



KENYA EXPORT PROMOTION AND BRANDING AGENCY

STRATEGIC PLAN

(ABRIDGED VERSION)

2023/2024 – 2027/2028

Inspiring Global Trade

Vision

To transform Kenya into a top global Brand

Mission

Brand Kenya, Export Kenyan, Build Kenya

Core Values

Collaboration
Customer Centric
Innovation
Energetic
Passionately Kenyan

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Foreword by the Chairman

The Kenya Export Promotion and Branding Agency is entrusted to formulate and implement strategies for improved balance of trade, foreign exchange earnings and retention. The Agency is a key driver of Vision 2030 and the Government's Bottom-Up Economic Transformation Agenda (BETA) for inclusive growth. Through support by this Agency, the goal of an export-led economy will be a reality.

The Agency therefore has a role in implementing the Country's economic policy to ensure achievement of benefits in the following ways: Creation of employment across the priority value chains through value addition initiatives leading to premier earnings; Equitable distribution of income through capacity building and facilitation of enterprises across the Country on exporting; Economic stability through export earnings; Widening the tax base through development of enterprises and new exporters to increase payment of tax; and Foreign exchange earnings.

The rationale of this plan is to guide the Agency in implementing initiatives to transform Kenya into a top global brand. This is following the guidelines issued by the State Department for Economic Planning on development of fifth Generation Strategic Plans. This plan will be a basis for development of annual work plans and performance contracting, encompassing the Agency's commitments to be implemented during the Strategic Plan period to ensure growth of exports and improvement of Country's brand.

The Agency endeavors to effectively execute its core mandate, strengthen, and sustain collaborations with all stakeholders; public sector, regulators/enablers, exporters, development partners and research institutions to create synergies that encourage sharing of knowledge and realization of the goals of the plan for the benefit of the Country and its people.

A stylized, handwritten signature in black ink, appearing to read 'J. Bedi'.

Mr. Jaswinder Bedi, EBS, MBS

Chairman
KEPROBA Board of Directors



Acknowledgment by the Chief Executive Officer

As the Chief Executive Officer and the accountable authority of the Kenya Export Promotion and Branding Agency, it gives me great pleasure to present the 2023/2027 – 2027/2028 Strategic Plan. The Plan covers the five financial years to 30th June 2028 as provided in the revised guidelines for development of fifth generation strategic plans.

The Strategic Plan 2023/2024-2027/2028 succeeds the first ever strategic plan for the Kenya Export Promotion and Branding Agency that was implemented in the period 2019-2023. Implementation of the 2019-2023 plan was marred by challenges in global supply chains occasioned by the emergence of pandemics such as Covid-19. However, the Country remained resilient during this period leading to growth of exports through adoption of enabling technological infrastructure supporting digital trade (E-Commerce). Kenya's dedication to adopt measures to control spread of the disease further improved the Country's brand as an opinion leader.

This strategic plan therefore is developed in consideration of the lessons learnt during the implementation of the previous strategic plan to ensure resilience and innovativeness in undertaking export Promotion and Nation Branding initiatives.

The process for development of the plan was initiated during a management meeting in which a Technical Working Team for development of the plan was appointed. To ensure adequate representation of this team, members were drawn from each department. The process for development of the plan was highly consultative among the staff and stakeholders. Key policy documents relevant for promotion of export trade were considered. These include Constitution of Kenya 2010, Kenya Vision 2030, the Fourth Medium Term Plan (MTP IV) and the Bottom-Up Economic Transformation Agenda (BETA), Kenya National Trade Policy, Integrated National Export Development and Promotion Strategy (INEDPS), the EAC Export Promotion strategy, the Sustainable Development goals 2015 and the Kenya National AfCFTA Implementation Strategy 2022-2027, among others.

This plan has identified key strategic issues that the Agency endeavours to address to achieve its key result areas namely Product Development and Compliance, Export market development and promotion, Manage the image and reputation of Kenya and Efficient and Effective Service Delivery. The four strategic issues are Export product development and compliance (supply side issues), Export market development (demand side issues), Nation branding issues and corporate governance (cross cutting issues) covering aspects of production, marketing and visibility of Kenya and Kenyan products in the regional and international markets. Notable strategies in the Plan will be the implementation of market deepening and diversification initiatives, facilitation of value addition and adaptation of priority value chains and having a coordinated approach for positioning Kenya as a source of high-quality goods and services.

The 2023/2024-2027/2028 Strategic Plan focuses on export promotion, Nation branding, and corporate governance, leveraging lessons from the 2019-2023 plan. It involved extensive stakeholder consultation and aligns with key national policies. Key strategies include market diversification, value addition, and positioning Kenya as a source of high-quality goods and services.

As part of the steps in the development of the plan, the Agency subjected the draft strategic plan to validation by the Board of Directors for Kenya Export Promotion and Branding Agency for consideration. Much appreciation to the Technical Working Team for development of the strategic plan and the staff of KEPROBA for their invaluable contributions, exceptional commitment, and dedication during the process to ensure the Plan is coherent.

Input by the Board of Directors was incorporated to allow for validation of the plan with the stakeholders in the Counties across the six (6) Regional Economic Blocs namely: Central Region Economic Bloc (CEREB), Frontier Counties Development Council (FCDC), Southeastern Kenya Economic Bloc (SEKEB), Jumuia ya Kaunti za Pwani, North Rift Economic Bloc (NOREB) and Lake Region Economic Bloc (LREB) for comments and feedback. These comments and feedback were incorporated to finalize the plan. We specifically wish to thank representatives of the County Governments, largely CEC's relevant for trade; Chief Executive officers of the Regional Economic Blocs, Regulators and Business Management Organizations within the Counties for the indispensable input during the validation and commitment to support implementation of the plan.

Many appreciations are dedicated to the Principal Secretary for State Department for Trade and his counterpart of the State Department for Economic Planning for taking their time out of their busy schedules to review and provide extremely useful comments and input into the Strategic plan. The comments were addressed accordingly to finalize the Strategic plan.

On behalf of the Staff of the Kenya Export Promotion and Branding Agency, I wish to thank everybody that has been part of the journey to the development of this Strategic Plan. Together, we developed the plan that we commit to implement to the latter to contribute to the achievement of an export-led economy envisioned in BETA.

Thank you all.


Floice Mukabana

Chief Executive Officer



OPERATING CONTEXT

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The Kenya Export Promotion and Branding Agency is a State Corporation, under State Department for Trade, mandated to implement export promotion and Nation branding initiatives and policies to promote Kenya's export of goods and services. The Agency was established vide Legal notice No. 110 of 2019, following the merger of the then Export Promotion Council and Brand Kenya Board in an endeavor to consolidate efforts in promoting Kenya as a source of authentic and high-quality products. The Agency therefore developed this Strategic Plan stipulating its strategic direction in the next five years from FY 2023/2024 to FY 2027/2028.

This plan succeeds the Agency's first-ever Strategic Plan 2019-2023 whose implementation was affected by various challenges including the Covid-19 pandemic whose measures to control its spread disrupted physical movement of people and rendered logistics chain for goods and services complicated. Economies that embraced technologies in trade remained resilient and strong to overcome the shocks of the pandemic. The World is however not completely free from the consequences of Covid-19 pandemic and the global financial crisis. According to the World Bank's Global Economic Prospectus Report of 2023, global trade growth was expected to decelerate sharply to 1.7 percent in 2023, the third weakest pace of growth in nearly three decades. This was 1.3 percentage points below previous forecasts, reflecting synchronous policy tightening aimed at containing very high inflation, worsening financial conditions, and continued disruptions from Russia-Ukraine war.

Development and implementation of the Strategic Plan 2023/2024-2027/2028 was therefore informed by the lessons learnt and observations made during implementation of the Strategic Plan 2019-2023 as further detailed through the SWOT and PESTEL analyses and the risk management framework. Some of the dynamic shifts incorporated into the Strategic Plan 2023/2024 – 2027/2028 include vibrant use of E-Commerce to promote Kenya's businesses. The Agency has developed an Exporters portal through which Kenyan exporters will showcase their products and connect to regional and international buyers to discuss and transact businesses.

Successful implementation of this Strategic Plan will see enhancement of export capacities and compliance of Kenya's export products and enhanced market access for these products to increase exports by 10.0 percent annually from Ksh.873.1billion in 2022 to Ksh.1.5 trillion in 2028. Further, implementation of the plan will see Kenya positioned as among top 50 global brands and enhancement of efficiency and effectiveness for the Agency to deliver on its mandate.

In development of this plan, the Agency considered the background and history of its formation and analyzed

the global, regional, and national policy and regulatory frameworks within which it operates to ensure alignment and support in implementing these policies. These policies include the United Nations 2030 Agenda for Sustainable Development; African Union Agenda 2063; East African Community Vision 2050; Constitution of Kenya 2010; Kenya's Vision 2030, BETA and Fourth Medium Term Plan and other sector policies including the National Trade Policy 2017, Integrated National Export Development and Promotion Strategy (INEDPS), Kenya's foreign policy, Kenya Investment Policy 2019, National Industrialization Policy 2012-2030, National Livestock Policy 2019, Agriculture Policy 2021 and Sessional paper no. 2 of 2005 on Development of Micro Wealth and Employment creation.

The Kenya Export Promotion and Branding Agency is key in the implementation of the Bottom-Up Economic Transformation Agenda and the Fourth Medium Term Plan as well as other policies to achieve the desired Export-led Economy. This is in line with Legal Notice No. 110 of 2019 which entrusts KEPROBA with the responsibility to formulate and implement strategies for improving balance of trade, foreign exchange earnings and retention. The Agency therefore supports implementation of BETA to achieve the following benefits:

- i. **Creation of Employment:** Embracing the value chain approach to exporting will not only improve the productive capacities of the identified sectors and diversify products but also create jobs along the value chains leading to premium earnings.
- ii. **Equitable Distribution of Income:** The Agency seeks to work with Business Management Organizations (BMOs), to support enterprises across the country to build their capacity to become exporters.
- iii. **Economic stability:** A performing export sector is a brand that enables the economy to maximize returns and creates opportunity to diversify sources of national income from existing domestic production streams as well as from external sources.
- iv. **Expanding tax revenue base:** encouraging enterprises to engage in export trade through provision of market opportunities, market-led intelligence, trade and brand information and product development/value addition programs will spur economic activity, diversify the product offering thus widening the tax base.
- v. **Foreign exchange earnings:** Export trade catalyzes the revenue streams to support import covers and other related financial requirements to finance essential imports. It is therefore imperative to increase the country's exports of goods and services to narrow or balance the gap in the current account balances while also addressing the national cover of imports with export proceeds.

As guided by its core values, the Agency seeks collaboration with stakeholders categorized into enabling stakeholders, functional stakeholders, normative stakeholders, and diffused stakeholders (Grunig and Hunt model) to achieve the Country's export agenda.

1.1 Strategy as an imperative for Organizational Success

In 2001, the Government initiated strategic planning to enhance performance in the Public Service, focusing on productivity and service delivery. This involved adopting a Results Oriented Management approach, leading to the implementation of Results Based Management in 2004. This aimed at improving performance, service delivery, and governance, emphasizing the creation of strategic plans to guide development of annual work plans.

Strategic Planning therefore has remained to be the Government's main tool for monitoring efficiency and effectiveness in Public Service delivery. This Strategic Plan encapsulates KEPROBA's interventions for increased exports and improvement of the Country brand in the next five years from FY 2023/2024 to 2027/2028. This Plan is a basis to the development of annual work plans which will be used in development of Organizational and individual staff balance score cards against which performance appraisals will be conducted.

1.2 Methodology of Developing the Strategic Plan

The Strategic Plan was developed in the following steps in line with the revised guidelines for preparation of fifth-generation strategic plans received from the National Treasury's State Department for Economic Planning:

- i. **Initiation of the Strategic Planning Process:** Top management initiated the development of the new Strategic Plan through a meeting, conceptualizing the process. A questionnaire was circulated to gather feedback from all staff on previous plan implementation and input for the

new plan. Management convened on April 17, 2023, discussing the development process and defining Terms of Reference (ToRs) for a technical working team. This team, guided by the top management, comprised members from each department and was tasked with drafting the organizational strategic plan.

- ii. **Strategic Plan Development:** In consideration of the ToRs, the technical Working Team developed and submitted a draft strategic plan to the top management, who reviewed the plan and provided their comments and feedback. These comments were considered in improving the plan.
- iii. **Strategic Plan Validation:** The Strategic Plan was presented to the Board of Directors for review and provision of guidance. The management oversaw incorporation of the feedback and review of the plan in line with the guidance provided by the Board. The draft strategic plan was presented to all staff for ownership. The plan was then presented to the external stakeholders i.e exporters (both potential and existing exporters), regulators and export facilitating agencies in all Counties through the Regional Economic Blocs in which such Counties are members. The feedback from these external stakeholders was incorporated and a final draft strategic Plan developed. Feedback was incorporated and the plan was again presented to all staff with a note of the feedback received from the stakeholders visited during the validation workshops. This final draft strategic Plan was submitted to the State Department for Economic Planning for further review.
- iv. **Finalization and dissemination of the Strategic Plan.** Following input from the State Department for Economic Planning, the Strategic Plan was finalized, formatted, printed and launched for implementation.

STATEMENTS OF INTENT

2.1 Mandate

Implement export promotion and Nation branding initiatives and policies to promote Kenya's export of goods and services.

2.2 Vision Statement

To transform Kenya into a top global Brand.

2.3 Mission Statement

Brand Kenya, Export Kenyan, Build Kenya

2.4 Strategic Goals

- i. Enhanced export capacities and compliance of Kenya's export products.
- ii. Enhanced access to markets to increase exports by 10% annually from Ksh. 873.1 billion in 2022 to Ksh. 1.5 trillion in 2028.
- iii. Kenya positioned as among top 50 global brands.
- iv. Enhanced organizational efficiency and effectiveness.

2.5 Core Values

- i. **Collaboration:** willingness to reach out to each other to create impact.
- ii. **Customer Centric:** Willingness to support our existing and emerging exporters.

- iii. **Innovation:** We are creative and open to new ideas.
- iv. **Energetic:** Willingness to dedicate and give it all as team.
- v. **Passionately Kenyan:** We support the Made in Kenya initiatives, showcase the locally made apparels and support the buy Kenya build Kenya initiative.

2.6 Quality Policy Statement

The Agency endeavors to achieve the following quality objectives:

- a) Increase exports by 10.0% annually from 873.1 billion in 2022 to Ksh. 1.5 trillion by 30 June 2028.
- b) Position Kenya as among top 50 brands, from 56 in 2021, by 30 June 2028 (Indexes to be used are Future brands country index, Anholt Nation Brand Index and World Economic Forum Index).
- c) 100% adherence to laws and regulations governing Export trade and general operationalization of the Agency.
- d) Maintain a 95% rate of customer and stakeholder satisfaction with the services offered across the agency by 30 June 2028.
- e) Implement and maintain ISO 9001-2015 within the strategic plan period.



SITUATIONAL AND STAKEHOLDER ANALYSIS

SITUATIONAL AND STAKEHOLDER ANALYSIS

The Agency scanned the environment, both internal and external, within which it has been operating and its performance in implementing the previous Strategic Plan 2019-2023.

3.1 Situational Analysis

3.1.1 External Environment

The Agency analyzed the external environment, including domestic, regional, and international factors affecting its operations. This was summarized into SWOT and PESTEL analyses summarized below.

Table 1: PESTEL Analysis

Factor	Description	Strategic Implication	Strategic Response by KEPROBA
Political	Political goodwill	Good political goodwill enhances the country's image and perception and helps facilitate international relations with foreign governments.	Enhancement of the Agency's ability to secure additional resources to assist in the implementation of its programmes.
	Political stability	A stable political climate fosters favorable conditions for exports and national branding efforts. External factors can disrupt international markets, impacting trade volumes for Kenya.	To build strong political stability and enhance diplomatic relations, the Agency aims at creating strong collaborations with the government, embassies, foreign missions, and policy makers.
	Government policy	Government policies that aim at stimulating favorable trade seek to minimize trade tariffs, quotas and barriers thus increasing exports.	The Agency's role in promoting balance of trade favorable to Kenya will be through engagement into trade negotiations and participation to trade meetings that aim at reducing trade barriers.
	Foreign trade policy	Kenya's international relations shape strategic partnerships, impacting trade, cultural exchange, and investment climate, thus influencing exports and the country's brand.	Promotion of positive image, creation of communication content that enhances reputation and undertaking impactful international campaigns.
Economic	Market access	Bilateral and multilateral trade agreements will enhance market access for Kenya's products thereby increasing exports of goods and services.	The Agency will offer market intelligence and regular trade reports to help exporters maximize preferential market access. It will also create position papers to support trade negotiations, aiming to improve market access. Tailored market entry strategies will be developed for different markets, emphasizing product niches and competitive pricing based on comparative advantages.

Factor	Description	Strategic Implication	Strategic Response by KEPROBA
Social	Nature of workforce	The nature of workforce (i.e skills, education levels, demographics, and labor practices) gained for productive economic activities affects the output realized	The Agency will increase support for women and youth, vital for economic growth, by enhancing export trade training programs. The Agency will back bilateral agreements, particularly those concerning trade in services and labor exports, to boost implementation efforts.
Technological	Innovation and research	Due to ever changing technological resources, innovations and research exporters are required to adapt quickly to address the competitive export markets, sustain and penetrate emerging and new markets.	Advancement in technological innovations provide an environment that the Agency targets to leverage on to assist exporters engage with modern technology to market their goods and services. The e-platforms will not only enhance trade interactions but also improve efficiency and effectiveness.
Environmental	Weather conditions	Unpredictable weather conditions impact production, particularly in agriculture, affecting Kenya's export volumes. While Kenya is predominantly agricultural, efforts are underway to diversify into manufacturing and services industries.	The Agency aims to minimize the impact of weather fluctuations on exports by offering market intelligence on weather-related risks and promoting export diversification. This includes shifting focus from primary agricultural goods to value-added products and service exports.
	Sustainability	Sustainable practices and their adoption are necessary to increase acceptability of export products into markets especially in the EU.	The Agency will assist exporters to implement export enhancement programmes that promote sustainable practices along the value chain processes.
Legal	Legal disputes and dispute resolutions mechanisms	Regulatory frameworks are in place to govern export activities, including licensing, product standards, labeling, packaging regulations, and export documentation. Exporters must comply with target market regulations, potentially increasing operational complexity.	To minimize trade disputes the Agency aims to offer trade advisory services to the exporters on proper export practices and the need for documentation while exporting.

3.1.2 Summary of Opportunities and Threats

This is a culmination of the analysis of the factors external to the Agency but whose occurrence impacts on the Agency's operations and delivery on its mandate. For each factor, opportunities which the Agency can pursue and threats for which the Agency should mitigate have been identified as summarized below:

Table 2: Summary of Opportunities and Threats

Environmental Factor	Opportunities	Threats
Political	<ul style="list-style-type: none"> ✓ Political goodwill in export promotion and Nation branding. ✓ Government with aggressive foreign policy. ✓ New Government direction/focus on value chain approach to exports. 	<ul style="list-style-type: none"> ✓ Agreements with some major markets not complete/fully implemented. ✓ Government austerity measures. ✓ Terrorism. ✓ Regional instability. ✓ Political unrests.
Economic	<ul style="list-style-type: none"> ✓ Existing trade arrangements that can be taken advantage of. ✓ Focus/attention to export of services. ✓ Prospects for establishment of distribution networks in target markets for greater access to Kenyan export products. ✓ Opportunity to create revenue streams. (A-in-A generation from various programmes). ✓ Support for resource mobilization by donors and development partners. ✓ Value addition to earn premier prices for the Kenya's goods. 	<ul style="list-style-type: none"> ✓ Inadequate funding from exchequer. ✓ High cost of living and doing business. ✓ Low commercial representation ✓ Increased competition from other country brands. ✓ Weakening Kenyan shilling against the dollar. ✓ Limited information about the markets.
Social	<ul style="list-style-type: none"> ✓ Availability of skilled and educated youthful workforce. ✓ Increased appreciation and demand for Strategic partnerships with KEPROBA. 	<ul style="list-style-type: none"> ✓ Lack of brand architecture. ✓ Slow uptake and implementation of research and policy recommendations.
Technological	<ul style="list-style-type: none"> ✓ Emerging technology and advancement in export promotion 	<ul style="list-style-type: none"> ✓ Increased cyber-security threats. ✓ Delicacy in data handling.
Legal	<ul style="list-style-type: none"> ✓ Devolved system of Government. 	<ul style="list-style-type: none"> ✓ Weak legal framework establishing KEPROBA. ✓ Looming mergers and rebranding. ✓ Governance and integrity challenges. ✓ Unethical issues to production E.g. child labor. ✓ Theft of export products that are not safeguarded under intellectual property rights.
Ecological	<ul style="list-style-type: none"> ✓ Carbon credits provide new opportunities for the Country. ✓ Products compliant with the Greening aspect have huge opportunities of export market, largely in EU. 	<ul style="list-style-type: none"> ✓ Climate change ✓ Increasing need for certifications to demonstrate compliance with greening. E.g European Union Deforestation Response (EUDR). ✓ Loss of market through non-compliance with requirements such as the greening component in the EU market.
Regulatory	<ul style="list-style-type: none"> ✓ Clear regulatory framework to ensure Kenya's goods and services are of high quality. 	<ul style="list-style-type: none"> ✓ Agencies with competing mandates on export promotion. ✓ Failure by some exporters to comply with legal and market requirements.

3.1.3 Summary of Strengths and Weaknesses

The Strategic Plan takes cognizance of its strengths and weaknesses, that can undermine or propagate export development and Nation branding agenda. This will in the long run dictate the Agency's focus on actual interventions to grow exports in the prevailing environment. See table 3 for a summary of the strengths and weaknesses.

Table 3: Summary of Strengths and Weaknesses

Factor	Strengths	Weaknesses
Governance and Administrative Structures	<ul style="list-style-type: none"> ✓ Mandate fully contained in the functionalities of the State Department for Trade as provided in the Executive order No. 2 of 2023. ✓ The mandate adequately complements Nation branding and exports promotion. ✓ Properly constituted Board of Directors to allow for decision making and guidance. ✓ Establishment of value chain-based teams to support export development and branding initiatives for each value chain. 	<ul style="list-style-type: none"> ✓ Establishment of KEPROBA through legal notice number 110 is limiting in nature with regards to resource mobilization. ✓ Austerity measures whose implementation deters the Agency from successfully discharging its mandate. ✓ Weak organizational structure. ✓ Weak succession planning.
Internal Business Processes	<ul style="list-style-type: none"> ✓ The Agency has binding policies that allow for smooth conduction of operations. ✓ Adoption of technology such as ERP and E-portal to enhance efficiency and effectiveness. ✓ Public Service Branding accepted and adopted. ✓ Made in Kenya and Grown in Kenya marks of identity are registered as copy rights. ✓ A robust in-house production and design team. 	<ul style="list-style-type: none"> ✓ Non-alignment of service delivery with the specific needs of each client segment. ✓ Slow adoption of technology by the Kenyan exporters. ✓ Slow adaptation of monitoring and evaluation tools to demonstrate results. ✓ Breach of intellectual property rights. ✓ Lack of Nation Brand Policy for coordination of Nation Branding initiatives. ✓ Cyber-attacks.
Resources and Capabilities	<ul style="list-style-type: none"> ✓ Knowledgeable and skilled staff in Export Trade and Nation Branding. ✓ Willingness to adopt ICT for service delivery. ✓ "Make it Kenya" accepted and adopted by the Government. ✓ "Assembled in Kenya" registered as a trademark to promote Kenyan assembled motor vehicles. 	<ul style="list-style-type: none"> ✓ Inadequate budgetary allocation. ✓ Inadequate staffing (Human resource capacity currently stands at 23.5% of approved staff establishment). ✓ High staff turnover. ✓ Inadequate office space.

3.1.4 Analysis of Past Performance

3.1.4.1 Key Achievements

During the strategic plan period 2019–2023, the Agency focused on four strategic objectives namely: Development, diversification, and branding of Kenya's export products; development and diversification of Kenya's export markets; Management of image and reputation of the Kenya Brand and strengthening of Institutional capacity to deliver on the Agency's mandate. Implementation of interventions under these Strategic objectives contributed to exports growth through the years from Ksh. 596.7 billion in 2019 to Ksh. 643.7 billion in 2020, Ksh. 743.7 billion in 2021 and Ksh 873.1 billion in 2022 (Economic Survey 2023). On the other hand, Kenya's brand ranking improved from 63 in 2019, to 56 in 2021 (Future Brand Country Index).

Other key achievements under these strategic objectives are summarized below:

a. Development, diversification, and branding of Kenya's export products.

During this period, programs were implemented to introduce new export product lines, aiming to increase foreign exchange earnings and address business constraints. Forty-two (42) new product lines were developed, broadening Kenya's export products range. Two hundred and twenty-eight (228) companies adopted the made in Kenya Mark, leading to 1,065 products branded with the "Made in Kenya" mark to signify their authenticity and position Kenya as a source of high-quality goods. Enterprises received support in branding and packaging design, with ten (10) tea companies adopting new packaging. An exporters directory listing 2,500 enterprises was developed to tailor KEPROBA's interventions to their needs. Trade and brand information were provided to 1,176 enterprises at the Agency's business counseling desks, and sixty-nine (69) trade alerts were disseminated. The Agency engaged stakeholders through ten (10) forums in Kisumu, Busia, Taita Taveta, Nakuru, Mombasa, Kwale, Meru and Nyeri to identify and address constraints in export trade. Recommendations were made to resolve these constraints through a sessional paper that will be presented to the National Assembly's Committee for Trade and Cooperatives.

b. Development and diversification of Kenya's export markets

During the reporting period, Kenya focused on developing and diversifying its export markets, both by entering new markets and consolidating its presence in traditional ones. Market and Consumer research were conducted for Rwanda and Burundi, and the UAE respectively, alongside eighty-seven (87) secondary research in Kenya's key markets. The Agency devised market-specific strategies for various countries,

including South Korea, Japan, China, Ghana, Nigeria, DRC, Burundi, Mozambique, and Angola, highlighting export opportunities.

Trade promotional events were actively pursued, with 26 events coordinated, covering various regions and trade partners. Outbound trade missions targeted the EAC, the rest of Africa, the USA, the EU, Asia, and the GCC, resulting in significant trade deals and partnerships. These include export orders and spot sales worth Ksh. 4,773,386 registered during the 28th Uganda International Trade Fair 2022; two (2) business deals worth Ksh. 39 million signed during Dar-es-Salaam International Fair in 2022; Export order for 20 metric Tonnes each for potatoes, avocados, bananas, onions, carrots, green gram, and red beans secured during a trade mission to Djibouti; thirteen (13) export contracts, export orders worth Ksh.663.57 million and 8 buyers (Fruitwell, Big 5 Distribution, Edeka, Famila, Lidl, Kaufland, Rewe, Aldi) identified during the Trade mission to Germany, Fruit Logistica 2020 and Germany-Kenya High Level Business Forum 2023; Sales leads worth USD 2,178,000 equivalent to Ksh. 235,224,000 realized during the Macfrut Digital Fair 2020 Italy; business deals worth Ksh. 26.75 million for coffee and other products secured during the Russia-Africa Economic Forum in Sochi, Russia in 2019; spot sales and business deals worth Ksh. 30 million and Ksh. 582 million respectively realized during the World Expo 2020 Dubai, and export orders worth Ksh 9.5 million of coffee secured during the Coffee Expo Seoul 2021, leading to direct sale of seven (7) coffee containers (134.4MT) of coffee valued at USD 908,160 by Kenya's Kipkelion District Cooperative Union of Coffee farmers to buyers in South Korea. Notably, Kenya sought to strengthen ties with the USA, the EU, and Asian markets, showcasing its products and exploring opportunities for investment and market expansion.

The Agency utilized technology, such as the Exporters portal, to facilitate market access for Kenyan products, enabling Kenyan exporters to connect with international buyers. Capacity building efforts included enrolling twenty-five (25) staff from KEPROBA, KEPHIS, KAM, KNCCI, KEPSA, MSEA, AFA-HCD, KIBT and KENTRADE in international trade courses, enhancing expertise in export readiness programs. Additionally, the Agency supported negotiations for market access in EAC, COMESA, China and USA through position papers and facilitated cross-border trade facilitation forums in Moyale, Isibania (Sirare), Nakuru and Taita Taveta Counties with a view to identifying and facilitating resolution of constraints to provide an enabling environment for cross-border trade.

c. Management of image and reputation of the Kenya Brand

The Agency focused on branding Kenya and its

exportable products to highlight their authenticity and quality, aiming to shape a positive global perception. Initiatives included promotion of the Country brand using the “Made in” attribute through IMC campaigns, resulting in Public Relations Value (PRV) worth Ksh. 15.9 million and impressions amounting to 1,598,431. A civic pride campaign, dubbed “Kenya Sihami,” promoted peace during the 2022 elections, generating impressions amounting to 1,196,266 and views amounting to 521,640 at a view rate of 43.6% on Youtube and impressions amounting to 456,693 and 48,202 engagements at a 10.6% engagement rate per impression on other platforms. Further, 4,490 post clicks were recorded on 195 posts published. Media engagements advocated for positive reporting on the Kenya brand and exports, with 135 stories published during the reporting period. The Public Service Branding program ensured a unified government image across Ministries, Agencies and Departments (MDA’s). Sixty-eight (68) MDAs adopted the Public Service Branding Guidelines during the Strategic Plan period.

d. Strengthening of Institutional capacity to deliver on the Agency’s mandate.

This objective ensured the availability of resources and establishment of systems to support the Agency’s operations. Achievements included development of corporate brand identity and undertaking of Corporate Social Responsibility activities that saw 4,000 trees grown as part of CSR. The Agency established a Records Management Unit (registry) to centrally manage the agency’s records. Strategic partnerships with development partners such as UNDP, Global Affairs Canada, EU/ITC, EU/TMA and SIDA were pursued leading to mobilization of Ksh. 41,714,953 (in kind). Ksh. 63 million (in Cash) was mobilized through COMESA RIIP program. ICT was leveraged for service delivery, with ERP and CRM developed for process automation. The Agency’s performance in implementing performance contracts was rated “Good” and almost achieved “Very Good” in FY 2021/2022. Financial management included an audit of financial statements, which were unqualified.

3.1.4.2 Challenges

Some of the factors that hindered achievement of the set targets during the implementation of the previous plan are as follows.

- i. The effects of Covid-19 pandemic: Restrictive measures put in place to curb the spread of Covid – 19 globally largely disrupted implementation of some key programs

and initiatives in the Strategic Plan.

- ii. Understaffing: The Agency’s in-post staff account for 23.5% of the staff establishment, which is inadequate to deliver on its huge mandate.
- iii. Limited budgetary allocation to implement the Agency’s programmes.
- iv. Looming mergers affected KEPROBA’s going concern.
- v. Duplication of roles by other trade promotion agencies.

3.1.4.3 Lessons Learnt

1. Adoption of technology can promote efficiency and effectiveness in execution of key interventions.
2. The Agency mandate is quite broad and requires additional staff to deliver.
3. Inadequate budgetary support contributed to underachievement of targets.
4. The Agency should embark on revenue generating activities and partnering with development partners to resource funding gap.
5. The Agency should prioritize projects with high impact because of limited resources.
6. Noting that the Agency does not have/own export products, there must be stakeholder consultation and buy-in for every intervention and project.

3.2 Stakeholder Analysis

To execute its mandate of enhancing export trade and nation branding effectively and efficiently, the Agency will need to collaborate closely with other stakeholders. In analyzing these stakeholders, the Agency used the Grunig and Hunt model that classifies stakeholders into four categories:

1. **Enabling stakeholders:** Institutions that exercise power over the Agency.
2. **Functional stakeholders:** Non state players who either receive or provide services in the export trade value chain.
3. **Normative stakeholders:** State players that are co-partners in trade facilitation.
4. **Diffused stakeholders:** Stakeholders that rarely interact with the organization but become involved based on the actions of the organization.



**STRATEGIC ISSUES,
GOALS AND KEY
RESULT AREAS**

STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

This section highlights the Strategic Issues, which form the basic challenges in the export system and Nation Branding that if solved will enable propelling of exports forward and position the Country globally. Successful address of these issues will enable achievement of the following key result areas: Product Development and compliance; Export Market Development and Promotion; Management of the image and reputation of the Kenya brand and Efficient and Effective Service Delivery.

4.1 Strategic Issues

The Agency identified strategic issues which were classified in four categories namely; Export product development and compliance (supply side issues), covering issues relating to production, processing and manufacturing of Kenya's export products; Export market development (demand side issues), covering issues relating to Market access of Kenya's export products in regional and international markets; Nation branding issues, covering issues relating to perception and positioning of the Country brand and branded Kenyan product in the regional and international markets; and corporate governance (cross cutting issues) which relate to issues that affect the Agency's operations and delivery on its mandate.

a. Export Product development and compliance (supply side issues).

- i. **Limited product supply capacities and capabilities in the Country:** Limited supply-side conditions have often been the more important constraint on product supply and consequently on export performance which may lead to missed export opportunities in Kenya. Expanding into new markets or introducing new products often requires investments in production capabilities, research and development, and infrastructure to create and enhance sustainability.
- ii. **Business operating challenges:** Exporting often involves compliance with various regulations and legal requirements in both the home country and the target market. Compliance with trade regulations and customs procedures often involves lengthy and bureaucratic processes, resulting in delays in export activities. Exporters may incur additional expenses related to compliance, such as fees for licenses, customs duties, inspections, and certifications. These increased costs affect profits and make exported goods less competitive in the target market.
- iii. **Unreliable and expensive transport logistics (both Air and Sea freight):** Logistics is an imperative aspect of international trade. According to

African Union's report on Africa's Development Dynamics 2022, high costs of trade are due to poor transport infrastructure, nontariff barriers and weak traderelated services such as logistics, trade finance and payments. The report further asserts that the COVID19 crisis increased trade costs due to disruptions to transport, restrictive trade policies and global economic uncertainties. By some estimates, logistics costs in Africa are up to four times higher than the world average (Plane, 2021).

- iv. **Value addition and branding:** Value addition and branding provide businesses with a competitive edge in the global marketplace. By offering unique value propositions and building strong brands, exporters can differentiate themselves from competitors and create a sustainable advantage. Constraints on value addition and branding can limit this advantage, making it challenging for businesses to stand out or defend their position in competitive markets. This can impact export performance by reducing market share, limiting growth opportunities, and making it harder to penetrate new markets.
- v. **Compliance with international market requirements:** International market requirements often focus on product quality, safety, and consumer protection. Compliance with these requirements ensures that exported goods meet the minimum quality and safety standards, reducing the risk of product defects or harm to end-users. Meeting such requirements requires research to understand the regulations, standards, and certifications specific to each target export market to remain updated on any changes or updates to these requirements. The Agency commits to continue advocating for adoption of standards and requirements for Kenya's export products to promote compliance. Under this strategy, the Agency will develop and implement framework of collaboration with Accreditation bodies in the Country; in liaison with KEPHIS, Identify issues that lead to interception of Kenyan products in the regional and international markets and engage BMOs and the accreditation bodies to formulate interventions to address them to enhance compliance; develop and implement a crisis management mechanisms to counter reputational risks facing Kenya's export products and the Country's brand. Further, the Agency endeavors to engage with accredited testing laboratories and certification bodies (such as KEPHIS) to assess and certify products according to the required standards. The Agency will work hand in hand with all regulators to ensure enforcement of such regulations to enhance compliance in local, regional, and international markets.

- vi. **Limited export product range:** A limited product range limits a country's ability to tap into diverse export markets. Different markets have varying demands and preferences, and offering a narrow range of products may limit the potential to cater to a wider customer base. Diversification of products that adapt into multiple markets helps reduce dependence on specific markets and enhances export resilience.
- vii. **Access to relevant trade and brand information:** Limited trade and information about Kenyan brands and their unique value propositions can hinder their recognition and visibility in international markets. This affects exporters to effectively position their products or services in international markets. To address these challenges, the Agency targets to conduct market research and intelligence and develop a strong brand identity and value proposition that differentiates Kenyan products or services. Through capacity building initiatives, the Agency will transfer this knowledge to exporters to help empower and nurture them into exporting.
- viii. **Promotion of Export of services:** The export of services in Kenya is largely concentrated to a few service exports including tourism, transportation, business process outsourcing (BPO), information technology (IT) services, financial services, and professional services. The export of services in Kenya presents opportunities for economic growth, job creation, and foreign exchange earnings. Continued support from the government, investment in skills development, infrastructure improvement, and market diversification efforts will be key in unlocking the full potential of service exports in the country. The Agency prioritizes export of educational, healthcare (health tourism), banking and non-banking financial services, ICT, cultural and sports, transport and logistics, tourism and human resource services. The Agency will focus on exploring new markets and diversifying export destinations for these services. This includes identifying emerging markets, participating in trade fairs and exhibitions, and engaging in targeted marketing and promotion activities. Further, the Agency plans to conduct targeted marketing and promotion activities to raise awareness of Kenyan services internationally and facilitate business matchmaking with potential clients.

b. Export Market Development (demand side issues).

- i. **Market access challenges caused by demand and supply side dynamics:** this refers to the decreased trade due to existence of Tariff and Non-Tariff Barriers that hinder Export to the Regional and

International Markets: disjointed export logistics, language barrier, limited market information, finance, Tariff and non-tariff barriers, Consumer preferences and competition from neighboring countries.

- ii. **Low visibility and awareness of Kenya and Kenya's export products in the destination markets:** The Agency's core mandate is to implement export promotion and nation branding initiatives and policies to promote Kenya's export of goods and services. To effectively deliver on its mandate, there is need for the Agency to build awareness of the nation brand prior to branding of Kenyan products e.g. through undertaking comprehensive market surveys prior to market penetration.

Additionally, the Agency aims to enhance the brand affinity and positioning of Kenyan products through acknowledging and recognizing the source of origin. The Agency can promote the adoption of the Made in Kenya and Grown in Kenya Initiatives as a unique mark of identity for standardization for Kenyan Products. Further the Agency can work closely with the Kenyan Embassies to ensure Kenyan products are being positioned and exported to various destination markets.

- iii. **Weak capabilities of market research, development, and promotion; Limited information on Kenya's export markets:** There is limited information on Kenya's export markets thus there is need for institutional strengthening of the Research and Innovation unit to effectively address the demands related to market research, development and promotion that inform the Agency's activities.
- iv. **Overreliance on traditional/existing Markets:** Kenya has a narrow export base for its goods and services. As a result, there is a need for market diversification to help reduce dependence on traditional markets.

Development and diversification of Kenya's export market involves entry into new markets into which Kenya had not been exporting before and deepening and increasing the number of products exported in the Kenya's traditional markets.

- v. **Limited uptake of opportunities in the AfCFTA market:** There has been limited uptake of opportunities in the African Continental Free Trade Area (AfCFTA) market. This could be attributable to lack of information and awareness of the opportunities therein. There is therefore need for development of strategies seeking to amplify uptake of these opportunities by the Kenyan exporters.

c. Nation Branding issues

- i. **Image and reputation of the Kenya brand:** One of the key mandates of the Agency is to have an integrated mechanism for building and enhancing the Country's image and national identity and rallying its citizens behind it.

The Agency is tasked with the responsibility of identifying and refining the key attributes of Kenya that contribute positively to the image and reputation of the Nation and to enhance these characteristics and create an authentic and credible brand for the country that establishes our uniqueness in the global arena.

- ii. **Inadequate knowledge and support about the concept of Nation branding:** The Concept of Nation Branding remains new and has not been adequately comprehended. There is no central policy in place that could centrally consolidate interventions and efforts for Nation branding.
- iii. **Lack of alignment to Nation Branding:** Over the years, the look and feel has been random across state departments with competing visual identities. It would not be easy to identify two or more agencies to the one Government.

d. Corporate Governance (Cross Cutting issues)

- i. **Low visibility of the Agency:** The Agency was formed as a result a merger of the then Export Promotion Council and Brand Kenya Board. Following the merger, there has been limited publicity to inform people about the establishment of the Agency. As such, little is known about it by the Stakeholders. Other Stakeholders are still confused about the entity and continue to refer to it with a name of any of the constituent agencies forming it. Thus, the Agency needs to undertake publicity campaigns to build awareness to inform on the establishment of the Agency.
- ii. **Competing identities:** Since the establishment of the institution, the Agency has had overlapping and competing identities resulting in inconsistent brand messaging. This leads to brand confusion by stakeholders. Thus, the Agency needs to establish clear and consistent brand messaging and harmonize its messaging across its digital communication channels i.e website and e-mail domains.
- iii. **Business continuity and succession planning:** To ensure business continuity and succession planning, the Agency will develop and employ a youthful and skilled workforce to succeed existing leadership in the organization. This will be implemented through

the development of a succession planning strategy which will include employee career progression as well as transfer of knowledge and skills through coaching and mentorship programs.

- iv. **Inadequate human and financial resources to effectively execute the Agency's mandate:** The Agency human resource capacity currently stands at 23.5% of the approved staff establishment. Thus, the Agency needs to enhance its human resource capacity to attract and retain skilled employees as well as increase its financial resources to effectively execute the Agency's activities to deliver on the institutional mandate.
- v. **Ineffective business processes:** The Agency plans to implement business process re-engineering to develop and improve business processes and policies resulting in an improved corporate culture and enhanced service delivery.

The Agency will strengthen business processes by developing and implementing the performance management system, developing and implementing a risk framework and acquisition and sustenance of ISO certification. The agency will also ensure prudent financial management, enhance internal audit to provide risk-based and objective assurance and ensure adoption of ICT in service delivery.

- vi. **Organizational culture:** There is a poor corporate culture. There is a need to develop effective Human Resource policies that foster a strong and positive organizational culture to improve communication, teamwork, employee satisfaction and commitment and performance and productivity.

4.2 Strategic Goals

During the Plan Period, the Agency identified four (4) strategic goals:

- i. Enhanced export capacities and compliance of Kenya's export products.
- ii. Enhanced access to markets to increase exports by 10% annually from Ksh. 873.1 billion in 2022 to Ksh. 1.5 trillion in 2028.
- iii. Kenya positioned as among top 50 global brands.
- iv. Enhanced organizational efficiency and effectiveness.

4.3 Key result areas (KRAs)

During the Plan Period, the Agency identified four (4) Key Result Areas (KRAs) which will drive the Agency's strategic focus during the five years of implementation. These are:

1. Product development and compliance;
2. Export market development and promotion;
3. Manage the image and reputation of Kenya; and
4. Efficient and Effective Service Delivery.

Below is a summary on alignment of the strategic issues, goals and key result areas:

Table 4: Strategic Issues, Goals and KRAs

Strategic Issue	Goal	Key Result Area
Export Product development and compliance (supply side issues)	Enhanced export capacities and compliance of Kenya's export products	KRA1: Product development and compliance
Export Market Development (Demand side issues)	Enhanced access to markets to increase exports by 10% annually from Ksh. 873.1 billion in 2022 to Ksh. 1.5 trillion in 2028.	KRA2: Export Market Development and Promotion
Nation Branding	Kenya positioned as among top 50 global brands.	KRA3: Manage the image and reputation of Kenya
Corporate Governance (cross cutting issues)	Enhanced organizational efficiency and effectiveness.	KRA4: Efficient and Effective Service Delivery



STRATEGIC OBJECTIVES AND STRATEGIES

STRATEGIC OBJECTIVES AND STRATEGIES

The chapter provides the Agency's four strategic objectives that will be implemented through a number of strategies to achieve the four (4) Key Result Areas.

5.1 Strategic Objectives

The Strategic Plan 2023/2024-2027/2028 has adopted relatively ambitious but realistic organizational targets based on a long-term average dynamic of 10.0 per cent. This target has factored in the predictability of the business environment and related economic parameters. The 10.0 per cent annual export growth will be the Agency's contribution towards the 25 per cent annual exports growth target enshrined in the Integrated National Exports Development and Promotion Strategy (INEDPS).

Over the same period, the Kenya Export Promotion and Branding Agency (KEPROBA) shall seek to sustain Kenya's nation brand performance as among the Top 50 Brands through various indices such as the Anholt Nation Brands Index, Future Brand Country Index and World Economic Forum Indices.

These achievements can only be made possible by a well constituted Agency with skilled and competent staff. The Agency's fourth goal therefore seeks to enhance efficiency and effectiveness to deliver on the Agency's mandate.

These goals will be achieved through the following strategic Objectives:

1. Facilitate development, adaptation, and compliance of Kenya's export products.
2. Enhance visibility of Kenya's export products in regional and international markets.
3. Position Kenya as a top global brand.
4. Strengthen institutional capacity to deliver on Agency's

mandate.

Performance projections of these Strategic Objectives during the five-year period of implementation of the Strategic plan is summarized in **Annex 2**.

The Agency adopts the value chain approach in export development and Nation Branding. The 10.0% annual exports growth will be realized through promotion, positioning and placement of the priority value chains in the following markets:

1. **New markets (which require market development interventions):** These markets included Kazakhstan, Nigeria, Russia, Ghana, South Africa, Oman, Malawi, Spain, Israel, Portugal, Zambia
2. **Emerging Markets (which require market deepening interventions):** These markets include Rwanda, China, Democratic Republic of Congo, Egypt, Italy, Japan, South Korea, Germany, Belgium, Iran, Yemen, Burundi, and Somalia.
3. **Established markets (which require consolidation and diversification interventions to safeguard the market and establish further dominance):** These markets include Pakistan, Uganda, Tanzania, South Sudan, United States of America, United Arab Emirates, Saudi Arabia, Netherlands, and United Kingdom.

5.2 Strategic Choices

The Agency endeavors to adopt strategies aimed at addressing the identified strategic issues to enable achievement of the intended goals enshrined in this plan. These are aligned to the Strategic Objectives and Key Result Areas as summarized below:

Table 5: KRAs, Strategic Objectives and Strategies

Key Result Area	Strategic Objective(s)	Strategies
KRA1: Product development and compliance	SO1: Facilitate development, adaptation, and compliance of Kenya's export products	S1: Understand market requirements and customer dynamics.
		S2: Capacity building
		S3: Engage regulators and stakeholders to address supply side constraints.
		S4: Advocate for adoption of standards and requirements for Kenya's export products to promote compliance
		S5: Facilitate Value addition and adaptation of priority value chains
		S6: Strengthen engagement with Kenya's exporters.
KRA2: Export Market Development and Promotion	SO2: Enhance visibility of Kenya's export products in regional and international markets.	S7: Implement market deepening and diversification initiatives.
		S8: Leverage on Technology for Export Market development and Promotion
		S9: Establish and strengthen distribution systems
KRA3: Manage the image and reputation of Kenya	SO3: Position Kenya as a top global brand	S10: Coordinate positioning of Kenya as a source of high-quality goods and services
		S11: Develop and implement global marketing and communication strategies.
		S12: Build pride and patriotism
KRA4: Efficient and Effective Service Delivery	SO4: Strengthen institutional capacity to deliver on Agency's mandate.	S13: Enhance Corporate brand visibility
		S14: Develop and Implement Human Resource Strategy
		S15: Strategic partnerships and collaboration
		S16: Resource mobilization
		S17: Strengthen and Re-engineer business processes for effective and efficient service delivery.



IMPLEMENTATION AND COORDINATION FRAMEWORK

IMPLEMENTATION AND COORDINATION FRAMEWORK

This chapter outlines the elements necessary for the successful implementation of the Strategic Plan. These include responsibilities for implementation, resource mobilization and Risk mitigation.

6.1 Implementation Plan

The Strategic Plan will be the basis for the development of annual work plans and performance contracting. Implementation of the plan will be tracked through monthly and quarterly meetings during which the progress of implementation of the plan will be considered.

6.1.1 Action Plan

The implementation matrix details the activities to be implemented under each strategy for each strategic objective of each Key Result Area. This includes the targets, proposed budget and responsible directorates/departments implementing the activities.

6.1.2 Annual Workplan and Budget

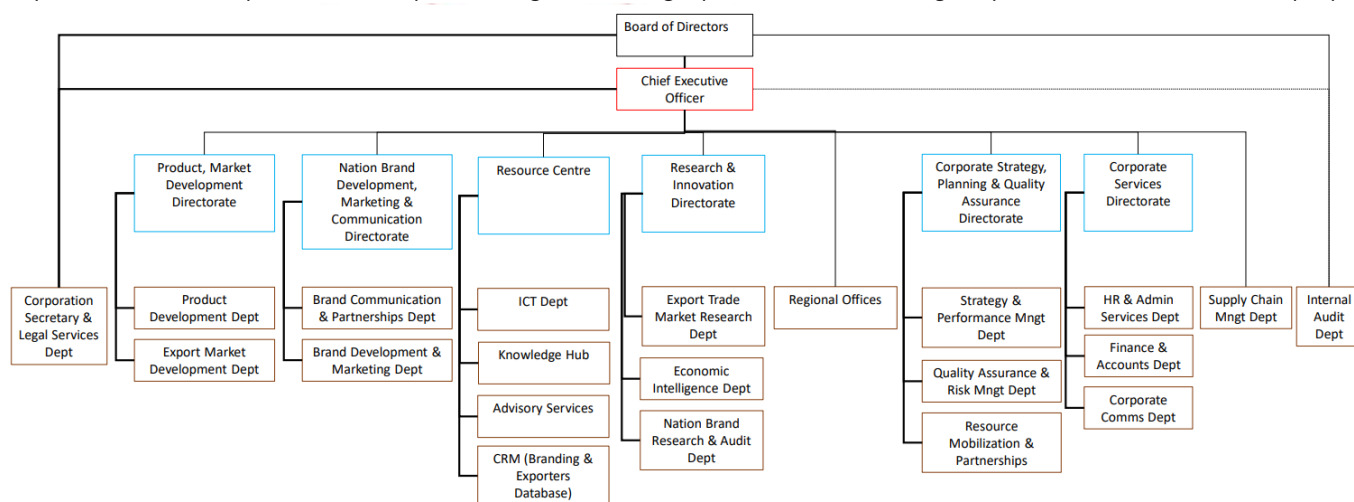
The annual workplans for the respective financial years within the period of implementation of the plan will be extracted from the Action plan. The Agency will adopt an activity-based costing approach during development of the respective work plans.

6.1.3 Performance Contracting

The Agency's performance contracting will be developed based on the guidelines received from the Public Service Performance Management Unit of the State Department for Performance and Delivery Management. These activities will be included in the respective annual work plans to ensure allocation of budget and implementation. The performance contract will be the Agency's commitment to the Ministry of Investment, Trade and Industry signed by the Agency's Board and countersigned by the Ministers in the aforementioned ministries.

6.2 Coordination Framework

While identifying the activities and programmes to be implemented, the Agency is cognizant of the Stakeholders roles and contributions to delivery on the Agency's mandate. Further, the Agency is aware of the myriad of challenges that hamper growth of exports for which the Agency plays an advocacy role for alleviation of these constraints by the relevant authority. Specifically, the Agency has adopted the value chain approach to product development and promotion. It is however noted that the export promotion aspect comes at the tail end of each value chain. The Agency therefore works with the relevant stakeholder to ensure the products produced within each value chain are exportable and markets are identified to which such products will be exported to. In implementing this strategic plan therefore, the Agency considers the roles to be played



6.2.2 Staff Establishment, Skills Set and Competence Development

Below is an analysis of the staff establishment of the Agency:

Table 6: Staff Establishment and Competence Development

Cadre	Approved Establish-ment(A)	Optimal Staffing levels (B)	In-post (C)	Vari-ance D=(B-C)	Skills Gap	Competence Development
Chief Executive Officer (Grade 1)	1	1	0	1	✓ Negotiation skills.	✓ Negotiation skills.
Directors (Grade 2)	6	6	1	5	✓ Ability to mobilize resources. ✓ Negotiation skills.	✓ Resource Mobilization training ✓ Negotiation skills.
Managers (Grade 3)	35	35	19	16	✓ Strategic Leadership and innovative thinking. ✓ Ability to build an effective team. ✓ Project planning and management skills.	✓ Strategic Leadership and innovative thinking. ✓ Ability to build an effective team. ✓ Continuous improvement trainings and Professional trainings ✓ Project planning and management skills.
Principal Officers (Grade 4)	113	113	11	102	✓ Management skills ✓ Strategic and innovative thinking ✓ Strong analytical skills	✓ Senior Management skills training ✓ Strategic and innovative thinking ✓ Strong analytical skills
Officers / Senior Officers (Grade 6/5)	226	226	35	191	✓ Supervisory skills ✓ Good communication and interpersonal skills. ✓ Teamwork	✓ Supervisory skills ✓ Good communication and interpersonal skills. ✓ Teamwork
Assistant Officer/Senior (Grade 8/7)	47	47	5	42	✓ Proficiency in computer applications. ✓ Writing skills ✓ Ability to think creatively and produce new ideas and concepts.	✓ Proficiency in computer applications. ✓ Writing skills ✓ Ability to think creatively and produce new ideas and concepts.
Driver/Senior (Grade 9)	17	17	7	10	✓ Defensive driving skills ✓ Proficiency in computer applications skills. ✓ Communication skills in both English and Kiswahili. ✓ First Aid skills	✓ Defensive driving skills ✓ Proficiency in computer applications skills. ✓ Communication skills in both English and Kiswahili. ✓ First Aid skills
Office Assistant/ Senior (Grade 10)	8	8	3	5	✓ Interpersonal skills ✓ Proficiency in computer applications skills.	✓ Interpersonal skills ✓ Communications training and Customer care training
Total	453	453	91	362		

6.2.3 Leadership

The Agency's Board of Directors will oversee implementation of the strategic plan by receiving and considering progress reports presented to them by the management during quarterly Board Meetings. The Chief Executive Officer will provide leadership to the management in coordinating implementation of the programmes and activities in the plan. The directorates in the Agency will be allocated respective Key result areas and strategic objectives for which they will be implementing programmes and activities to address the strategic issues identified herein to ensure achievement of the intended results.

6.2.4 Systems and Procedures

The Agency will operationalize the strategic plan through respective annual work plans. Wishlist annual work plan of activities as budgeted in the strategic plan is developed from which a funded work plan is developed and submitted to the Board of Directors for approval and implementation. The deficit is raised through resource mobilization initiatives with relevant stakeholders and donors.

6.3 Risk Management Framework

Risk management activities at the Kenya Export and Branding Agency are based on Treasury circular 3/2009, the COSO framework and ISO 31000 of 2009. The Agency is keen to develop and implement mitigation measures with a view to optimize benefits and ensure overall achievement of the agency's goals. The Board and the management will closely consider and mitigate all material risks that the Agency faces and is likely to face during implementation of the Strategic Plan, **See Annex 1.**



RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

The chapter presents the resources required for implementation of the plan in the next five years as summarized below:

Table 7: Financial Requirements for Implementing the Strategic Plan

Cost Area	BUDGET (Ksh. Million)				
	Year1	Year2	Year3	Year4	Year5
	(2023/2024)	(2024/2025)	(2025/2026)	(2026/2027)	(2027/2028)
KRA1: Product development and compliance	55.50	74.50	74.50	74.50	74.50
KRA2: Export Market Development and Promotion	62.50	873.85	919.66	970.03	1025.96
KRA3: Manage the image and reputation of Kenya	15.00	399.50	339.80	339.90	340.00
KRA4: Efficient and Effective Service Delivery	935.5	1084.5	1107.6	1133	1188.2
Budget (Ksh. Million)	1,068.50	2,432.35	2,441.56	2,517.43	2,628.66

The budgetary allocation from Exchequer based on the budget preparation process is however very low, resulting in gaps in resources for implementation of the plan as summarized in the below table.

Table 8: Resource Gaps

Financial Year	Estimated Financial Requirements (Ksh. Mn)	Estimated Allocations (Ksh. Mn)	Variance (Ksh. Mn)
Year1 (2023/2024)	1,068.50	566.60	501.90
Year2 (2024/2025)	2,432.35	566.60	1,865.75
Year3 (2025/2026)	2,441.56	566.60	1,874.96
Year4 (2026/2027)	2,517.43	566.60	1,950.83
Year5 (2027/2028)	2,628.66	566.60	2,062.06
Total	11,088.50	2,833.00	8,255.50

7.1 Resource Mobilization Strategies

The Agency notes the funding gap of Ksh. 8.3 billion in the Strategic Plan implementation period and embarks on implementation of the following Resource mobilization strategies to raise funds to complement the support from exchequer:

i. Diversify Sources of Funding

- ✓ Identify potential development partners.
- ✓ Engage and lobby with the development partners.
- ✓ Partner with development partners in implementing common projects.
- ✓ Internal Revenue generation.

ii. Strengthen Strategic Partnerships with Development Partners

- ✓ The Agency will develop a mechanism for implementing collaborative initiatives with private sector through sponsorships and partnerships.
- ✓ Strengthening bilateral and multilateral development partnerships through donor advocacy and partnership meetings.

iii. Strengthen the Capacity for KEPROBA to Mobilize Resources

- ✓ Build capacity of staff to develop bankable proposals.
- ✓ Develop Bankable project proposals/concept notes.

7.2 Resource Management**i. Economical Procurement Practices**

- ✓ The Agency will centralize purchases for common items like stationery to benefit from cost savings through economies of scale. Additionally, the Procurement Department will conduct regular market surveys to ensure goods are purchased at competitive prices.

ii. Leverage on ICT for service delivery.

- ✓ The Agency utilizes its Exporters portal as the main platform for trade information and knowledge management. An e-board platform has been implemented for paperless board meetings, reducing printing and circulation. Additionally, an ERP system enhances efficiency and reduces paperwork.

iii. Video Conferencing

- ✓ The Agency has in place a Video Conference platform (Microsoft Teams) that supports virtual engagements that would otherwise incur travel and conferencing costs.



MONITORING, EVALUATION AND REPORTING FRAMEWORK

MONITORING, EVALUATION AND REPORTING FRAMEWORK.

The Agency will undertake monitoring and evaluation to ensure achievement of desired results and document them in various reports. The Agency's Monitoring and Evaluation Framework is developed in line with the National Integrated Monitoring and Evaluation System (NIMES).

8.1 Monitoring Framework

In monitoring implementation of the Agency's programmes, relevant data will be collected and analyzed to determine levels of adherence of performance to the set targets and eventual achievement of objectives and goals of a project/activity. The findings of this exercise will be compiled into monthly, quarterly and annual reports for sharing with stakeholders.

8.2 Performance Standards

In development of the monitoring and Evaluation Framework, the Agency defines output as immediate results obtained between zero and one year after implementation of an activity while outcomes and impact are defined as medium term and long-term effects realized between one and three years and after three years of implementation of an activity respectively.

8.3 Evaluation Framework

In undertaking evaluation of the Agency's programmes and projects, the Agency will periodically collect and analyze data in an objective and systematic manner to assess efficacy, effectiveness, relevance, sustainability and impact of the programmes/projects on the society. Considering that outcomes and impact are medium term and long-term effects realized between one and three years and after three years of implementation of an activity respectively, Evaluation will be done at least one year after implementation of an activity, project, or program.

To evaluate implementation of activities, projects and programmes during the Strategic Plan Period 2023/2024-2027/2028, the Agency will undertake Mid-term and End-term evaluation in FY 2025/2026 and FY 2027/2028 respectively.

8.3.1 Mid-Term Evaluation

This will be undertaken in the middle (in the third financial year) of implementation of the strategic plan. Specifically, this will be undertaken in the 2025/2026 financial year to evaluate effectiveness of activities/projects and programmes in delivering the desired results. Findings of this evaluation will inform continuation of implementation of interventions as planned or change/review of the plan to make it more robust in ensuring achievements of desired results anyway. Mid-term evaluation report on implementation of the strategic plan will be generated and shared with relevant stakeholders.

8.3.2 End-Term Evaluation

This will be implemented at the end of the Strategic Plan period to assess efficacy, effectiveness, relevance, sustainability, and impact of the Agency's programmes/projects implemented during the Strategic Plan period. Findings of this evaluation will inform development of the subsequent strategic plan for the period 2028-2032. End-term evaluation report on implementation of the strategic plan will be generated.

8.4 Reporting Framework and Feedback Mechanism

Monitoring will be done continuously, and three reports will be prepared: Monthly progress reports, which will include information on key output indicators against set targets for the month, Quarterly Progress Reports, which will include information on key output indicators against set targets for the quarter; and Annual Review Report, at the end of every financial year. Annual progress reports will be prepared to highlight key achievements against set targets, identify challenges encountered, lessons learnt and recommendations on the way forward. These reports, together with the periodic evaluation reports will be documented and disseminated to communicate the gains attributed to the activities implemented by the Agency.

Annex 1: Risk Management Framework

No.	Risks	Cause	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)
1.	Inadequate Implementation of the strategic plan	Inadequate budgets	H	H	H	<ul style="list-style-type: none"> ✓ Implement Resource Mobilisation strategy. ✓ Evaluate projects to identify Income generating activities. ✓ Increase efficiency in the use of available financial Resources. ✓ Engaging with the government to increase resources for export promotion.
		Shortage of staff.	M	M	M	<ul style="list-style-type: none"> ✓ The agency will engage the parent ministry to resolve.
		Weak business processes	M	M	M	<ul style="list-style-type: none"> ✓ Improve risk management processes.ease usage of ICT.
2.	Failure to achieve export growth and Nation branding targets	Narrow Basket of exportable products compounded by inadequate production	H	H	H	<ul style="list-style-type: none"> ✓ Contribute to improvement in manufacturing. ✓ Adoption of the value chain approach to economic growth is likely to increase exports in previously neglected sectors e.g., meat, leather, and leather products etc.
		Low quality of goods especially those exported by individual exporters.	M	M	M	<ul style="list-style-type: none"> ✓ Engage with other agencies including KEBS, MSEA and AFA through the value chains to improve the quality of exports. ✓ Conduct export development programmes for priority value chains.
3.	Reputation risk of Kenya's Products	Inadequate adherence to international guidelines on Human Rights,	M	M	M	<ul style="list-style-type: none"> ✓ Create Exporter awareness on the new requirements. ✓ The agency plans to develop and implement crisis management for exports
4.	Inadequate coordination of Nation branding and export agenda	Limiting nature of KEPROBA legal framework	M	M	M	<ul style="list-style-type: none"> ✓ Anchor the agency in an Act of Parliament
		Lack of a Nation Branding Policy	M	M	M	<ul style="list-style-type: none"> ✓ Develop and implement a nation branding policy
5.	Legal claims	Breach of intellectual property	M	M	M	<ul style="list-style-type: none"> ✓ Increase capacity and monitoring of intellectual property used for branding
		Breach of data protection laws	M	M	M	<ul style="list-style-type: none"> ✓ Develop and implement data protection framework
6.	Cybersecurity risk	Cyber attacks	M	M	M	<ul style="list-style-type: none"> ✓ Develop and implement cybersecurity framework. ✓ Implement ISO/IEC/27001

7.	Business continuity risk	Weak succession planning and knowledge management	M	M	M	<ul style="list-style-type: none"> ✓ Develop and implement a succession policy. ✓ Implement the agency intranet for storage of information. ✓ Implement ISO and maintain ISO 9001-2015
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Annex 2: Outcomes Annual Projections

Strategic Objective	Outcome	Outcome Indicator	Projections				
			FY	FY	FY	FY	FY
			2023/24	2024/25	2025/26	2026/27	2027/28
KRA 1: Product development and compliance							
SO1: Facilitate development, adaptation, and compliance of Kenya’s export products.	Knowledge and understanding of opportunities in the markets through research	No. of Markets whose dynamics are understood through research	2	2	2	2	2
	Enhanced access to Export and Brand information	No. of exporters trained through the exporter’s readiness program	200	200	200	200	200
		No. of business enterprise facilitated with trade and brand information at the Agency’s business counselling desk.	400	400	400	400	400
	Resolution of supply side constraints.	Proportion (%) of constraints for the priority value chains resolved	100%	100%	100%	100%	100%
		Sessional paper on alleviation of constraints in the export system developed.	1	-	-	-	-
	Increased compliance with standards and market requirements	Level (%) of compliance with standards and market requirements	100	100	100	100	100
		No. of interceptions of Kenyan products	0	0	0	0	0
	Priority value chains value added and adapted to markets.	% increase in export of value-added product (Tea)	30.0%	50.0%	50.0%	50.0%	50.0%
		No. of value chains with unique brand identities	2	3	2	1	1
		No. of Kenya’s export products branded with the Made in Kenya Mark	700	750	800	850	900
KRA2: Export Market Development and Promotion							

Strategic Objective	Outcome	Outcome Indicator	Projections				
			FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28
SO2: Enhance visibility of Kenya's export products in regional and international markets.	Kenya's traditional export markets deepened.	Annual % increase in Kenya's share in the traditional markets	10.0%	10.0%	10.0%	10.0%	10.0%
	Kenya's export markets diversified	No. of new markets accessed	1	1	1	1	1
	Enhanced buyer-seller linkage through the E-Portal and other E-platforms	No. of business transactions undertaken through E-Platforms	200	200	200	200	200
	Distribution systems for Kenya's products in the regional and international markets established and strengthened	No. of Warehouses / distribution centers established and operationalized.	0	3	3	2	2
		No. of commercial offices established	0	12	12	13	13
	Relationship established and strengthened with buyers in the regional and international markets.	Updated database of buyers in the regional and international markets	1	1	1	1	1
KRA 3: Manage the image and reputation of Kenya							
SO3: Position Kenya as a top global brand	Nation Branding initiatives mainstreamed across MDA's.	Nation Brand Policy developed.	-	1	-	-	-
		No. of branding guidelines developed.	20	20	20	20	20
		% of adoption of the branding guidelines	100	100	100	100	100
	Global marketing and communication strategies developed and implemented.	No. of marketing and communication campaigns undertaken	0	2	2	2	2
		Crisis management plan for Kenya developed	0	1	0	0	0
	Enhanced pride and patriotism.	No. of civic Citizen engagement activities undertaken	0	2	2	2	2
	Improved positive perception about the Country brand.	Improved brand index.	Top 50 World Nation Brands.	Top 50 World Nation Brands.	Top 50 World Nation Brands.	Top 50 World Nation Brands.	Top 50 World Nation Brands.
	Brand ambassador program developed and implemented.	No. of brand ambassadors engaged for promotion of the priority value chains.	2	2	2	2	2

Strategic Objective	Outcome	Outcome Indicator	Projections				
			FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28
KRA4: Efficient and Effective Service Delivery							
SO4: Strengthen institutional capacity for the Agency to deliver on its mandate.	Enhanced corporate brand visibility	No. of CSR initiatives implemented	2	2	2	2	2
	Enhanced efficiency and effectiveness in delivering on the Agency's mandate.	Level (%) of customer satisfaction with services offered by the Agency	100%	100%	100%	100%	100%
		Level (%) of employee's satisfaction with the Agency.	100%	100%	100%	100%	100%
		Improved Composite score of Performance Contract (PC)	Very good	Excellent	Excellent	Excellent	Excellent
		% utilization of ERP and CRM	100%	100%	100%	100%	100%
		Level (%) of digitization	100%	100%	100%	100%	100%
		No. of staff recruited	0	24	15	19	15
		Proportion (%) of staff trained	100%	100%	100%	100%	100%
	Enhanced resource mobilization	Amount (Ksh. Million) of funds mobilized from development partners	50	50	50	50	50
		Amount (Ksh. Million) of funds generated through A-in-A	4	4	4	4	4
	Enhanced prudence in financial management	Unqualified annual financial statements	Unqual-ified opinion	Unqual-ified opinion	Unqual-ified opinion	Unqual-ified opinion	Unqual-ified opinion
		% absorption of allocated budget.	100%	100%	100%	100%	100%
	Enhanced compliance with (PPADA 2015 and Regulations 2020)	Level (%) of compliance with PPADA 2015 and Regulations 2020.	100%	100%	100%	100%	100%

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