rolling out a business model to ensure sustainability of the System <ul style="list-style-type: none"> <li>• Support KenTrade in lobbying for enactment of KenTrade bill</li> </ul>
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 financial and 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>
Technology partners e.g. Payment Gateway providers, CL, GAINDE	<ul style="list-style-type: none"> <li>• Provide up-to-date and supportive technologies</li> <li>• Advice on technology</li> </ul>	<ul style="list-style-type: none"> <li>• Clear specifications</li> <li>• Commitment to contractual</li> </ul>	<ul style="list-style-type: none"> <li>• Provide clear specifications</li> <li>• Commitment to</li> </ul>	<ul style="list-style-type: none"> <li>• Provide up-to-date and supportive technologies</li> <li>• Advice on technology</li> </ul>

Stakeholder	Role/Functions of the Stakeholder	Stakeholders' expectations from KenTrade	What KenTrade should do to meet stakeholders' expectations	What the stakeholder should do to assist KenTrade
2000	trends/development	obligations	contractual obligations	trends/development
Suppliers	<ul style="list-style-type: none"> <li>• Provide goods and services</li> </ul>	<ul style="list-style-type: none"> <li>• Clear specifications</li> <li>• Commitment to contractual obligations</li> <li>• Prompt payment</li> </ul>	<ul style="list-style-type: none"> <li>• Provide clear specifications</li> <li>• Commitment to contractual obligations</li> <li>• Pay promptly</li> </ul>	<ul style="list-style-type: none"> <li>• Timely delivery of goods and services as contracted.</li> <li>• Feedback (all)</li> </ul>
CFS – Container Freight Stations	<ul style="list-style-type: none"> <li>• Act as extension of port</li> <li>• Cargo handling, warehousing and clearing</li> </ul>	<ul style="list-style-type: none"> <li>• High System availability</li> </ul>	<ul style="list-style-type: none"> <li>• Effective and efficient management of System</li> <li>• Other systems</li> </ul>	<ul style="list-style-type: none"> <li>• Availability for training</li> <li>• Implement electronic cargo documentation/clearing Systems</li> <li>• Feedback</li> </ul>
Business Partners	<ul style="list-style-type: none"> <li>• Collaborate with KenTrade to ensure smooth trade processes</li> </ul>	<ul style="list-style-type: none"> <li>• High System availability</li> <li>• Access to trade statistics captured by the TradeNet System</li> </ul>	<ul style="list-style-type: none"> <li>• Effective and efficient management of the System.</li> <li>• Provide trade statistics to business partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Support and comply with KenTrade's requirements for operation.</li> <li>• Feedback</li> </ul>
Associations	<ul style="list-style-type: none"> <li>• Collaborate with KenTrade in member sensitization and on-boarding</li> </ul>	<ul style="list-style-type: none"> <li>• High System availability</li> </ul>	<ul style="list-style-type: none"> <li>• Effective and efficient management of the System.</li> </ul>	<ul style="list-style-type: none"> <li>• Assist KenTrade in sensitization and on-boarding new users</li> <li>• Support KenTrade in rolling out a business model to ensure sustainability of the</li> </ul>

Stakeholder	Role/Functions of the Stakeholder	Stakeholders' expectations from KenTrade	What KenTrade should do to meet stakeholders' expectations	What the stakeholder should do to assist KenTrade
				System <ul style="list-style-type: none"> <li>Support KenTrade in lobbying for enactment of KenTrade bill</li> </ul>
Consolidators	<ul style="list-style-type: none"> <li>Group different cargo into one shipment.</li> </ul>	<ul style="list-style-type: none"> <li>High System availability</li> </ul>	<ul style="list-style-type: none"> <li>Effective and efficient management of the System.</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with KenTrade's operational requirements.</li> </ul>
General public	<ul style="list-style-type: none"> <li>Create an environment where KenTrade's system can work efficiently.</li> </ul>	<ul style="list-style-type: none"> <li>Good corporate citizenship</li> </ul>	<ul style="list-style-type: none"> <li>Uphold good corporate citizenship.</li> </ul>	<ul style="list-style-type: none"> <li>Availability for training and sensitization</li> </ul>
Trade bodies/associations – WTO, WCO, AAEC, WTO, AU	<ul style="list-style-type: none"> <li>Facilitate the implementation of multilateral trading arrangements as well as the EPA and AfCTFA.</li> </ul>	<ul style="list-style-type: none"> <li>Operate in accordance with the trade agreements made under the WTO and during the EPA.</li> </ul>	<ul style="list-style-type: none"> <li>Implement the agreements made during the EPA and the trade agreements with WTO.</li> </ul>	<ul style="list-style-type: none"> <li>Support KenTrade in implementing the various trade agreements</li> </ul>
Business Associations – KIFWA, KAM, KEPISA	<ul style="list-style-type: none"> <li>Collaborate with KenTrade in member sensitization and on-boarding</li> </ul>	<ul style="list-style-type: none"> <li>High System availability</li> </ul>	<ul style="list-style-type: none"> <li>Effective and efficient management of the System.</li> </ul>	<ul style="list-style-type: none"> <li>Assist KenTrade in sensitization and on-boarding new users</li> <li>Support KenTrade in rolling out a business model to ensure sustainability of the System</li> <li>Support KenTrade in</li> </ul>

Stakeholder	Role/Functions of the Stakeholder	Stakeholders' expectations from KenTrade	What KenTrade should do to meet stakeholders' expectations	What the stakeholder should do to assist KenTrade
				lobbying for enactment of KenTrade bill

## **CHAPTER FOUR**

### **STRATEGIC MODEL**

#### **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 period are:

1. Legal and regulatory framework;
2. Management of the Kenya TradeNet System (National Single Window System);
3. Customer service;
4. Business development and marketing; and
5. Institutional capacity and sustainability.
6. Trade facilitation

##### **7.1.1 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.

##### **7.1.2 Management of the Kenya TradeNet System**

With the implementation of the Kenya TradeNet System, KenTrade's 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. The Agency will also work towards roll out of the System in other borders such as Moyale, Lokichoggio, Lamu etc.

### **7.1.3 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.

### **7.1.4 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 opportunities and market gaps that require new products and services or improvement of the existing products and services.

KenTrade intends to build brand awareness, enhance visibility and awareness of its existence and operations to its stakeholders and the public. 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.

#### **7.1.5 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 enable effective monitoring of employee productivity and taking of corrective 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.

#### **7.1.6 Trade Facilitation**

KenTrade will continue to actively participation in trade facilitation initiatives in Kenya and internationally by working with stakeholders in implementing and operationalizing international best practices in trade facilitation. The Agency will also strive to implement relevant articles of WTO-TFA, WTO-Technical Barriers to Trade (TBT), WTO- Sanitary and Phytosanitary (SPS) Agreement AfCFTA, COMESA, EAC Tripartite etc. to facilitate trade.

KenTrade will also continue participating in national and international trade facilitation workshops/conferences/meetings to learn new techniques and technologies for implementation in trade facilitation. In addition, KenTrade will strive to implement more Value Add Services (VAS) to facilitate trade.

## 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 strengthen the legal and Corporate Governance frameworks in place by 2020.	i. Facilitate the enactment of the Act on the National Electronic Single Window System
		ii. Facilitate enactment of regulations on the National Electronic Single System
		iii. Review KenTrade's Legislative Framework
		iv. 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. Develop and implement the second generation Kenya TradeNet System
		iii. Upgrade the Kenya TradeNet Primary hosting Infrastructure
	2. To facilitate reduction cargo documentation time to maximum average of one day by 2020	i. Full operationalization of the Kenya TradeNet.
		ii. Integrate the Kenya TradeNet System with stakeholder systems.
		iii. Implement a paperless environment.
		iv. Roll out the Single Window System in more borders across the country
	Customer service	To increase quality and timeliness of service delivery to stakeholders by increasing
ii. Benchmarking with the industry for best practices.		

Strategic theme	Objective	Strategies
	customer satisfaction by 2% annually from the current baseline of 74%.	<ul style="list-style-type: none"> <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 at least 20% of the Agency's operating budget by year 2020.	<ul style="list-style-type: none"> <li>i. Introduce new products and services (including Value Add services (VAS))</li> <li>ii. Implement a business pricing model.</li> <li>iii. Enhance visibility and corporate image</li> </ul>
Institutional Capacity and Sustainability	<p>1. To increase operational efficiency in service delivery by 2020.</p> <p>2. To ensure optimum productivity and enhanced service delivery by continuously developing the human capital of the Agency.</p>	<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>
Trade facilitation	Establish stakeholder collaboration through sharing of data and increasing trade across the Northern Corridor	<ul style="list-style-type: none"> <li>i. Implement the Logistics Coordination Platform</li> <li>ii. Establish an Information for Trade Portal</li> <li>iii. Implement the Maritime Single Window</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 strengthen the legal and corporate Governance frameworks in place by 2020.**

Strategy	Activity	Expected Outcome	Output indicator	Timeline	Implementing Actor
Facilitate enactment of the Act on the National Electronic Single Window System	Revision of the draft bill	Supportive legislation	Draft bill	December 2017	Head of Legal Affairs
	Sensitization of stakeholders on the bill	Stakeholder acceptance of the bill	Meetings with key stakeholders	May 2018	Head of Legal Affairs/CEO/ Board
	Submit the draft to The National Treasury	Support and acceptance of the bill	Accepted bill	June 2018	Head of Legal Affairs
Facilitate enactment of regulations on the National Electronic Single System	Draft the regulations	Supportive legislation	Draft regulations	June 2019	Head of Legal Affairs
	Stakeholder sensitization on the regulations	Stakeholder acceptance of the bill	Meetings with key stakeholders	December 2019	Head of Legal Affairs
	Submit the draft regulations to national treasury	Support and acceptance of the bill	Accepted regulations	December 2019	Head of Legal Affairs

Strategy	Activity	Expected Outcome	Output indicator	Timeline	Implementing Actor
Review KenTrade's Legislative Framework	Identify conflicting legislations and draft necessary amendments	Harmonized legislation	Draft amendments	June 2019	Head of Legal Affairs/CEO/Board
	Draft necessary amendments and lobby for amendments	Amendments drafted and lobbied	Draft amendments	December 2019	Head of Legal Affairs
	Engagement and sensitization of Stakeholders on the need for legislative framework.	Stakeholder acceptance of the amendments	Meetings with key stakeholders	December 2019	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 2019	Head of Legal Affairs/CEO/Board
	Participate in proposed review of legislations for PGA's to safeguard KenTrade's mandate	Review of legislations	Legislations amended to safeguard KenTrade's mandate	December 2019	Head of Legal Affairs
	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 2018 (new board to be trained once appointed)	Head of Legal Affairs

<b>Strategy</b>	<b>Activity</b>	<b>Expected Outcome</b>	<b>Output indicator</b>	<b>Timeline</b>	<b>Implementing Actor</b>
Compliance with good corporate governance and Mwongozo guidelines	Revise the board charter	Improved decision making by the board of directors	Revised Board charter	December 2015 (continuous)	Head of Legal Affairs
	Board undertake performance evaluation	Improved accountability of the board	Board evaluation report	June 2016 (annual)	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	30 June 2016	CEO/FM
	Develop specifications	Approved specifications	Approved specifications document	June 2016	MIITI
	Procure the services	Service provider	Signed contract with service provider	30th June 2017	Manager Supply Chain
	Set up the Site	Working failover site	Level of system uptime	30th Dec 2017	MITI
Develop and implement the second generation Kenya TradeNet system.	Undertake project scoping	Approved concept	Approved concept document	June 2017	MISD/DTF
	Mobilize funds	Sufficient budget allocation	Amount allocated	June 2017	CEO/FM
	Recruit human capacity	Adequate human capacity	No. Of staff recruited	June 2019	MISD/DTF
	Develop business requirements specifications	Approved BPR	Approved BPR document	June 2018	MISD/DTF
	Design the system	Approved system requirements specifications	Approved system requirements specifications document	September 2018	MISD/DTF
	Develop and test system	Operational system	Signed off test	December	MISD/DTF



Strategy	Activity	Expected Outcome	Output indicator	Timeline	Implementing Actor
			certificate	2018	
	Implement the system	Working second generation Kenya TradeNet system	System availability	June 2019	MISD/DTF
Upgrade the Kenya TradeNet Primary hosting infrastructure	Mobilize funds	Sufficient budget allocation	Amount allocated	June 2017	CEO
	Develop specifications	Approved specifications	Approved specifications document	September 2017	MITI
	Procure the Services	Service Provider	Signed contract with service provider	September 2017	MITI/PM
	Set up the infrastructure	Working infrastructure	Level of system uptime	30 <sup>th</sup> December 2018	MITI

**Objective 2.2: 2. To facilitate reduction cargo documentation time to maximum average of one day by 2020**

Strategy	Activity	Expected Outcome	Output indicator	Timeline	Implementing Actor
Full operationalization 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 2019	MTF&VAS
	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 2019	MTF&VAS
Integrate the Kenya TradeNet System with stakeholder systems.	Mobilize resources	Sufficient budget allocation	Amount allocated	Annually	CEO
	Develop integration specifications	Approved integration specifications	Approved specifications document	Annually	MTF&VAS
	Implement the integration	Working integration	Number stakeholder system integrated	Annually	MTF&VAS
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 2019	MTF&VAS
	Streamline trade processes of PGAs	Streamlined trade processes	Number of Sign-offs with PGAs	Annually	MTF&VAS
	Simplify and harmonize (re-engineer) business processes of PGAs	Simplified and harmonized processes	Number of Sign-offs with PGAs	Annually	MTF&VAS
Roll out the Single	Needs assessment	Identification of borders to	Need assessment	2018/19	MTF&VAS

Strategy	Activity	Expected Outcome	Output indicator	Timeline	Implementing Actor
Window System in more borders across the country		roll out SW	report		
	Roll-out strategy	SW rolled out to new border	Strategy	2018/19	MTFVAS
	Sensitization and trainings	Efficient and operational SW at new borders	Reports	2018/19	MTFVAS
	Operationalization of the station: Designate and post officers	Efficient and operational SW at new borders	Postings	2018/19	MTFVAS

### THEME 3: CUSTOMER SERVICE

**Objective 3: To increase quality and timeliness of service delivery to stakeholders by 2% annually from the baseline of 74%**

Strategy	Activity	Expected Outcome	Output indicator	Timeline	Implementing Actor
Enhance customer satisfaction	Implement all modules of the CRM system	Timely response to customers	Turn-around-time	December 2018	MCS&CC
	Fully utilize the voice monitoring capabilities of the Avaya system	Timely response to customers	Turn-around-time	December 2018	MCS&CC
	Implement the customer service charter	Adherence to service charter commitments	Level of customer satisfaction	Annual	MCS&CC
Benchmarking with the industry for best practices	Identify and visit reputable contact centers	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  Reduced number of escalations cases	Continuous	MCS&CC

<b>Strategy</b>	<b>Activity</b>	<b>Expected Outcome</b>	<b>Output indicator</b>	<b>Timeline</b>	<b>Implementing Actor</b>
Enhance Communication to stakeholders	Use ICT innovations for Proactive communication	Less aggressive and more understanding customers	Level customer complaints	Continuous	MCS&CC
	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**

<b>Strategy</b>	<b>Activity</b>	<b>Expected Outcome</b>	<b>Output indicator</b>	<b>Timeline</b>	<b>Implementing Actor</b>
Introduce new products and services (Value Add services VAS)	Identify New products and prioritize them	New products and services offering	Number of products/ services identified	June 2020 and continuous	MMC
	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 2020 and continuous	MMC
	Launch and Market the new products to potential users	Uptake of new products increased revenue	Level of products/ services uptake and/or Amount generated from new products	Continuous	MMC
Develop and implement a business pricing model.	Carry out market research	Informed pricing model	Market research report	June 2020 and continuous	MMC
	Develop the appropriate charges for the products/services	Optimal pricing for services	Pricing structure in place	June 2020	MMC

Strategy	Activity	Expected Outcome	Output indicator	Timeline	Implementing Actor
	Implement the pricing structure	Increased revenue	Total Revenue generated	June 2020	
Enhance visibility and corporate image	Develop and implement communication strategy	Increased stakeholder engagement Increased public awareness	Approved Communication strategy	Continuous	MMC
	Develop and implement social responsibility programs	Operational the CSR program in place Increased public awareness on KenTrade	CSR policy and program in place	Continuous	MMC
	Establish relations with the media through media workshops , briefings, press releases and press conferences	Positive media coverage	Level of media engagements	Continuous	MMC

## 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 IFMIS	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/HODs
	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	MSCS
	Implement appropriate risk controls and monitoring systems	Reduced risk exposure for the agency	Level of risk exposure	Continuous	MSCS



Strategy	Activity	Expected Outcome	Output indicator	Timeline	Implementing Actor
	Develop and implement business continuity plan	Reduced risk exposure for the agency	Business continuity plan	June 2016	MIA
	Develop and implement appropriate internal controls	Effective internal controls	Internal control systems on place	June 2016	MIA
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
	Prepare and implement a monitoring and evaluation work plan	Expenditure control	M& E reports	Annually	MSCS
Research and development	Identify research areas across the Agency	Information based decisions	Areas of research identified	Annually	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

**Objective 5.2: To ensure optimum productivity and enhanced service delivery by continuously developing the human capital of the Agency.**

<b>Strategy</b>	<b>Activity</b>	<b>Expected Outcome</b>	<b>Output indicator</b>	<b>Timeline</b>	<b>Implementing Actor</b>
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	Annually	Manager HR & Admin
	Develop a performance based reward and recognition system	Improved employee morale and staff satisfaction	Recognition reward and system in place	Annually	Manager HR & Admin
	Implementation of the rewards and recognition system	Improved employee morale and staff satisfaction	Employees rewarded or sanctioned	Annually	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	Identify HR gaps based on the business model	Adequately resourced Agency	Staff gaps analysis report	June 2016	Manager HR & Admin

Strategy	Activity	Expected Outcome	Output indicator	Timeline	Implementing Actor
organization structure	Design organization structure and undertake job evaluation	Optimal staffing levels at the agency	Reviewed organization structure	December 2019	Manager HR & Admin
Strengthen staff capacity	Conduct Training Needs Assessment (TNA)	Enhanced competency levels and performance	TNA report	Annually	Manager HR & Admin
	Develop and implement training programs	Enhanced competency levels and performance	Training reports Training evaluation reports	Continuous	Manager HR & Admin/ Training committee
Enhance employee motivation	Develop and implement employee welfare and benefits program	Increased staff motivation and productivity	Welfare and benefits programs 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

## THEME 6: TRADE FACILITATION

**Objective: Establish stakeholder collaboration through sharing of data and increasing trade across the Northern Corridor**

Strategy	Activity	Expected Outcome	Output indicator	Timeline	Implementing Actor
Establish an Information for Trade Portal	Undertake project scoping	Approved concept	Approved concept document	June 2017	MTF&VAS
	Mobilize funding	Sufficient budget allocation	Amount allocated	September 2017	MF/CEO
	Map business processes and procedures	Approved business processes and procedures	Business process and procedure manuals	December 2017	MTF&VAS
	Update the system with business processes	Updated system	Number Of business processes and procedures mapped	June 2019	MTF&VAS
	Simplification of trade processes and procedures	Simplified processes	Number of processes simplified (commodities)	June 2020	MTF&VAS
Implement the	Undertake project scoping	Approved concept	Approved concept	June 2018	MTF&VAS

Strategy	Activity	Expected Outcome	Output indicator	Timeline	Implementing Actor
Maritime Single Window			document		
	Mobilize funding	Sufficient budget allocation	Amount allocated	September 2018	MF/CEO
	Map business processes and procedures	Approved business processes and procedures	Business process and procedure manuals	December 2018 (continuous)	MTF&VAS
	Update the system with business processes	Updated system	Number Of business processes and procedures mapped	June 2019	MTF&VAS
	Update the system with business processes	Updated system	Number Of business processes and procedures mapped	June 2019	MTF&VAS
	System development, testing and piloting of MSW, Rolling out, training and sensitization	Working MSW module and efficiency is document lodgment	MSW module in the TradeNet System	June 2019	MTF&VAS
Implement the Logistics	Undertake project scoping	Approved concept	Approved concept document	January 2019	MTF&VAS

<b>Strategy</b>	<b>Activity</b>	<b>Expected Outcome</b>	<b>Output indicator</b>	<b>Timeline</b>	<b>Implementing Actor</b>
Coordination Platform	Mobilize funding	Sufficient budget allocation	Amount allocated	September 2019	MF/CEO
	Map business processes and procedures	Approved business processes and procedures	Business process and procedure manuals	December 2019	MTF&VAS
	Update the system with business processes	Updated system	Number Of business processes and procedures mapped	June 2020	MTF&VAS
	System development, testing and piloting of MSW, Rolling out, training and sensitization	Working LCP and an efficient logistics chain	LCP in place	June 2020	MTF&VAS

## **CHAPTER SIX**

### **INSTITUTIONAL STRUCTURE AND FUNCTIONS**

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 fulfil 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. Strategy & 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 arrangements are in place:

- i. Trade Facilitation Directorate
- ii. IT Infrastructure and Innovations Directorate
- iii. Strategy, Compliance and Business Development Directorate
- iv. Corporate Services Directorate

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

1. Legal Services Department
2. Internal Audit Department
3. Supply Chain Department

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

### **6.3.1 Trade Facilitation Directorate**

This trade facilitation directorate has the following departments:-

#### **a) Trade Facilitation and Value Add Services**

The core functions of the department include:

- i. Coordination and formulation of trade facilitation policies and programmes in line with established corporate guidelines;
- ii. Coordination and direction of the Agency's trade facilitation activities and programmes;
- iii. Supporting and providing customer service with responsibility to ensure that the Kenya TradeNet System is accessible all over the country;
- iv. Facilitating training of personnel on changes in regulations, policies and new trade systems;
- v. Liaising with stakeholder organizations that facilitate trade, provide data on international trade and other information required;
- vi. Ensuring maintenance of accurate data and information on international trade;
- vii. Undertaking stakeholder capacity building on issues of international trade,
- viii. Generation and Management of trade statistics.
- ix. Liaise with stakeholders to increase usage of Kenya TradeNet System and related trade facilitation Systems

#### **b) Customer Service and Contact Centre**

The core functions of the department include:

- i) Formulating and implementing a customer service policy;



- ii) Implementing customer-service standards;
- iii) Ensuring efficient and prompt handling of all customers' inquiries / complaints whether relayed by phone, letter, e-mail or in person;
- iv) Provide system support to Kenya TradeNet System users through telephone, email or premise visits;
- v) Providing training to Kenya TradeNet System users on the business process and operations of the system;
- vi) Identify customer service trends, determine system improvements and implement desired change within agreed timelines;
- vii) Maintain detailed records of customer interactions and transactions, record details of inquiries, comments, complaints and of actions taken;
- viii) Determine customer service requirements by undertaking research and 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 IT Infrastructure and Innovations Directorate

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

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

**(b) Innovations and Solutions Development Dept: The core functions of the department include: -**

- i. Delivering the Innovation Strategy and road-map in liaison with the respective business departments;
- ii. Participation in the development of Innovative solutions using various project management disciplines and product process guidelines;
- iii. Provision of professional input in collaboration with the product teams in origination, to identify, validate and develop new products and service solutions for the Bank's clients;
- iv. Preparation of proposals for new business ideas, new lines of business and products;
- v. Monitoring and proactively analyzing all innovative ideas from internal and external partners;
- vi. Translation of business requirements information into system requirements;
- vii. Coordination of the collection of information to analyse and evaluate existing or proposed systems;
- viii. Development of system requirements specifications to facilitate tendering;
- ix. Identification of options for potential software solutions and assessment for technical and business suitability;
- x. Coordinate system design, coding, testing, development, deployment and maintenance of software applications;
- xi. Ensuring that the operating systems, software systems, and related procedures adhere to organizational policies and quality system;

- xii. Liaise with vendors, service providers in implementation of IT projects. The scope of liaison is on technical issues that arise from time to time during projects and operation of ICT infrastructure e.g. internet services, server hardware maintenance;
- xiii. Develop the standards and procedures manual for systems analysts and design and software development;
- xiv. Provide second line of technical support to KenTrade staff and visitors;

### **6.33 Strategy, Compliance and Business Development Directorate**

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

- a) Strategy, Compliance and Statistics:** The core functions of the department include:
  - i) Preparation, coordination and monitoring of the Agency's strategic plan implementation;
  - ii) Coordinate the implementation of the corporate work plan;
  - iii) Preparation and coordination of issues relating to the corporate performance contract within the Agency;
  - iv) Overseeing effective periodic Monitoring, Evaluation and Reporting of the Agency's activities as outlined in the Strategic Plan, Corporate Work Plan and Performance Contract;
  - v) Coordinate the identification, design and implementation of Research and Development initiatives in support of the Agency's mandate and Business Strategy.
  - vi) Coordinate the implementation of the Quality Management System
  - vii) Collect, collate and analyze various statistics
  - viii) Risk monitoring and management
  - ix) Monitoring compliance with various legal and regulatory requirements
  - x) Identification of key corporate issues and partnerships for policy advocacy and planning.

- b) Project Management:** The core functions of the department include: -

- i. Management and leadership of a team of Business Analysts in process modelling in conducting Business Process Re-engineering (BPR) for different projects in KenTrade;
- ii. Serving as a liaison between KenTrade business community and technical business solution providers on issues relating to Business Processes;
- iii. Monitoring the systems requirement lifecycle to ensure that the delivered solutions meets business needs.
- iv. Planning projects and proactively monitoring their progress.
- v. Resolving issues affecting projects and initiating appropriate corrective action
- vi. Ensuring effective quality assurance and the overall integrity of the projects - focusing inwardly on the internal consistency of the projects, and outwardly on its coherence with infrastructure planning, interfaces with other projects.
- vii. Facilitating the appointment of individuals to project teams.
- viii. Defining the programme's governance arrangements.
- ix. Managing the projects' budgets on behalf of the Project Board, monitoring expenditure and costs against delivered and realised benefits as the programme progresses.
- x. Ensuring the delivery of new products or services from projects is to the appropriate level of quality, on time and within budget, in accordance with the programme plan and programme governance arrangements.
- xi. Managing vendors/third-party contributions to the projects.
- xii. Managing communications with all stakeholders affected by the Project.
- xiii. Managing both the dependencies and the interfaces between Projects.
- xiv. Managing risks to the projects successful outcome.
- xv. Working with the user departments on the transition to the new business as usual position.
- xvi. Initiating extra activities and other management interventions wherever gaps within projects are identified or issues arise.
- xvii. Taking the lead on transition management, ensuring that business as usual is maintained during the transition and the changes are effectively integrated into the business.

- xviii. Preparing affected stakeholders and business areas for transition to new ways of working.
- xix. Ensure that ownership and usage of the system is reinforced and successes recognized and celebrated.
- xx. Reporting the progress of the projects at regular intervals to the Project Board.

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

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

### 6.3.4 Corporate Services Directorate

The Corporate Services Division has the following departments:-

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

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

**b) Human Resource Management and Administration:** The core functions of the department include:

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

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

**1. Legal Services:** The core functions of the department include:

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

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

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

**3. Supply Chain:** The core functions of the department include:

- i. Development, implementation and enforcement of procurement policies and

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

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



## 6.4 KENTRADE ORGANOGRAM

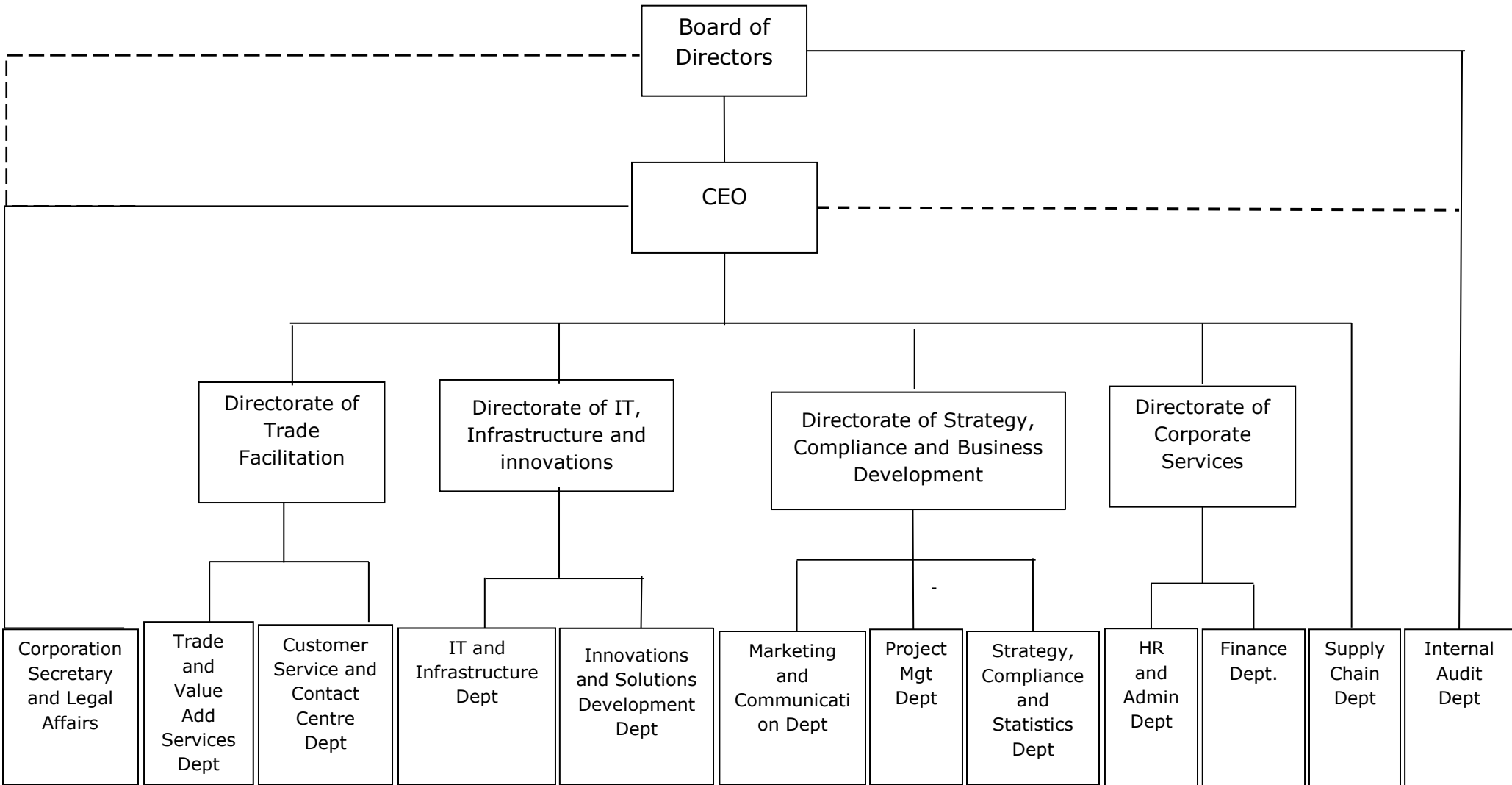


Figure 2: Organogram

## **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 quarterly meetings to review the status of the strategic plan implementation as it relates to their respective divisions and departments. Quarterly departmental progress reports shall be submitted and discussed during the meetings. In addition, areas requiring strategy change shall be identified and appropriate action taken.
- c) The M&E team will be reporting on a quarterly basis to the Board on the progress made towards the attainment of the objectives.
- d) The strategic plan will be reviewed at least once during the strategic plan period 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 programs/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 programs.
- 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 programs and sharing of successes and challenges.
- ii. Financial- Project-based allocation and prudent management of funds.
- iii. Operational- Put in place strategies to attract and retain qualified staff and outsource non-core activities.
- iv. Technological- keep abreast with changes in technology, undertake regular training of staff on ICT and upgrading of equipment in accordance with ICT trends.
- v. Enhancing ME&R for early detection and management of any risk.



## 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 System 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	4.5 days	4 days	3 days	2 days	1 day
Reduction in cargo documentation time to an average of one day by 2020				3 days	2 days	1 day
Customer Satisfaction Index	74%	77%	78.4%	80.4%	82.4%	84.4%
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%

