



Strategic Plan 2023 – 2027

Spearheading Equitable Investment-Led Transformation



PROMOTING INVESTMENTS IN KENYA

KENYA INVESTMENT AUTHORITY

Strategic Plan: 2023 – 2027

Spearheading Equitable Investment-Led Transformation



Acknowledgement for KenInvest Strategic Plan

We would like to express our deepest gratitude to the Board of Directors of KenInvest, as well as the management and staff, for their invaluable contributions towards the development of the strategic plan. Their dedication, expertise, and commitment to realizing the objectives of the plan have been instrumental in its success.

We would also like to extend our appreciation to the Ministry of Investment, Trade, and Industry, State Department of Planning, National Treasury for the guidance and leadership.

Furthermore, we would like to thank the National Investment Council, KPMG, UNDP, KIPRA and USAID for their significant contributions. Their support, guidance, and collaboration were critical in shaping and enhancing the strategic plan.

As we move forward, we are confident that this strategic plan will serve as a blueprint for KenInvest's future endeavors. We are committed to leveraging the collective effort and partnership of all involved, as we strive to create a more prosperous and investment-friendly environment for our country.

Once again, our heartfelt appreciation goes to each and every individual and institution involved. Your dedication and commitment to this strategic plan have been truly admirable.



Vision

To Position Kenya as the Leading Investment Destination

Mission

Our mission is to advocate for a favorable investment environment and actively promote, facilitate, and coordinate investments in Kenya

Core Values

- Investor Focus
- Innovation & creativity
- Respect and Trust
- Equity and Fairness
- Professionalism
- Integrity
- Teamwork
- Patriotism

Table of Contents

CHAPTER 1 INTRODUCTION	1
1.1 Strategy as an Imperative for Organizational Success	2
1.2 The Context of Strategic Planning	2
1.2.1 United Nations 2030 Agenda for Sustainable Development	2
1.2.2 African Union Agenda 2063	6
1.2.3 East Africa Community Vision 2050	7
1.2.4 Constitution of Kenya	7
1.2.5 Kenya Vision 2030, Bottom-Up Economic Transformation Agenda (BETA) and Fourth Medium Term Plan	8
1.2.6 Sector Policies and Laws	10
1.3 History of KenInvest.....	11
1.4 Methodology of Developing the Strategic Plan	12
CHAPTER 2 STRATEGIC DIRECTION	13
2.1 Mandate.....	14
2.2 Vision Statement	15
2.3 Mission Statement	15
2.4 Strategic Goals	15
2.5 Core Values.....	16
2.6 Quality Policy Statement.....	17
CHAPTER 3 SITUATIONAL AND STAKEHOLDER ANALYSES	18
3.1 Situation Analysis	19
3.1.1 External Environment	20
3.1.1.1 Macro Environment	21
3.1.1.2 Micro-Environment	25
3.1.1.3 Industry Environment	25
3.1.1.4 Market Analysis.....	26
3.1.2 Summary of Opportunities and Threats.....	26
3.1.3 Internal Environment.....	32
3.1.3.1 Governance and Administrative Structures	33
3.1.3.2 Internal Business Processes	33
3.1.3.3 Resources and Capabilities	33
3.1.4 Summary of Strengths and Weaknesses	36
3.1.5 Analysis of Previous Performance	38
3.1.5.1 Key Achievements	38
3.1.5.2 Challenges	39
3.1.5.3 Lessons Learnt	41
3.2 Stakeholder Analysis	45
CHAPTER 4 STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS	63
4.1 Strategic Issues.....	64
4.2 Strategic Goals	64

4.3 Key Results Areas (KRA) FY 2023-2027.....	64
CHAPTER 5 STRATEGIC OBJECTIVES AND STRATEGIES	66
5.1 Strategic Objectives	67
5.2 Strategic Choices	69
CHAPTER 6 IMPLEMENTATION AND COORDINATION FRAMEWORK.....	71
6.1 Implementation Plan	71
6.1.1 Action Plan	72
6.1.2 Annual Workplan and Budget	91
6.1.3 Performance Contracting	91
6.2 Coordination Framework	91
6.2.1 Institutional Framework	92
6.2.2 Staff Establishment, Skills Set and Competence Development.....	92
6.2.3 Leadership	93
6.2.4 Systems and Procedures	93
6.3 Risk Management Framework	94
CHAPTER 7 RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES	96
7.1 Financial Requirements	97
7.2 Resource Mobilization Strategies	97
7.3 Resource Management	98
CHAPTER 8 MONITORING, EVALUATION AND REPORTING FRAMEWORK	99
8.1 Monitoring Framework.....	100
8.2 Performance Standards	102
8.3 Evaluation Framework	102
8.3.1 Mid Term Evaluation.....	104
8.3.2 End-Term Evaluation	104
8.4 Reporting Framework and Feedback Mechanism	104

FOREWORD



I am delighted to introduce the KenInvest Strategic Plan for the year 2023-2027, a vital roadmap that will shape the future of our organization. This plan comes at a pivotal time, as the world goes through significant digital transformation exacerbated by the current global economic crisis. It is not merely a document, but a dynamic compass meticulously designed to guide KenInvest in its key role of creating a welcoming and investor-friendly environment.

As we navigate the ever-changing economic landscape, we understand that the investor's journey is of utmost importance. Our priority in this Strategic Plan is to cater to the needs of our valued investors. We aim to provide them with a seamless and supportive experience, ensuring that every step of their investment journey is optimized for optimal returns. By adapting to the ever-evolving economic landscape, we are committed to refining and enhancing our services to meet the unique requirements of our investor community.

Through our commitment to innovation and strategic adoption of technology, we aim to revolutionize the investor experience. Our efforts are driven by the objective of simplifying processes, optimizing efficiency, and providing transparency. By embracing automation and digitization, we will create a seamless and responsive journey for our investors, meeting their unique needs and surpassing their expectations.

At KenInvest, our primary aim is to actively promote and facilitate investments in Kenya. This strategic plan signifies our unwavering dedication to not only attracting investments, but also providing an all-encompassing range of services that cater to the diverse needs of our investors. Our unyielding commitment is to cultivate an environment that fosters the growth, prosperity, and enduring success of our investors.

To develop this strategic plan, we have actively engaged with internal stakeholders, such as our teams across different departments, to ensure that our strategies are aligned with the objectives of the organization as a whole. We have also sought input from external stakeholders, including our valued investors, industry experts, and partners, to gain valuable insights and perspectives.

Through these collaborative efforts, we have identified key areas of improvement in our investor services and have devised strategies to address them. By incorporating the input and expertise of our stakeholders, we aim to create a comprehensive and adaptable strategic plan that addresses not only the current needs of our investors but also anticipates and prepares for future challenges and opportunities.

As we move forward, we are committed to executing this strategic plan with precision and dedication. We will regularly monitor our progress, assess outcomes, and make necessary adjustments to ensure that we remain on track in enhancing investor services and clarifying the investor journey.

Ms. Sally Njambi Mahihu
Chairperson, Kenya Investment
Authority Board of Directors

PREFACE AND ACKNOWLEDGEMENT



KenInvest’s Strategic Plan embraces and aligns with Kenya’s Bottom-Up Economic Transformation Agenda (BETA). The BETA initiative identifies Agriculture, Micro, Small, And Medium Enterprises (MSMEs), Housing and Settlement, Healthcare, and the Digital Superhighway and Creative Economy as the priority sectors in driving economic transformation and fostering inclusive growth in the next five years. Furthermore, the plan recognizes key impact areas and enabler sectors that are closely intertwined with the objectives of Kenya’s Medium-Term Plan IV (MTP IV), the penultimate implementation phase of Kenya’s Vision 2030. We would like to express our sincere gratitude to all the stakeholders, partners, and contributors who have played a crucial role in shaping this strategic plan. Your insights, expertise, and constructive feedback have been instrumental in developing a comprehensive and robust roadmap for KenInvest’s future endeavors. In light of our commitment to fostering inclusive and equitable growth, KenInvest proudly presents its 2023-2027 Strategic Plan, “Spearheading Equitable

Investment-Led Transformation”. This plan signifies our dedication to reimagining and reinventing KenInvest, equipping it to effectively address the challenges of today and position the Kenya Investment Authority as a vital component in driving the objectives of the Bottom-Up Economic Transformation Agenda. Through this strategic plan, we aim to champion investment-led transformation and play a pivotal role in achieving the targets outlined in the agenda. By embracing innovation and collaboration, we will transform KenInvest into a powerful force driving equitable growth and opportunities across various sectors. By systematically addressing the identified priority sectors and enabler sectors, we aim to create an enabling environment for sustainable economic growth, job creation, and poverty reduction in Kenya. We acknowledge the importance of collaborative efforts and partnerships in achieving these goals, and we remain dedicated to engaging with stakeholders while implementing the strategic plan. The success of this strategic plan depends on the collective efforts of all involved. Therefore, we eagerly look forward to collaborating with our stakeholders to drive positive change and transform Kenya into a prosperous and inclusive nation. Once again, we extend our heartfelt appreciation to all those who have contributed to this strategic plan. Your unwavering support and commitment are invaluable as we work towards realizing the socio-economic aspirations of Kenya.

Ms. June Chepkemei
Managing Director

ACRONYMS AND ABBREVIATIONS

"AC"	Agency Coordination
"AfCFTA"	Africa Continental Free Trade Area
"AIA"	Appropriations In Aid
"Authority" or "KenInvest"	Kenya Investment Authority
"BDS"	Business Development Strategy
"BETA"	Bottom-Up Economic Transformation Agenda
"BIT"	Bilateral Investment Treaty
"BRS"	Business Registration Service
"CBPR"	Communication Branding and PR
"CIU"	County Investment Units
"CSR"	Corporate Social Responsibility
"COVID-19"	Coronavirus Disease 2019
"CRS"	Coordination and Regulatory Services
"DAS"	Deal Acceleration and Structuring
"DDI"	Domestic Direct Investment
"DI"	Direct Investment
"EAC"	East African Community
"EPZA"	Export Processing Zones Authority
"ERP"	Enterprise Resource Planning
"ESR"	Environmental Social Responsibility
"FA"	Finance & Administration
"FDI"	Foreign Direct Investments
"GCI"	Global Competitive Index
"GM"	General Manager
"GDP"	Gross domestic product
"HRA"	HR and Administration
"HR"	Human Resource
"ICT" OR "I.T"	Information and Communications Technology
"IMF"	International Monetary Fund
"IPA"	Investment Promotion Agency or Agencies
"LCA"	Legal and Corporate Affairs
"JKIA"	Jomo Kenyatta International Airport
"KIP"	Kenya Investment Policy
"KNBS"	Kenya National Bureau of Statistics
"KRA"	Kenya Revenue Authority

"M&E"	Monitoring & Evaluation
"MDAC"	Ministries, Departments, Agencies and Counties
"MDAs"	Ministries, Department & Agencies
"MIP"	Marketing & Investment Promotion
"MOU"	Memorandum Of Understanding
"MSME"	Micro, Small & Medium Enterprise
"MTEF"	Medium Term Expenditure Framework
"MTP IV"	Fourth Medium Term Plan
"NEMA"	National Environment Management Authority
"NIC"	National Investment Council
"OSOG"	One Start One Go
"PA"	Policy Advocacy
"PLR"	Planning and Research
"PPADA"	Public Procurement and Asset Disposal Act, 2015
"PPADR"	Public Procurement and Asset Disposal Regulations, 2020
"P&R"	Planning and Research
"PR"	Public Relations
"PRM"	Partnership and Resource Mobilization
"RIA"	Re-Investment and Aftercare
"SCAC"	State Corporations Advisory Committee
"SDG"	Sustainable Development Goals
"SEZ"	Special Economic Zone
"SEZA"	Special Economic Zones Authority
"SEZAR"	Special Economic Zones Authority of Rwanda
"SME"	Small and Medium Enterprises
"SP"	Strategic Plan
"TOTS"	Training of Trainers
"UK"	United Kingdom
"USA" or "U.S."	United States of America
"USD"	United States Dollar
"WEF"	World Economic Forum
"VAT"	Value Added Tax

EXECUTIVE SUMMARY

The Kenya Investment Authority (KenInvest) is a statutory body established in 2004 and currently operating through an Act of Parliament (Investment Promotion Act No.6 of 2004) with the main mandate of facilitating foreign and local investments in Kenya. The key functions of the Authority are providing investor facilitation services; promotion and marketing; conducting research; and policy advocacy to improve the investment environment.

In undertaking the promotion and facilitation of investments, the Authority focuses on all sectors/ value chains of the economy and works closely with other government Ministries, Departments, Agencies, and Counties (MDACs) to execute her mandate.

The Kenya Investment Authority is currently developing its 3rd strategic plan for the 2023-2027 growth period. This initiative follows the conclusion of the second strategic plan cycle from 2018 to 2022. The new strategic plan is in harmony with the government's development agenda, Kenya's Vision 2030, the 4th Medium Term Plan (MTP IV) 2023-2027, the Bottom-Up Economic Transformation Agenda (BETA), the East Africa Community Vision 2050, the Africa Union Agenda 2063, and the United Nations Sustainable Development Goals (SDGs).

As a result, it leverages the successes and hurdles experienced during the execution of the 2nd strategic plan cycle (2018-2022), while also addressing current global challenges among them impacts of the COVID-19 pandemic, climate change, and the Russia-Ukraine conflict. Additionally, it integrates best practices advocated by key development partners such as the United Nations Conference on Trade and Development (UNCTAD), the World Bank, and other Investment Promotion Agencies (IPAs).

The BETA model places emphasis on Agriculture, MSMEs, Housing and Settlement, Healthcare, Digital Superhighway, and the Creative Economy. It also outlines multiple supportive economic sectors including manufacturing, tourism, financial services, environment, and climate, among others, to propel the envisioned inclusive and equitable economic growth.

KenInvest has identified its priority areas in the 2023-2027 Strategic Plan under four Key Result Areas (KRAs):

1. KRA 1: Strengthening the legal and regulatory framework for investment promotion and protection



H.E. Dr. William Samoei Ruto, CGH, the President of the Republic of Kenya, delivering a keynote address during the 3rd Kenya International Investment Conference (KIICO) in Nairobi, Kenya.

2. KRA 2: Integrated Investment Facilitation and Aftercare Services
3. KRA 3: Refine and Promote Bankable Investment Opportunities
4. KRA 4: Targeted Investment Promotion and Attraction
5. KRA 5: Research and Policy Advocacy
6. KRA 6: Transformed Investment Promotion Agency

Specific objectives and outcomes tied to each KRA were then developed. Key cross-cutting initiatives to ensure achievement of the above objectives and outcomes under each pillar include:

1. Review and strengthen the current Investment Promotion Act of 2004 to reflect the changes in Kenya's investment landscape and to attract and enhance investor journey.
2. Increase the level of contribution of Foreign Direct Investment (FDI) to GDP growth from 19% to 24% by facilitating up to KES 1 trillion worth of investments by 2027
3. Establish strategic collaborations with government bodies, private sector organizations, county governments, development partners, foreign missions, and local and international institutions to promote investment opportunities in Kenya.
4. Advocate for the review and implementation of the Kenya Investment Policy (KIP) and leverage the National Investment Council (NIC) to enhance KenInvest's strategic positioning and influence investment decisions.
5. Automating and digitizing KenInvest's operations and linkages with other relevant agencies through implementation of the Investment Facilitation Framework, that is being developed in conjunction with UNDP and the World Bank. This aims to enhance efficiencies and improve the investor journey.
6. Strengthen KenInvest as an institution through capacity-building initiatives, ensuring long-term sustainability in promoting and facilitating investments in Kenya.



Strategic Plan: 2023 – 2027

CHAPTER 1 INTRODUCTION

The following chapter provides an overview of the strategic plan of KenInvest, highlighting its core focus and aligning it with the strategic priorities of the current government.



1.1 Strategy as an Imperative for Organizational Success

KenInvest, in executing its mandate under the Investment Promotion Act of 2004, and primarily tasked with promoting, facilitating investments in Kenya, as well as undertaking research and policy advocacy, is currently in the process of developing its 3rd cycle of its strategic plan covering the 2023-2027 period.

The 2023-2027 Strategic Plan of KenInvest will be closely aligned with the Government's Bottom-up Economic Transformation Agenda (BETA), which outlines the current administration's key programs, policies, and reforms to be executed in the Fourth Medium-Term Plan (MTP IV) of Kenya's Vision 2030 cycle. MTP IV places a high priority on implementing economic recovery strategies aimed at repositioning the economy for steady, inclusive, and sustainable growth.

BETA identifies the **Agriculture, Micro Small & Medium Enterprises (MSMEs), Housing & Settlement, Healthcare, Digital superhighway** and **Creative economy** as the priority sectors to propel economic transformation and foster inclusive growth over the next five years. It also lists key impact areas and enabler sectors that then inform the key priority outcomes and activities to be undertaken by KenInvest in the next strategic planning cycle.



1.2 The Context of Strategic Planning

1.2.1 United Nations 2030 Agenda for Sustainable Development

Table 1: United Nations 2030 Agenda for Sustainable Development

S/No.	SDG Description	Strategic Response by KenInvest
1.	SGG 8: Decent Work and Economic Growth	<p>1. Facilitate Investments that create job opportunities.</p> <p>Strengthen Investment Promotion: KenInvest will enhance its investment promotion efforts by targeting industries and sectors with high potential for job creation. This will involve conducting thorough research and analysis to identify investment opportunities that align with the country's priorities for economic growth and employment generation.</p> <p>KenInvest will also collaborate with local and international stakeholders, including industry associations, to promote investment opportunities that have the potential to create decent and sustainable job opportunities.</p> <p>2. Support SME and MSME Growth: Small and medium-sized enterprises (SMEs) are central to job creation and economic growth. KenInvest will establish dedicated support mechanisms to facilitate the growth and development of SMEs and MSMEs, enabling them to create a larger number of decent and productive jobs. This will involve providing them with access to finance, training and capacity-building programs, and technical assistance, thus enhancing their ability to attract investments and expand their operations.</p>

3. **Foster Innovation and Technological Advancement:** KenInvest will prioritize investments that foster innovation and leverage advancements in technology. This includes attracting investments in technology-intensive industries such as information and communications technology (ICT), advanced manufacturing, renewable energy, and biotechnology. By supporting the growth of industries driven by innovation and technology, KenInvest will not only generate job opportunities but also enhance the productivity and competitiveness of the labor market.
4. **Establish Investment Incentives:** KenInvest will work with other actors in government to introduce targeted investment incentives to attract investments that have the potential to create job opportunities. By creating a favorable investment climate, KenInvest will work with key government institutions to come up with incentives to incentivize job-intensive sectors, such as manufacturing, agriculture, tourism, and services, to support sustainable employment growth.
5. **Promote Public-Private Partnerships (PPPs):** KenInvest will actively work with the National Treasury to promote PPP opportunities to address infrastructure gaps and stimulate job creation. By partnering with the private sector, KenInvest will attract investment in sectors such as transportation, energy, healthcare, and education, generating both short-term and long-term employment opportunities. PPPs will not only drive economic growth but also promote knowledge and technology transfer, capacity building, and the development of local supply chains.
6. **Encourage Skills Development and Technical Training:** To ensure the availability of a skilled workforce that meets industry needs, KenInvest will collaborate with educational institutions, vocational training centers, and industry associations to develop programs that align with the requirements of job-creating sectors. By investing in skills development and promoting technical training, KenInvest will work with partners to equip individuals with the necessary skills for emerging sectors, thus enhancing their employability, productivity, and income.
7. **Enhance Access to Finance:** KenInvest will work closely with financial institutions to improve access to finance for potential investors and entrepreneurs, particularly those in underprivileged regions or sectors lacking financial resources. This will include developing innovative financing mechanisms, such as venture capital funds, microfinance schemes, and loan guarantee programs, to ensure that finance is accessible to both small-scale entrepreneurs and larger investors seeking to create job opportunities.

2.	SGD 9: Industry, Innovation, and Infrastructure	<ol style="list-style-type: none"> 1. To encourage innovation and technology adoption, KenInvest will advocate for policies that provide incentives and support for research and development activities in various industries. This can include tax breaks, research grants, and partnerships with research institutions to promote the development and commercialization of new technologies and innovative business solutions. 2. KenInvest will establish platforms for collaboration and networking among stakeholders, such as industry associations, research institutions, and investors. These platforms can facilitate knowledge sharing, encourage partnerships, and enhance access to funding opportunities, ultimately fostering innovation and driving industry growth. 3. KenInvest can work closely with technical and vocational training institutions to ensure that the skilled labor force meets the needs of industries and investors. By identifying skills gaps in the market and collaborating with educational institutions to develop relevant training programs, KenInvest can support the growth of industries and attract further investments.
3.	SDG 11: Sustainable Cities and Communities	<ol style="list-style-type: none"> 1. KenInvest will promote investment opportunities in sustainable urban development projects to domestic and foreign investors. This will include highlighting projects related to affordable housing, renewable energy, public transportation, waste management, and other sustainable infrastructure initiatives. 2. KenInvest provides and shall enhance the support services to investors interested in sustainable urban development projects. This will include facilitating the investor's access to information, providing guidance on legal and regulatory processes, and assisting with permits and licenses. 3. KenInvest will strengthen the partnerships with relevant stakeholders such as county governments, industry associations, and civil society organizations to facilitate collaboration and share knowledge and resources. 4. KenInvest will engage in targeted marketing and promotion efforts, including participating in international conferences, trade fairs, and investment forums to attract investors interested in sustainable urban development. 5. KenInvest will promote attainment of SGD 11 by conducting research and analysis to identify emerging trends, opportunities, and gaps in sustainable urban development, which can inform investment promotion strategies and policy recommendations. 6. KenInvest will promote attainment of SGD 11 establishing a dedicated information portal or platform that provides up-to-date data and resources on sustainable urban development projects, relevant regulations, and investment incentives.

		7. Incorporating sustainability criteria into investment evaluation processes, ensuring that potential investments align with the principles of SDG 11 and contribute to inclusive and sustainable urban development.
4.	SDG 13: Climate Action	<ol style="list-style-type: none"> 1. Promote Renewable Energy Investments: The agency will actively promote investments in renewable energy projects such as solar, wind, hydro, and geothermal energy. This can involve showcasing the potential returns on investment in renewable energy and highlighting the environmental and social benefits of transitioning from fossil fuels to clean energy sources. 2. Facilitate Green Technology Investments: KenInvest will encourage investments in green technologies that help reduce greenhouse gas emissions and promote climate adaptation. This can include supporting and promoting initiatives related to energy efficiency, sustainable transportation, waste management, smart buildings, and innovative climate solutions. 3. Work with governments and policymakers to establish a favorable policy and regulatory environment for climate action investments. This could involve advocating for renewable energy targets, carbon pricing mechanisms, and green certifications, as well as promoting regulatory reforms that encourage clean and sustainable investments. 4. Provide training and capacity building programs for investors and entrepreneurs interested in climate action investments. This could include technical assistance, workshops, and networking opportunities to help enhance their understanding of climate risks, opportunities, and mitigation strategies.
5.	SDG 17: Partnerships for the Goals	<ol style="list-style-type: none"> 1. Develop Collaboration Platforms: Create and facilitate collaboration platforms that bring together various stakeholders, including governments, private sector companies, non-profit organizations, and civil society, to work collectively towards achieving the SDGs. 2. Promoting South-South and Triangular Cooperation: This will involve the exchange of resources, knowledge, and technology among developing countries. 3. Encouraging Knowledge Sharing and Capacity Building: This will include organizing training programs, workshops, and knowledge-sharing events to promote best practices, provide guidance on implementing sustainable development initiatives, and enhance understanding of the SDGs.

Source: United Nations, Transforming Our World: The 2030 Agenda for Sustainable Development

1.2.2 African Union Agenda 2063

Table 2: African Union Agenda 2063

S/No.	Aspiration Description	Strategic Response by KenInvest
1.	Aspiration No.1: Prosperous Africa based on inclusive growth and sustainable development	<ol style="list-style-type: none"> 1. Identifying and showcasing sectors with high growth potential, such as agriculture, manufacturing, renewable energy, tourism, and technology. The agency will engage with domestic and international investors, providing them with information, incentives, and support to encourage investment in these priority sectors. 2. KenInvest will play a vital role in facilitating inclusive partnerships and collaborations between various stakeholders to drive sustainable development. This involves bringing together governments, private sector entities, civil society organizations, and local communities to jointly work towards the objectives of Agenda 2063.
2.	Aspiration No.7: Africa as a strong, united, resilient, and influential global player and partner	<ol style="list-style-type: none"> 1. Promote Africa as an attractive destination for foreign direct investment by providing tailored information to potential investors, highlighting the various investment opportunities across different sectors in Africa. 2. Foster Regional Integration and Cooperation by promoting cross-border investments and facilitating the creation of regional investment frameworks. This will include working with regional economic communities and other relevant institutions to develop policies and initiatives that promote trade, investment, and connectivity among African nations. 3. Promoting innovation and technology transfer across Africa. This can involve facilitating partnerships between local businesses and foreign companies or institutions for knowledge and technology exchange. 4. Collaborate with relevant stakeholders, such as ministries of foreign affairs and diplomatic missions, to strengthen diplomatic relations with other countries and regions.

Source: Africa Union, Agenda 2063, 2015

1.2.3 East Africa Community Vision 2050

The East African Community (EAC) is a regional inter-government organization of eight (8) Partner States, comprising Burundi, Kenya, Rwanda, Uganda, Tanzania, Congo, Somalia and South Sudan. Its main goal is to promote economic, social, and political integration in East Africa.

In order to effectively pursue this integration agenda, the EAC develops five-year development strategies. To ensure the long-term development of the region and maximize its potential, the EAC is now undertaking the development of a longer-term vision known as EAC Vision 2050. This vision will guide the formulation of future strategies and help the EAC realize its full potential in the coming decades.

Table 3: EAC Vision 2050

No.	Description	Strategic Response by KenInvest
1.	Goal No. 2: Increased investment and enhanced agricultural productivity for food security and a transformation of the rural economy.	<ol style="list-style-type: none"> 1. Facilitate investment in modern agricultural technologies and practices. This initiative can involve partnering with local and international agricultural companies to bring advanced farming techniques, such as precision farming and vertical farming, to the region. 2. Promoting increased investment in modern agriculture, KenInvest can contribute to enhanced agricultural productivity, improved food security, and a transformation of the rural economy in line with the EAC's goals.

Source: EAC Vision 2050 – Regional Vision for Socio-Economic Transformation and Development, Tanzania 2016

1.2.4 Constitution of Kenya

Table 4: The Constitution of Kenya

S/No	Article	Description	Strategic Response by KenInvest
1.	Article 10: National Values and Principles of Governance	National values and principles of governance.	<ol style="list-style-type: none"> 1. Prioritize transparency and accountability in operations. Adopt a proactive approach towards disseminating information about the Authorities activities, investments, and outcomes to the public. 2. Publishing annual reports, conducting regular stakeholder consultations, and providing easily accessible information on the website.
2.	Article 35: Access to information	Right of access to information.	<ol style="list-style-type: none"> 1. Establish a comprehensive and user-friendly information dissemination system. This will include creating a dedicated portal or online platform where KenInvest can provide public access to relevant information, including investment opportunities, policies, guidelines, and relevant reports. 2. Organize informative and interactive workshops, conferences, and seminars to educate the public about its activities and provide a platform for sharing insights and feedback. 3. Leveraging digital technology to enable remote access to information, ensuring that it is easily accessible to all, including marginalized communities.

3.	Article 43: Economic and Social Rights	Economic and social rights, such as the right to accessible and adequate housing, sanitation, freedom from hunger, healthcare, and education etc.	<ol style="list-style-type: none"> 1. Prioritize the promotion of inclusive and sustainable economic growth that benefits all segments of society. This will involve implementing policies and programs that aim to reduce income inequality, alleviate poverty, and enhance social welfare. 2. KenInvest will work towards attracting and supporting investments that prioritize job creation, especially in sectors that have the potential to provide employment opportunities to vulnerable and marginalized communities. 3. Actively seeking investments that promote fair wages, decent working conditions, and skill development. 4. Collaborate with relevant government agencies, NGOs, and community organizations to develop and implement initiatives that address social inequalities and barriers to economic opportunities.
4.	Article 232: Values and Principles of Public Service	Values and principles that underpin public service i.e., integrity, transparency, and accountability.	<ol style="list-style-type: none"> 1. Prioritize transparency, accountability, and integrity in all operations and decision-making processes. 2. Implementing a robust system for monitoring and reporting on activities, ensuring that information regarding projects, investments, and policies is easily accessible to the public. 3. Establishing an open and transparent communication channel, such as a dedicated website or regular updates via social media platforms. 4. Implementing strict due diligence procedures to evaluate the social, economic, and environmental impacts of potential investments. 5. Promoting a culture of integrity within the organization.

Source: Kenya's Constitution, 2010

1.2.5 Kenya Vision 2030, Bottom-Up Economic Transformation Agenda (BETA) and Fourth Medium Term Plan

The government's BETA agenda serves as the foundation for the development of the 2023-2027 Strategic Plan. The BETA model outlines the main areas of focus for the next five years, along with the supporting sub-areas that will drive an inclusive economic transformation in the country. The enabler sub-areas will effectively support and advance progress in each of these focus areas. Kenya Kwanza seeks to achieve sustainable economic growth, enhance governance,



H.E. Dr. William Samoei Ruto, CGH, the President of the Republic of Kenya, engaging with traders in a local market in Kenya.

attract investments, and ultimately improve the well-being of the people by prioritizing these key focus areas and implementing the enablers.

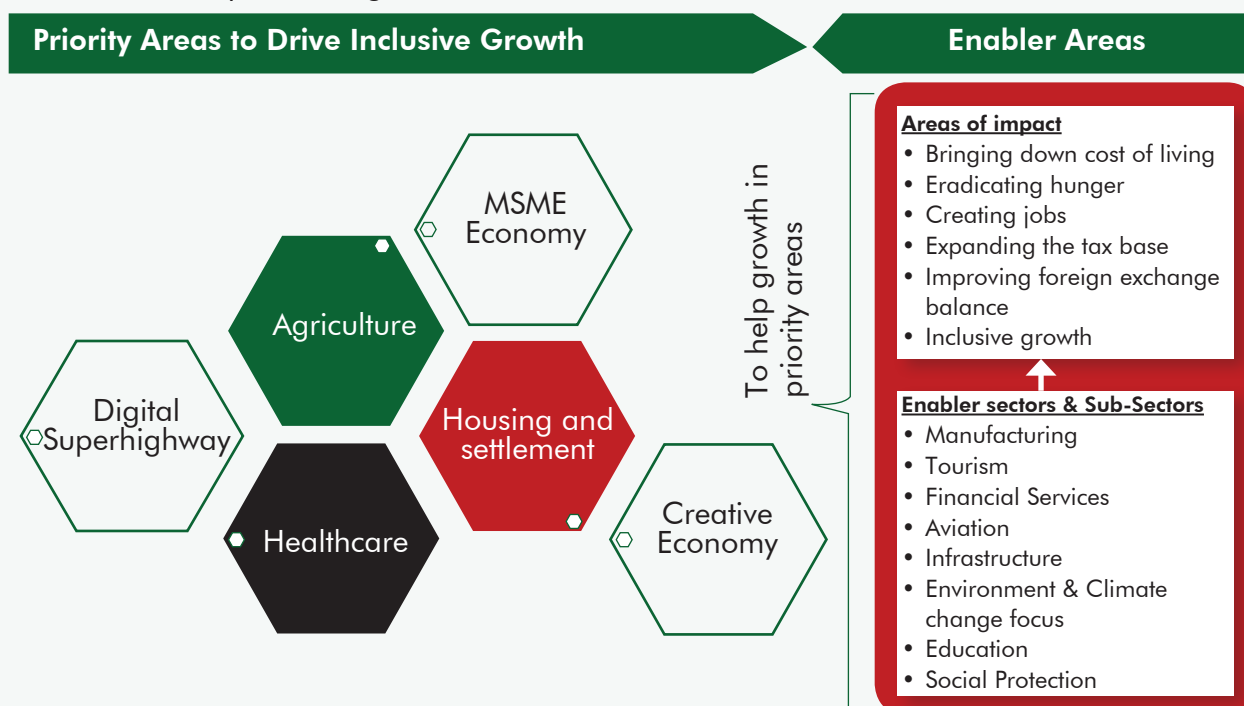


Figure 1: BETA Priority Areas

The second key component of the 2023-2027 Strategic plan is Kenya's MTP IV (2023-2027). The country's long-term development agenda aims to transform Kenya into a modern, globally competitive, and industrialized economy by 2030.

To achieve Vision 2030, Kenya relies on increased investments, with the goal of reaching 30% of GDP by 2030 compared to the current 20%. This significant boost in investment levels is expected to come mainly

The second key component of the 2023-2027 Strategic plan is Kenya's MTP IV (2023-2027). The country's long-term development agenda aims to transform Kenya into a modern, globally competitive, and industrialized economy by 2030.

To achieve Vision 2030, Kenya relies on increased investments, with the goal of reaching 30% of GDP by 2030 compared to the current 20%. This significant boost in investment levels is expected to come mainly from the private sector, driven by a rise in Foreign Direct Investment (FDI) and Domestic Direct Investment (DDI).



MTP I (2008 - 2012)

- The primary objective was to foster sustainable and inclusive economic growth, generating employment opportunities within a conducive environment

MTP II (2013 - 2017)

- Focused on implementing constitutional guidelines for devolution while revitalizing the economy through infrastructure modernization, agricultural diversification for food security, and boosting job creation in the manufacturing sector.

MTP III (2018 - 2022)

- Economic growth aiming to increase the manufacturing and industrial sector's contribution to GDP TO 10% by 2022. MTP III heavily focused on the investment in the Big Four Agenda, particularly in agricultural development for food security, manufacturing, healthcare, and affordable housing. These efforts were expected to stimulate private investment, reaching over 20% of GDP by 2022

MTP IV (2023 - 2027)

- The plan aligns with bottom-up economic model and represents the second-to-last phase of implementing the Vision 2030 flagship projects. One of the primary government priorities in MTP IV is to promote economic growth in order to reduce income disparities, revitalize all sectors of the economy to generate employment opportunities, and consistently improve the investment climate in Kenya. MTP IV will concentrate on implementing strategic interventions aimed at propelling the Kenyan economy towards a sustainable growth trajectory, guided by the theme of "Accelerating social-economic transformation to foster a more competitive, inclusive, and resilient economy."

Figure 2: Kenya's Medium-Term Plans

KenInvest functions under the Investment Promotion Act No. 6 of 2004, a legislation enacted by the Parliament to support and streamline investment processes. The Act aims to assist investors in securing required permits, offering additional support, incentives, and other associated benefits to promote and facilitate investment activities.

1.2.6. Sector Policies and Laws

Other applicable and supportive laws include:

1. **The Foreign Investment Protection Act (FIPA)** assists in safeguarding approved and eligible foreign investments, which is in line with KenInvest's objective to attract foreign direct investment (FDI).
2. **The Company Act 2015** aims to simplify and enhance business operations in Kenya by facilitating the establishment and efficient functioning of entities.
3. **The Kenyan Business Registration Services Act, 2015** constitutes the establishment of the Business Registration Service (BRS), aimed at efficiently administering laws pertaining to the incorporation, registration, operation, and management of companies, partnerships, and firms.
4. **The Special Economic Zones Act, 2015** is designed to facilitate the establishment of special economic zones, promote and support international and local investors, foster the development of a conducive environment for such investments, as well as other related objectives.
5. **The EPZA Act establishes the Export Processing Zones (EPZ) and the Export Processing Zones Authority**, with the purpose of promoting and facilitating investments focused on export-oriented activities, as well as fostering a favorable environment for such investments and related objectives.

6. **The Nairobi Financial Services Act of 2017** aims to establish a legal framework that enables and boosts the growth of a highly efficient and internationally competitive financial services sector. The Act specifically focuses on nurturing a strong culture of national savings and investments through the establishment of the Nairobi International Financial Centre, the Nairobi International Financial Centre Authority, and other related provisions.

1.3 History of KenInvest

Kenya Investment Authority (KenInvest) is a statutory body established under the Investment Promotion Act, No. 6 of 2004 of the Laws of Kenya, with the mandate of promoting and facilitating local and foreign investments in Kenya.

KenInvest has evolved as shown below:



Figure 3: Evolution of KenInvest

The Authority plays a crucial role in supporting investments and facilitating investors by offering services such as among them investment promotion, investor facilitation, research, and policy advocacy. By collaborating with various government ministries, departments, agencies, and counties, the Authority ensures a comprehensive approach to promoting and facilitating investments across all sectors and value chains of the economy.

KenInvest's new strategic plan for the period 2023-2027 is in line with various government agendas and global development goals. It builds upon the accomplishments and lessons learned from the previous strategic plan cycle (2018-2022) and considers current challenges such as the aftermath of the COVID-19 pandemic, climate change, and

the Russia-Ukraine conflict. The plan also incorporates recommendations from development partners including the United Nations Conference on Trade and Development (UNCTAD), the World Bank, and other trusted Investment Promotion Agencies (IPA's).

KenInvest's 3rd cycle of strategic planning will be executed during the period from 2023 to 2027. The plan is designed to align closely with various government agendas, including Kenya's Vision 2030, the fourth Medium Term Plan (MTP IV) from 2023 to 2027, the Bottom-Up Economic Transformation Agenda, Africa Union Agenda

2063, and the United Nations Sustainable Development Goals (SDGs). By building upon the successes and challenges faced during the implementation of the previous strategic plan cycle (2018-2022), this new strategic plan will account for ongoing global challenges such as the lingering effects of the COVID-19 pandemic, climate change, and the Russia-Ukraine conflict. Additionally, the plan will integrate best practices recommended by development partners like the United Nations Conference on Trade and Development (UNCTAD), the World Bank, and other Investment Promotion Agencies (IPA's).

Evolution of KenInvest Strategic Planning

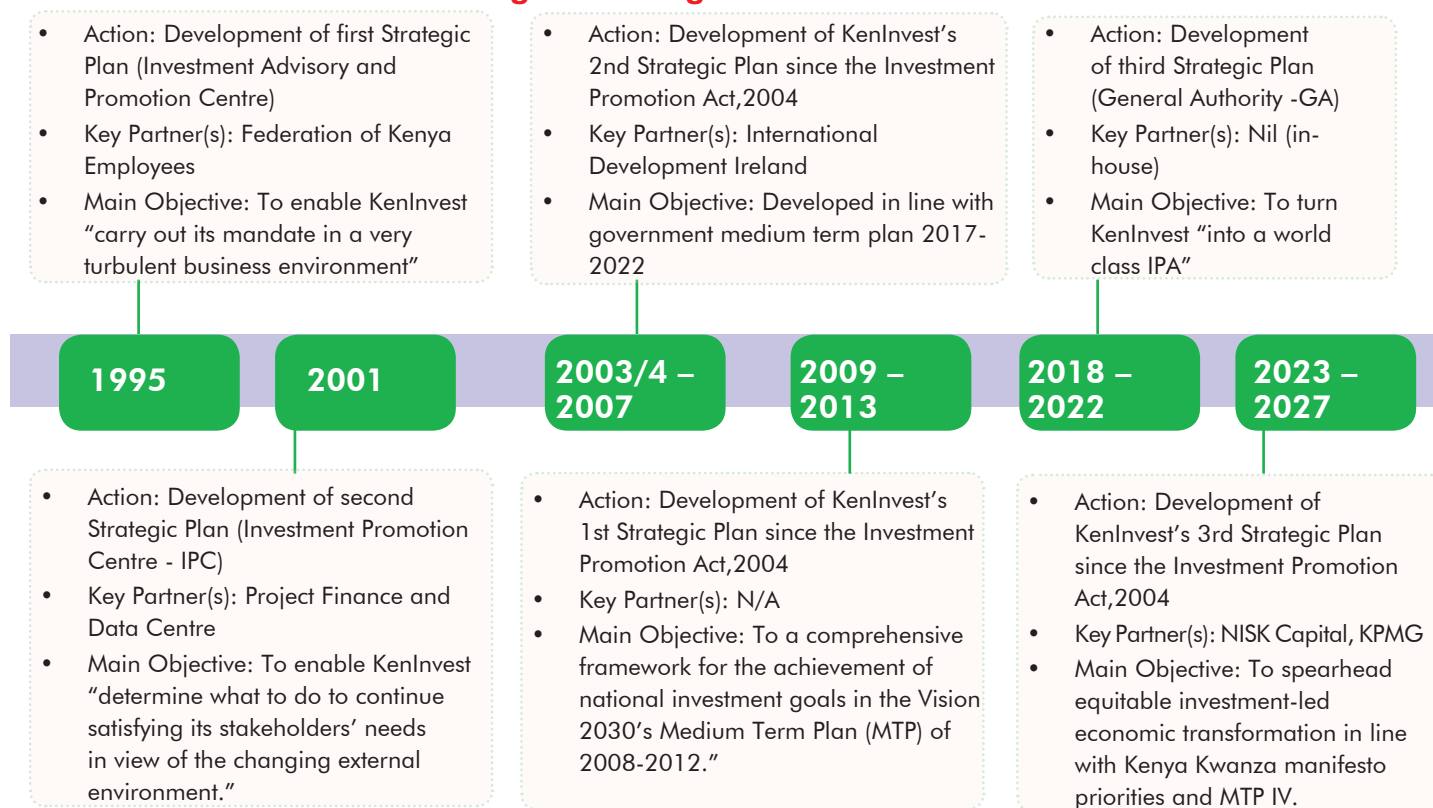


Figure 4: Evolution of the KenInvest Strategic Plan

1.4 Methodology of Developing the Strategic Plan

The development of the strategic plan involved several key steps:

- Review of the previous strategic plan:** The implementation, achievements, and challenges faced during the 2018-2022 strategic plan were thoroughly evaluated to understand what worked well and where improvements could be made.
- Review of secondary data and information sources:** Extensive research was conducted by reviewing various sources of information such as strategic plans from other government agencies, Investment Promotion Agencies (IPAs) development blueprints, economic surveys, Acts of Parliament, newspaper articles, economic journals, political party manifestos, and relevant reports from organizations like the World Bank and UNCTAD.
- Stakeholder consultations and engagements:** Engaging with stakeholders at all levels was a critical component of the planning process. This included consultations with relevant government ministries, departments, and agencies (MDAs), private sector representatives, civil society organizations, and the general public. Their insights, perspectives, and feedback were gathered to ensure a holistic and inclusive approach to the strategic plan.
- Public participation:** The strategic plan development process also involved seeking public input and participation through various means, such as online surveys, meetings, focus group discussions, and public forums. This ensured that the plan represents the interests and aspirations of the public, thereby fostering transparency and accountability.
- Validation processes:** To ensure the accuracy and quality of the strategic plan, validation mechanisms were put in place. This involved seeking independent expert reviews, peer reviews, and internal reviews from relevant stakeholders. The plan was refined based on their inputs and recommendations.

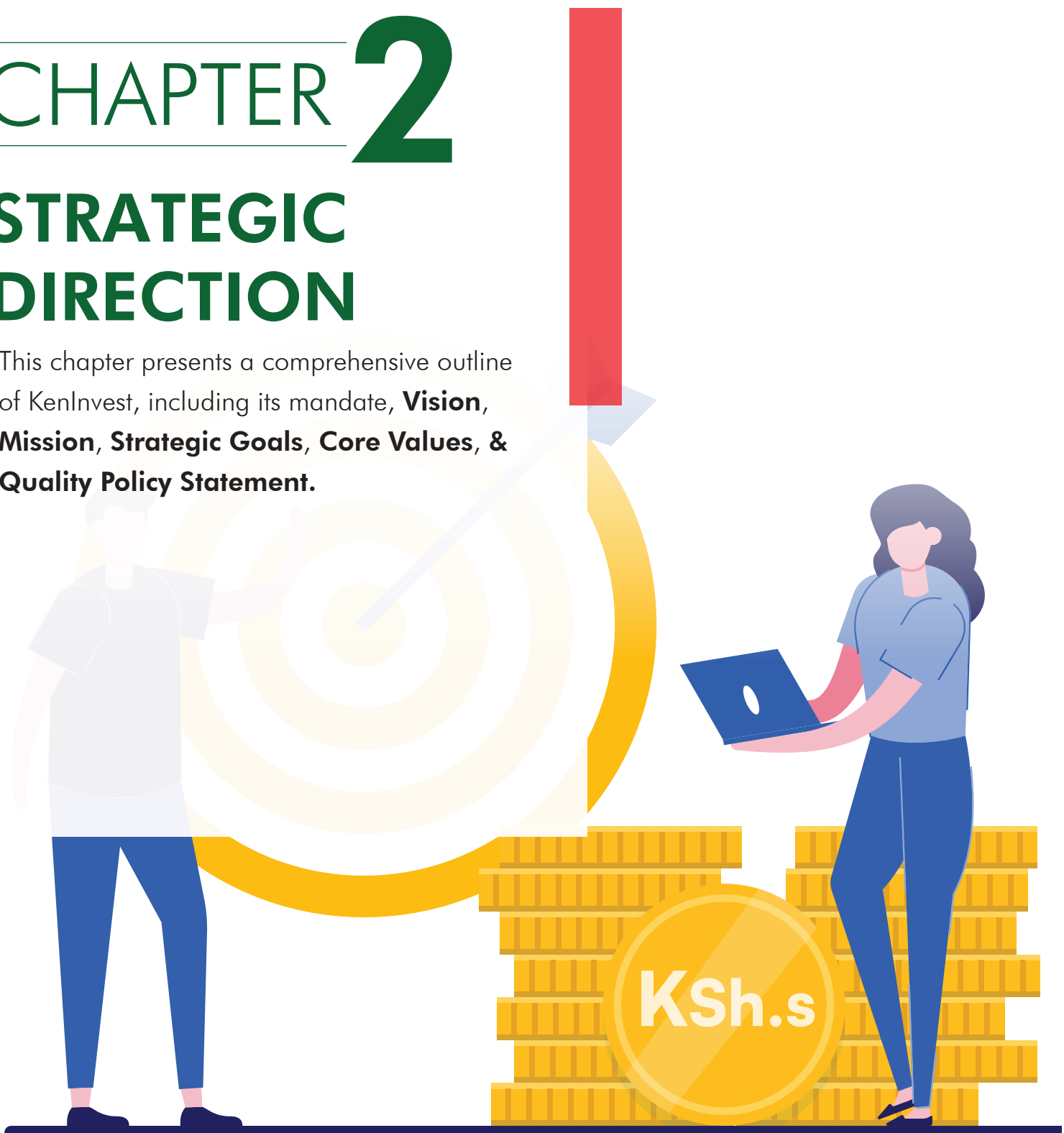
By following this comprehensive methodology, the strategic plan was developed to reflect a well-informed and inclusive approach, offering a roadmap for successful implementation in the next five years.

Strategic Plan: 2023 – 2027

CHAPTER 2

STRATEGIC DIRECTION

This chapter presents a comprehensive outline of KenInvest, including its mandate, **Vision**, **Mission**, **Strategic Goals**, **Core Values**, & **Quality Policy Statement**.



2.1 Mandate

KenInvest's core mandate is to Promote, Facilitate, and Coordinate Investments in Kenya.

Functions of KenInvest

KenInvest functions include:

- 1. Facilitating investor registration:** KenInvest assists investors in registering their new investment projects in Kenya through its One Start-One Go Centre.
- 2. Fast-tracking permit and license approvals:** The organization expedites the process of obtaining relevant permits, licenses, and approvals required for investing in Kenya, ensuring a streamlined and efficient process.
- 3. Providing aftercare services:** KenInvest offers aftercare services to investors, ensuring that they receive the necessary support and guidance even after their investment has been established. This includes addressing any concerns, providing information, and facilitating connections with relevant stakeholders.
- 4. Investment promotion activities:** The organization engages in promoting investment opportunities both locally and internationally. This includes marketing campaigns, participation in trade fairs and exhibitions, and conducting targeted investment promotion activities to attract potential investors to Kenya.
- 5. Information and data dissemination:** KenInvest provides and disseminates accurate and up-to-date information and data on the investment environment in Kenya. This includes investment procedures, opportunities, sources of capital, and any changes or updates regarding investment policies or regulations.
- 6. Policy advocacy:** KenInvest is actively involved in advocating for favorable investment policies and regulations. Through its expertise and knowledge, the organization provides recommendations and feedback to the government and other stakeholders to enhance the investment environment and attract more investments.
- 7. Advisory services:** KenInvest provides advisory services on matters related to the investment climate. This includes analyzing investment regimes and policies, identifying best practices, and providing recommendations for improving the investment environment in Kenya.

KenInvest fulfils other responsibilities and functions as specified in the Investment Promotion Act, 2004. These additional functions may include monitoring and evaluating the impact of investments, conducting research and analysis on investment trends, and collaborating with other government agencies and stakeholders.

KenInvest currently has five (5) departments which include:

- i) Investment Promotion:** This department is responsible for marketing the Country as the preferred investment destination. It provides support in the provision and dissemination of investment opportunities in the Country and conducts Investment promotion activities both locally and internationally in partnership with relevant stakeholders.

- ii) **Investor Services:** The department, through the One Start-One Go (to be remodeled as One Start-One Go centre), provides facilitation services to investors and also provides post-establishment services to existing investors (Aftercare).
- iii) **Research, Policy Advocacy and Planning:** The department conducts research on the investment environment, develops strategy, plans policy advocacy and offers ICT operations.
- iv) **Legal & Corporate Affairs:** The department heads corporate governance and communications within KenInvest.
- v) **Finance & Administration:** The department is responsible for the management of human & financial resources, as well as in charge of administrative functions.

2.2 Vision Statement

To Position Kenya as the Leading Investment Destination

2.3 Mission Statement

Our mission is to advocate for a favorable investment environment and actively promote, facilitate, and coordinate investments in Kenya

2.4 Strategic Goals

1. Establish an enabling legal and regulatory framework for investment promotion, facilitation and coordination.
2. Streamline and consolidate investment promotion, facilitation and coordination efforts
3. Profile, package and market investment-grade projects across key sectors of the economy, guided by key value chains under BETA
4. Increase the effectiveness of investment promotion activities
5. Structure and Strengthen Institutional capacity and visibility
6. Leverage on Evidence-based Based Research and Policy Advocacy



2.5 Core Values

Table 5: KenInvest's Core Values

Core Values	Description
Investor Focus	KenInvest always aims to prioritize the needs of investors and consistently exceed their expectations. The Authority takes great pride in ensuring investor satisfaction throughout their journey with us.
Innovation and creativity	The Authority embraces an innovative culture and mindset by proactively driving change, fostering collaboration and shared knowledge, and encouraging continuous improvement. KenInvest believes in pushing boundaries and thinking outside the box to spark creativity and drive meaningful progress.
Respect and Trust	At KenInvest, staff deeply value and prioritize mutual respect and trust among each other. The Authority firmly believes in treating each other with dignity and equality, embracing the diverse cultural and social values that make our team unique. By fostering an environment of respect and trust, a positive and inclusive workplace is created where all voices are heard and valued.
Equity and Fairness	KenInvest embraces the principles of equity and fairness. The institution prioritizes creating a harmonious and respectful work environment, upholding high ethical standards. KenInvest's commitment to honesty and fairness extends to all aspects of our operations, including recruitment and career development opportunities. KenInvest also strives for equal representation and gender balance, fostering an inclusive workplace where everyone has an equal chance to thrive.
Professionalism	KenInvest is committed to upholding the highest standards of professionalism, confidentiality, and excellence in all that we do. The Authority consistently demonstrates integrity, reliability, and a strong work ethic in its interactions with clients, colleagues, and stakeholders. By maintaining a professional demeanor and adhering to industry best practices, KenInvest ensures that its services and relationships are conducted with the utmost professionalism and respect.
Integrity	At KenInvest, the highest levels of integrity is prioritized in all aspects of its operations. The Authority is committed to conducting business with honesty, fairness, and transparency, ensuring that all its actions align with ethical standards and regulatory requirements.
Teamwork	The Authority values the power of collaboration and believes that by working together, greater results can be achieved. KenInvest cultivates a diverse and inclusive team environment where everyone's unique perspectives and skills are embraced and leveraged.
Patriotism	KenInvest embodies a deep sense of dedication and commitment to its duty. The KenInvest team is driven by a strong sense of patriotism and a shared purpose to contribute to the progress and prosperity of Kenya.

2.6 Quality Policy Statement

KenInvest is committed to continuously providing quality services to all investors and potential investors through investment promotion, investment facilitation and aftercare services. At the Kenya Investment Authority, we are dedicated to promoting investment opportunities and facilitating economic growth. Our commitment to quality is reflected in our comprehensive approach to providing excellent service to our stakeholders, both domestic and international.

We strive to maintain the highest standards of quality throughout all our operations, including investment facilitation, business advisory services, and promoting a favorable investment climate. We make it our priority to foster a culture of continuous improvement and innovation, as we believe it is paramount to meet the dynamic needs of investors and promote sustainable economic development.

Through rigorous monitoring and evaluation processes, we ensure adherence to best practices and compliance with relevant laws and regulations. Our team of highly skilled professionals is driven to excellence and committed to efficiency, transparency, and accountability in all our interactions.

We actively seek feedback from our stakeholders and incorporate their insights into our processes, supporting our commitment to deliver exceptional service and exceed their expectations. This approach enables us to continually enhance our capabilities and provide a seamless and customer-centric experience.

KenInvest, is dedicated to promoting quality investments, fostering economic growth, and driving Kenya's prosperity.

Strategic Plan: 2023 – 2027

CHAPTER 3

SITUATIONAL AND STAKEHOLDER ANALYSES

This chapter outlines situational and stakeholder analyses; and provides a basis for the development of the adopted strategies. The situational and stakeholder analyses in this chapter serve as critical components of our strategic planning process. By conducting comprehensive assessments of our internal and external environments, we gain invaluable insights into the current state of affairs and the key stakeholders that shape our operations.



3.1 Situation Analysis

The situation analysis looks into the factors impacting KenInvest and the operating environment. It scrutinizes the opportunities and threats present in KenInvest's external context, as well as the strengths and weaknesses within its internal environment. By undertaking this analysis, KenInvest aims to gain a comprehensive understanding of the forces shaping KenInvest's performance and to identify areas of potential growth and improvement.

A series of global shocks such as the COVID-19 pandemic, the war in Ukraine and resulting food and energy crises, surging inflation, debt tightening, as well as the climate emergency battered the world economy in 2022. Against this backdrop, the world output growth is projected to decelerate from an estimated 3.0% in 2022 to 1.9% in 2023 (UNCTAD), marking one of the lowest growth rates in recent decades. According to UNCTAD, global Foreign Direct Investment (FDI) declined by 12% in 2022, to USD1.3 trillion.

The decline was mainly as a result of lower volumes of financial flows and transactions in developed countries. Real investment trends were more positive, with growth in new investment project announcements in most regions and sectors. FDI in developing countries increased marginally, although growth was concentrated in a few large emerging economies. Industry trends showed increasing project numbers in infrastructure and the digital economy. Going forward, the global debate on climate change is significantly looking at the reduction in the use of fossil fuels to investments in clean energy productive capacities.

Kenya's Economic Outlook:

The country has made significant political and economic reforms that have contributed to sustained economic growth, social development, and political stability gains over the past decade. According to the World Bank, Kenya's economy achieved broad-based growth averaging 4.8% per year between 2018-2022. However, internal and external economic shocks continue to affect the economy, including climate change.



In 2022, real GDP growth in Kenya slowed to 5.5% from the previous year's 7.5%. This decline can primarily be attributed to several factors, including widespread drought, heightened commodity prices, and global financial conditions that restricted access to capital. Growth was driven on the supply side by services and on the demand side by household consumption. Inflation rose to 7.6% from 6.1% in 2021, driven by food and energy prices. Inflation was moderated by subsidies and raising the policy rate to 8.25% from 7% in 2021. The fiscal deficit narrowed to 6.3% of GDP from 8.2% in 2021 due to improved revenue collection and adherence to the International Monetary Fund-

supported fiscal consolidation path. Public debt rose to 70% of GDP from 68% in 2021, driven by higher interest payments and exchange rate depreciation. The current account deficit widened to 6.0% of GDP in 2022 from 5.5% in 2021, driven by the lower trade deficit.

According to the African Development Bank, GDP is projected to grow 5.6% in 2023 and 6.0% in 2024, driven by services and household consumption, while inflation is projected to rise to 8.6% in 2023 and drop to 5.9% in 2024, driven by food and energy prices. Monetary policy is expected to remain tight. The fiscal deficit is expected to narrow to 6.1% of GDP in 2023 and 5.4% in 2024, in line with the fiscal consolidation path. The current account deficit is projected to narrow to 5.2% of GDP in 2023 and 5.0% in 2024, attributable to a recovery in global demand. The outlook is subject to considerable risks, including the effects of a prolongation of Russia’s invasion of Ukraine on commodity prices, tight global financing, drought, and slow global economic recovery. Possible risk mitigation measures include diversifying exports and market destinations, enhancing domestic resource mobilization, deepening financial sector reforms, and accelerating structural reforms.

Climate change issues and policy options

Kenya has the potential to scale up private climate finance through innovative financing approaches, such as green bonds, debt-for-nature swaps, blended financing, and climate markets. This suggests the potential to leverage private climate finance with natural resources. Notable initiatives enhancing natural capital include continuing oil exploration, increasing tree cover from 8.8% in 2022 to 30% by 2032, transitioning to 100% clean cooking by 2028, restoring 10.6 million hectares of degraded landscapes by 2032, and increasing land under irrigation from 500,000 acres

Investment Environment

Kenya has a positive investment climate that has made it attractive to international firms seeking to invest in the region and take advantage of the growing market under the African Continental Free Trade Area (AfCFTA). Kenya’s macroeconomic fundamentals remain among the strongest in Africa, averaging five to six percent gross domestic product (GDP) growth since 2018- 2022 Under the BETA agenda, Kenya aspires to maintain leadership in the African Market in clean energy development. With more than 90% of its energy needs on grid electricity coming from renewable sources, Kenya has prioritized low carbon resilient investments to reduce its already low greenhouse gas emissions a further 32%.

3.1.1 External Environment

The Situational Analysis of the External Environment delves into the Opportunities and Threats influencing KenInvest’s operations during the Strategic plan period. This analysis has been categorized into the Macro, Micro, and Industry Environments, allowing for a comprehensive understanding of the factors impacting KenInvest’s performance.



3.1.1.1 Macro Environment

The Macro Environment examines the external factors that have a direct and indirect impact on KenInvest’s operations, as it endeavors to fulfill its Mandate. This analysis is further segmented into Political, Economic, Social, Technological, Legal, and Ecological factors to provide a comprehensive understanding of the landscape in which KenInvest operates. An overview of the performance of the External Market is as detailed below:

Kenya’s GDP Breakdown

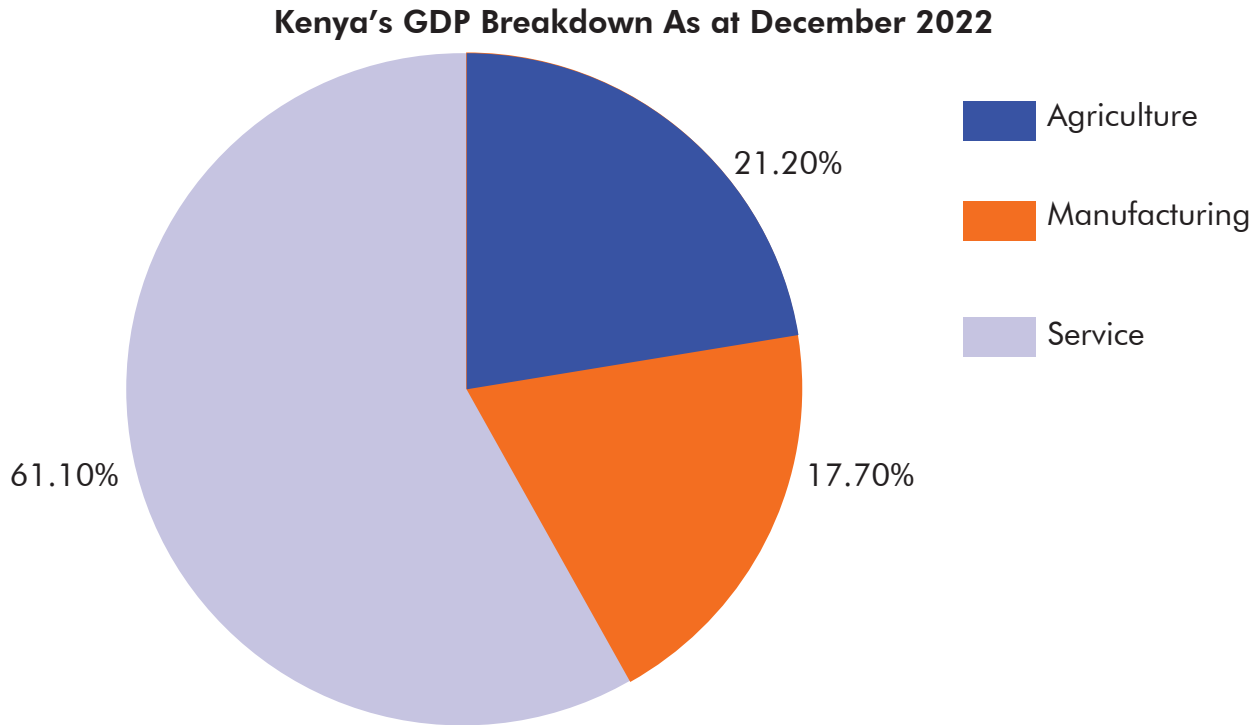


Figure 5: Kenya’s GDP (KNBS Economic Survey 2023)

Agriculture and manufacturing are key sectors that form integral parts of Kenya’s economy, with agriculture being a priority focus area under the BETA model and manufacturing. Additionally, services play a pivotal role in the country’s economic growth, as a significant portion of non-agricultural and non-manufacturing activities fall under this category.

Total Recorded Employment

The table below provides information on Kenya’s total recorded employment as of June 30th of each year, excluding small-scale farming and pastoralist activities.

Table 6: Employment in Kenya

In '000 of people	2018	2019	2020	2021	2022
Modern Establishments					
Wage Employees	2,859.7	2,928.4	2,742.6	2,906.1	3,015.4
Self-employed and unpaid family workers	152.2	162.7	156.1	163.7	168.1
Sub-Total	3,011.9	3,091.1	2,898.7	3,069.8	3,183.5
Informal Sector (Estimated)	14,283.6	15,051.6	14,508.0	15,261.8	15,964.7
Total	17,295.5	18,142.7	17,406.7	18,331.6	19,148.2
Growth in Total Employment		4.9%	-4.1%	5.3%	4.5%

Source: Kenya National Bureau of Statistics

Table 7: Economic Performance

Annual % Change	2017	2018	2019	2020	2021	2022	2023E
Real GDP Growth (Annual % Change)	3.8	5.6	5.1	-0.3	7.5	4.8	5.8
Inflation (Annual % Change)	8.0	4.7	5.2	5.3	6.1	7.6	7.7
Overall Fiscal Balance, Including Grants (% of GDP)	-7.4	-6.9	-7.4	-8.1	-7.2	-5.8	-4.7

Source: IMF

The resultant analysis using PESTEL is as detailed below:

Table 8: PESTEL Overview

Political	Devolution	<ul style="list-style-type: none"> The implementation of devolution through the introduction of a two-tier level of government has had significant implications. It has led to a more equitable distribution of wealth and resources, promoting political stability within the country. The introduction of the national and county governments, as mandated by the 2010 constitution, has transformed political and economic governance. This shift has resulted in strengthened accountability and improved public service delivery at the local levels. The enhancement of political stability has fostered a positive political climate, promoting efforts towards national unity and cohesion.
	Membership to Regional and International Organizations	<ul style="list-style-type: none"> Kenya's membership in regional and international organizations, including the United Nations, World Trade Organization, African Union, COMESA, East African Community, and AfCFTA, plays a significant role in enhancing investor confidence. Additionally, Kenya's adherence to relevant treaties further strengthens its position as an attractive investment destination.
	Peace & Security	<ul style="list-style-type: none"> Kenya recognizes that regional peace, security, and stability are crucial elements in achieving its development objectives.
	Governance	<ul style="list-style-type: none"> The perception of widespread corruption in the country negatively impacts investor confidence. It is crucial to promote transparency and accountability in the management of public resources in order to enhance the country's image and governance.
Economic	Regional Economic Hub	<ul style="list-style-type: none"> Being a major communications, logistics and financial hub; Indian Ocean port of Mombasa; strategic land borders with Ethiopia, South Sudan, Uganda, Tanzania, and Somalia, augur well for Kenya's positioning as the hub of investment in the region.
	Economy	<ul style="list-style-type: none"> Kenya's economy is characterized by stability, low inflation, and a diverse range of sectors. Among its peers in the Eastern Africa region, the services sector, particularly banking and finance, is highly developed.

		<ul style="list-style-type: none"> • It is projected that the economy will experience faster growth of over 5.7% in 2023, driven by various sectors. • Kenya's GDP stands at approximately USD 113.42 billion in 2022, accounting for nearly 35% of the combined GDP of the East African Community (EAC). • The adoption of prudent macroeconomic policies will play a crucial role in protecting Kenya's strong economic performance.
	Globalization	<ul style="list-style-type: none"> • Kenya is poised to become a global center in trade and investment competitiveness. • Globalization presents both opportunities and threats for Kenya. As part of a global village, Kenya can benefit from global economic opportunities. • In today's era of globalization, Kenya stands to gain from the various economic opportunities that are available on a global scale.
Social	Progress towards achieving SDGs	<ul style="list-style-type: none"> • Kenya has made significant progress in achieving the Sustainable Development Goals (SDGs). This includes successfully reaching targets such as reducing child mortality, achieving near universal primary school enrollment, and significantly narrowing gender gaps in education. • These accomplishments can be attributed to various interventions and increased investments in health and education sectors. • The implementation of devolved healthcare systems and the provision of free maternal healthcare in all public health facilities are expected to further enhance healthcare outcomes and promote a more equitable healthcare system in the country.
	Youthful Population	<ul style="list-style-type: none"> • As of the end of 2017, Kenya's population was estimated at 46.5 million, ranking it as the 29th most populous country in the world (according to KNBS). Notably, the proportion of youth (aged 15-24) in the population was 20.3%, exceeding the global average of 15.8% and the African average of 19.2%. • Youth unemployment remains a significant issue in Kenya, with a rate of 17.3% in 2016, much higher than neighboring countries like Uganda and Tanzania, which have rates of only 6%. • To address this challenge, it is essential to focus on tackling poverty, inequality, governance, and bridging the skills gap between the education curriculum and market requirements. These will be crucial goals to ensure that Kenya's young population can fully contribute to the country's development.

Environmental	Environmental conservation	<ul style="list-style-type: none"> • Despite the challenges, Kenya has the potential to benefit from its predominantly young population as they possess the necessary skills and are ready for employment. This demographic advantage could lead to a demographic dividend if properly harnessed. • Kenya aims to make sustainable investments that align with SDG goals and adhere to environmental standards, such as the Clean Development Mechanism. • The country recognizes the potential of the green economy to drive national development and is actively exploring this avenue. • Environmental awareness is strong in both the public and private sectors in Kenya, with the Constitution setting a target of achieving at least 10% national forest cover.
	Climate Change	<ul style="list-style-type: none"> • Global warming and adverse climate have negatively affected Kenya's productive sectors, and mitigation and adaptation strategies are in place. However, there is a need to enhance capacity for environmental policy planning. • Kenya has experienced the detrimental effects of global warming and the changing climate, impacting various sectors of its economy. • The country has implemented measures for both mitigation and adaptation. However, there is still a need to strengthen capacity for development and implementation of comprehensive environmental policies.
Technological	ICT	<ul style="list-style-type: none"> • Kenya has positioned itself as a global leader in mobile money services, exemplified by the success of Safaricom's M-PESA platform, which has achieved remarkable global recognition. • As the regional ICT hub of East Africa, Kenya has established itself as a frontrunner in various areas, including broadband connectivity, ICT infrastructure, value-added services (VAS), mobile money, mobile banking, and FinTech services. • The country boasts a flourishing startup ecosystem that thrives on innovation, creativity, and a strong entrepreneurial culture. • With increasing internet penetration, a growing middle class, and the widespread use of mobile devices, Kenya's e-commerce sector is experiencing significant growth. • Kenya's telecommunications infrastructure is robust, bolstered by multiple fiber optic cables that connect the country to the global network. Furthermore, major cities have implemented free public Wi-Fi hotspots to enhance internet accessibility. • Kenya has demonstrated its commitment to digital trade by signing the Africa Continental Free Trade Agreement (AfCFTA) Protocol on Digital Trade.

Legal	Legislative and investment policy framework	<ul style="list-style-type: none"> • The Investment Promotion Act of 2004 serves as the regulatory framework for investments in Kenya. • Kenya has enacted several other laws that are conducive to promoting investments and protecting foreign investors, including the Foreign Investment Protection Act (FIPA), the Company Act of 2015, the Kenyan Business Registration Services Act of 2015, the Special Economic Zones Act of 2015, the EPZA Act 1990, and the Nairobi Financial Services Act of 2017. • These laws, along with other business-friendly legislation, have facilitated a favorable business environment in Kenya. • As part of its commitment to promoting investment, Kenya is a member of the Multilateral Investment Guarantee Agency (MIGA) affiliated with the World Bank, as well as the African Trade Insurance Agency. • Kenya is a member of the International Centre for Settlement of Investment Disputes (ICSID). • Kenya holds a prominent position globally in terms of legal rights, as reflected in the high ranking on the legal rights index (WEF).
-------	---	--

3.1.1.2 Micro-Environment

KenInvest has encountered challenges in its operations due to the presence of numerous investment players in the country, which has resulted in low visibility regarding registered investment, volumes, and investors. This situation is further compounded by the fact that transactions registered directly with the registry are not recorded by KenInvest. Consequently, KenInvest faces difficulties in providing accurate and timely investment information and data to potential investors regarding the number of new investments and the specific sectors they are directed towards.

3.1.1.3 Industry Environment

The Investment Environment has been analyzed below using some of the factors from Porters' 5 Forces:

- Presence of multiple players**
 The investment sector has had multiple players over the last few years, these players have posed unintended competition to KenInvest and may sometimes relay unreliable information to investors and potential investors in an attempt to record investments.
- Barriers to Entry**
 The Investment Industry has low barriers to entry, which has resulted in the establishment of many independent institutional and individual investment facilitators. As a result, these competitors directly challenge KenInvest's position in the market.

3.1.1.4 Market Analysis

KenInvest attracts a diverse range of investors, including individuals, MSMEs, and large corporations, both locally and internationally. They pride themselves on being sector-agnostic, assisting and promoting investment through their comprehensive support and aftercare services.

Looking ahead to their 2023-2027 Strategic Plan, KenInvest aims to concentrate on boosting investments in key sectors such as Agriculture, MSMEs, Housing and Settlement, Digital Superhighway, Creative Economy, Healthcare, and Environment, focusing on sustainability and climate resilience.

Below is a summary of the specific opportunities and Threats Identified in KenInvest’s External Environment.

3.1.2 Summary of Opportunities and Threats

Table 9: Summary of Opportunities and Threats

Environmental factor	Opportunities	Threats
Political	<ol style="list-style-type: none"> Operationalization of the National Investment Council (NIC): KenInvest can take advantage of the formation and activation of the National Investment Council. By leveraging the collaboration and support of this council, KenInvest can enhance its capabilities in promoting and facilitating investments across various sectors. (NIC): KenInvest can take advantage of the formation and activation of the National Investment Council. By leveraging the collaboration and support of this council, KenInvest can enhance its capabilities in promoting and facilitating investments across various sectors. KenInvest can capitalize on political goodwill by strengthening its relationships with relevant government agencies and securing necessary resources to further its mandate. 	<ul style="list-style-type: none"> Threats arising from duplication of services and overlap by other MDAs Security concerns both locally and internationally pose challenges to investment promotion.
Economic	<p>Within the framework of Kenya’s Vision 2030 strategies and the Bottom-Up Economic Transformation Agenda, there are abundant investment opportunities that can drive the nation’s socio-economic growth.</p>	<p>While the investment opportunities within Kenya’s Vision 2030 strategies and the Bottom-Up Economic Transformation Agenda are promising, there are also certain threats to consider. These threats could potentially impact the success and profitability of investments in Kenya.</p>

<p>These investment opportunities can be harnessed by both local and international investors who are seeking viable and profitable ventures in Kenya.</p> <ol style="list-style-type: none"> 1. Infrastructure Development: Kenya's ambitious plans for building modern infrastructure present significant investment opportunities. Investments in transportation networks, including roads, railways, airports, and ports, are essential for connecting different regions and facilitating trade. Additionally, investment in energy infrastructure, such as renewable energy projects and power generation facilities, can help meet the country's growing electricity demands. 2. Manufacturing and Industrialization: The Bottom-Up Economic Transformation Agenda emphasizes the need to enhance the manufacturing sector to create jobs and increase value addition. Investors can explore opportunities in sectors like textile and garments, agro-processing, automotive assembly, and technology manufacturing. The government's commitment to providing a conducive business environment and creating special economic zones further enhance investment prospects in these industries. 3. Agriculture and Agribusiness: Agriculture remains a vital sector in Kenya's economy. Investment opportunities exist in commercial farming, horticulture, dairy and livestock, aquaculture, and food processing. Leveraging modern farming techniques, value chain development, and accessing regional and international markets can lead to sustainable growth and profitability in the sector. 	<ol style="list-style-type: none"> 1. Infrastructure Gaps and Challenges: Although there are significant infrastructure development plans, the actual implementation and maintenance of infrastructure projects may face challenges. Insufficient funding, delays in project execution, and inadequate maintenance could affect the effectiveness and profitability of investments in sectors such as transport, energy, and telecommunications. 2. Access to Financing: Access to reliable financing options is essential for investors. Limited access to capital and high lending rates can hamper investment plans, particularly for small and medium-sized enterprises (SMEs). It is crucial to address this challenge and promote access to affordable financing to support investment initiatives. 3. Security Concerns and Terrorism: Security concerns and terrorism continue to be significant economic challenge in Kenya. These issues can impact the tourism sector, discourage foreign investment, and pose risks to the overall stability of the country. Adequate security measures must be in place to mitigate these threats and ensure the safety of investments. 4. Kenya's economy is vulnerable to the effects of climate change, such as erratic rainfall patterns and droughts. These climate-related risks can impact sectors dependent on agriculture, water resources, and energy. Investors need to consider the potential impact of climate change on their investments and incorporate suitable mitigation and adaptation measures. 5. Investment Grade Projects: There has been an insufficient number of investment grade projects identified and packaged in the past; that are suitable to investors and points them in the key opportunity areas.
--	--

	<p>4. Tourism and Hospitality: Kenya's natural beauty, diverse wildlife, and cultural heritage make it a top tourist destination in Africa. Investments in the tourism and hospitality sector, including hotel and resort development, ecotourism ventures, wildlife conservation, and leisure infrastructure, can tap into the growing demand from domestic and international travelers.</p> <p>5. Technology and Innovation: The government's focus on building a knowledge-based economy presents opportunities for investments in technology and innovation. Investments in technology hubs, e-commerce platforms, fintech, renewable energy solutions, and digital infrastructure can drive innovation, job creation, and economic diversification.</p>	<p>6. Generic Investment Promotion: The investment promotion efforts have been so far very generic with minimal data backing and packaging that will attract investors.</p>
Social	<p>1. Existence of extensive domestic and international stakeholder networks. These networks provide a platform for collaboration, resource sharing, and knowledge exchange, allowing organizations to tap into a wider range of expertise and perspectives.</p> <p>2. Opportunity for businesses to build stronger relationships with stakeholders, enhance their social impact initiatives, and develop innovative solutions to address social challenges.</p> <p>3. The constitution of Kenya 2010 and the devolved government system provide a conducive environment for socio-economic development. Devolution allows for localized decision-making, increased citizen participation, and the allocation of resources to prioritize local needs</p>	<p>1. The high cost of doing business presents a threat in investment promotion and facilitation.</p> <p>2. The expenses associated with starting and operating a business can deter potential investors and hinder the growth of current businesses.</p> <p>3. The high costs of doing business make it less attractive for investors and limit the potential for economic growth and job creation.</p> <p>4. The high presence of numerous players poses a threat to investment promotion and facilitation (Fragmented market). When there are too many competitors or businesses operating in the same market, it becomes increasingly challenging for new investors to enter and establish a foothold</p>

Technological	<ol style="list-style-type: none"> 1. The digitization of government services in Kenya, particularly through the eCitizen platform, presents significant opportunities to attract investment. By leveraging these digital advancements, Kenya can showcase its commitment to being business-friendly, efficient, and innovative, making it an appealing destination for local and foreign investors. 2. This digital transformation reduces bureaucratic red tape and corruption, significantly improving transparency and ease of doing business. Investors can now navigate government procedures more smoothly, reducing delays and inefficiencies that may have been barriers to investment in the past. 3. The increased accessibility and convenience that comes with digital government services will attract investors who value efficient processes. The eCitizen platform provides a centralized portal for various government services, eliminating the need for investors to physically visit different agencies, saving them time and resources. 4. The digitization of government services can create opportunities for investment in technology and infrastructure. As these services continue to evolve and expand, there will be a growing need to build and maintain the necessary digital infrastructure, such as data centers, telecommunications networks, and cybersecurity systems. This presents significant investment potential for technology companies and infrastructure developers. 	<p>While the digitization of government services in Kenya presents great opportunities to attract investment, there are several threats that need to be considered. These threats can potentially hinder the effectiveness and attractiveness of the digital transformation:</p> <p>Infrastructure limitations: The success of digital government services relies heavily on robust infrastructure, such as reliable internet connectivity and stable power supply. In some regions of Kenya, particularly rural areas, the lack of adequate infrastructure may limit the accessibility and effectiveness of these services.</p> <p>Cybersecurity risks: As digital systems become more prevalent, the risk of cyberattacks and data breaches increases. Failure to adequately address cybersecurity risks can undermine investor confidence and deter potential investments.</p> <p>Digital divide: While digitization offers advantages, it can also create a digital divide where certain segments of the population or businesses may not have the necessary digital skills or resources to access and use digital government services effectively. This can lead to exclusion and inequality.</p> <p>Regulatory challenges: The digitization of government services may require the implementation of new regulations and policies to ensure data privacy, consumer protection, and fair competition. The introduction of such regulations should strike a balance between providing a secure digital environment and not overly burdening businesses and investors with unnecessary red tape.</p> <p>Change management: The successful implementation of digital government services requires effective change management strategies. There may be resistance and challenges as stakeholders and users adapt to new processes and technologies.</p>
---------------	---	--

<p>Legal</p>	<p>The presence of clear, well-defined laws and regulations governing the investment industry in Kenya creates several opportunities for attracting investment. These opportunities include:</p> <ol style="list-style-type: none"> Investor confidence: Clear and well-defined laws help instill investor confidence by providing transparency and predictability in the investment process. When investors feel assured that their rights and interests are protected by the legal framework, they are more likely to invest in Kenya. Ease of doing business: Clear laws and regulations make it easier for investors to navigate the investment landscape in Kenya. When rules and procedures are transparent and easily understandable, it reduces barriers to entry and streamlines the process of setting up and running businesses. This can attract both domestic and foreign investors, as it promotes a business-friendly environment. Facilitation of foreign direct investment: Clarity in investment laws can attract foreign direct investment (FDI) by providing a stable and legally protected environment for investment. Foreign investors are more likely to commit financial resources when they are confident that their investments will be safeguarded by the legal system. Promotion of fair and competitive markets: Clear laws help establish fair market practices, preventing unfair competition and promoting a level playing field for businesses. This encourages investment by ensuring that businesses can operate without undue advantage or disadvantage caused by ambiguous or unfair regulations. 	<p>While clear and stipulated laws governing the investment industry in Kenya create opportunities for attracting investment, there are also some potential threats that could pose challenges. These threats include:</p> <p>Weak enforcement: Even with comprehensive laws in place, the effectiveness of these laws depends on their enforcement. If there is a lack of enforcement mechanisms or inconsistencies in applying the laws, it may undermine investor confidence and deter potential investors.</p> <p>Corruption: Corruption can undermine the effectiveness of clear laws and regulations. If there is a lack of transparency, and bribery or unethical practices are prevalent, it can discourage investors from entering the market, as it creates uncertainty and increases risks.</p> <p>Inefficient bureaucracy: Complex and bureaucratic administrative procedures can hinder the ease of doing business, despite clear laws and regulations. If there are delays or inefficiencies in obtaining permits, licenses, or approvals, it can frustrate potential investors and dissuade them from investing in Kenya.</p> <p>Lack of capacity: Ensuring that there is sufficient capacity within government agencies to administer and enforce investment laws is crucial. Without sufficient resources, expertise, and training, there may be challenges in effectively implementing and monitoring compliance with the laws.</p> <p>Regulatory stability: The regulatory environment should be stable and predictable, providing consistency in policies and regulations over time. Frequent changes or unpredictability in regulations can create uncertainty for investors, making them hesitant to commit their resources.</p>
--------------	---	---

	<p>5. Protection of investors' rights: Clear investment laws strengthen the protection of investors' rights, including property rights and the ability to repatriate profits. This protection enhances investor confidence and can attract more investment to Kenya.</p> <p>6. Legal recourse: Well-defined investment laws provide a framework for legal recourse in case of disputes between investors and government entities or other stakeholders. This helps to resolve conflicts and disputes in a fair and transparent manner, giving investors recourse in case their investments are at risk</p>	<p>Inadequate investor protection: While clear laws provide a foundation for investor protection, the strength of these protections also depends on the legal and judicial system. Weaknesses in the legal system, delays in dispute resolution, or lack of access to impartial arbitration can discourage investments.</p> <p>Policy Advocacy: In the investment space particularly, there has been insufficient evidence-based research and policy advocacy which can lead to passing of policies that may not be as appropriate for the current market situation.</p>
Ecological	<p>Increased focus on the promotion of sustainable investment in Kenya creates several opportunities to attract investment. These opportunities include:</p> <p>1. Renewable energy sector: Kenya has tremendous potential for renewable energy, particularly in solar, wind, geothermal, and hydroelectric power. The promotion of sustainable investment in the renewable energy sector can attract foreign companies to invest in the development of clean and reliable energy sources. It can lead to the creation of jobs, contribute to energy security, and reduce reliance on fossil fuels.</p> <p>2. Green infrastructure projects: In line with sustainable development goals, Kenya aims to invest in green infrastructure projects, such as sustainable transportation, waste management systems, eco-friendly building constructions, and smart cities. These projects present opportunities for both local and international investors to contribute to sustainable urbanization and environmental conservation efforts.</p>	<p>While there are opportunities to attract investment in sustainable sectors in Kenya, there are also potential threats that need to be considered. These threats include:</p> <p>Infrastructure limitations: Inadequate infrastructure, such as unreliable electricity supply, inadequate transportation networks, and limited access to water and sanitation facilities, can hinder investment in sustainable sectors. Infrastructure development is crucial to support sustainable projects and attract investors.</p> <p>Lack of skilled labor: A shortage of skilled labor in certain sectors, such as renewable energy and sustainable agriculture, can present a challenge for investors. It may require additional investment in training and education initiatives to develop a qualified local workforce and meet the demand for skilled labor.</p> <p>Climate change and natural disasters: Kenya is vulnerable to the impacts of climate change, including droughts, floods, and other extreme weather events. These climate-related risks can affect the viability of sustainable investments, especially those in agriculture and tourism sectors. Adaptation and resilience measures should be considered to mitigate these risks.</p>

	<p>3. Sustainable agriculture and agribusiness: Kenya have a rich agricultural sector, and there is potential for further investment in sustainable agriculture practices, including organic farming, agroforestry, and precision farming. Sustainable agricultural practices can enhance productivity, reduce resource wastage, and minimize the negative environmental impacts associated with traditional farming methods.</p> <p>4. Ecotourism: Kenya’s diverse landscape, including national parks, reserves, and marine parks, makes it an attractive destination for ecotourism. Investment in sustainable tourism infrastructure, wildlife conservation, and community-based tourism initiatives can help protect natural resources, preserve biodiversity, and generate economic benefits for local communities.</p> <p>5. Sustainable manufacturing and industries: Encouraging sustainable practices in manufacturing and industries can lead to reduced resource consumption, improved waste management, and lower carbon emissions. Foreign investors can take advantage of Kenya’s strategic location, abundant resources, and skilled labor to set up sustainable manufacturing facilities and contribute to sustainable industrial development.</p>	<p>Access to finance: Access to finance can be a significant challenge for investors interested in sustainable projects. Limited availability of capital, high interest rates, and a lack of understanding of sustainable investments among financial institutions can impede investment in these sectors.</p>
--	--	--

3.1.3 Internal Environment

The internal environment of KenInvest is characterized by various factors that directly impact its operational environment. This internal environment can be classified into three categories: governance and administrative structure, internal business processes, and resources and capabilities. Understanding and optimizing these internal factors is crucial for KenInvest’s success. By ensuring a robust governance and administrative structure, streamlining internal business processes, and leveraging valuable resources and capabilities, KenInvest can enhance its operational environment and achieve its desired outcomes.

The governance and administrative structure refer to the organizational system and processes that govern KenInvest’s decision-making, accountability, and overall management. This includes the roles, responsibilities, and relationships of different individuals within the organization, as well as the mechanisms for establishing and overseeing policies and procedures.

3.1.3.1 Governance and Administrative Structures

KenInvest has made a conscious effort to establish an organizational structure that supports its mission of attracting investment in Kenya. This includes a carefully selected and independent board of directors to oversee the Authority’s activities. The Organization structure that has been in place is as shown below:

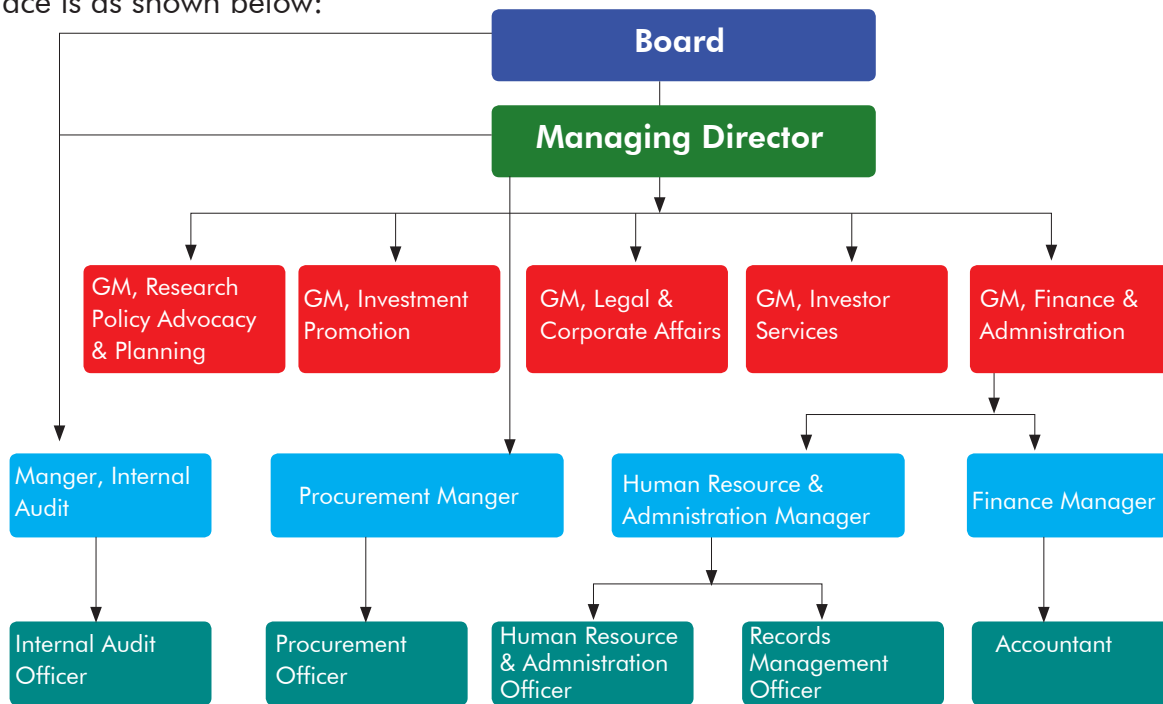


Figure 6: Current Organization Structure (KenInvest)

3.1.3.2 Internal Business Processes

The internal business processes encompass the systems, procedures, and workflows that drive KenInvest’s day-to-day operations. This involves the various steps and activities involved in delivering services, managing projects, and fulfilling the organization’s mandate. Efficient and effective internal business processes are essential for enhancing operational productivity and achieving strategic objectives.

KenInvest has implemented effective business processes to govern its day-to-day operations, ensuring efficiency. The establishment of a One Start-One Go Centre has further streamlined the investor journey. However, full automation of the end-to-end investor journey is still in progress, with continued involvement of KenInvest staff required.

3.1.3.3 Resources and Capabilities

The resources and capabilities of KenInvest refer to the assets, competencies, and skills that the organization possesses. This includes physical resources such as infrastructure and technology, as well as human resources such as knowledge, expertise, and talent. Strong resources and capabilities enable KenInvest to effectively execute its mission and remain competitive in the market.

A. Tangible Resources and Capabilities:

Human Resources:

KenInvest currently has a skilled workforce of 60 employees, who are experienced in investment promotion and facilitation. However, this falls short of the ideal number of 110. To achieve the strategic objectives for 2023-2027, it is necessary to align the staffing levels and roles with the requirements outlined in this document.

Technology: KenInvest has made significant investments in technology, including the implementation of various IT systems for efficient and effective service delivery. To enhance the investor journey and promote higher levels of foreign direct investment (FDI) and domestic direct investment (DDI), it is necessary to prioritize digitization and automation of key functions. This may involve additional investment in ICT infrastructure.

Network and Partnerships:

KenInvest has developed strong relationships and partnerships with key stakeholders, such as government agencies, international organizations, and industry associations. These collaborations have resulted in valuable support and knowledge sharing. To further strengthen our network and partnerships, KenInvest will actively seek to expand our collaborations, forge new strategic alliances, and leverage on existing relationships to attract more investment opportunities and promote the investment climate in Kenya.

Training and Development:

As KenInvest aims to position itself as a leading investment promotion agency, continuous professional development and skills enhancement of our staff members are crucial. To ensure that our team remains equipped with the necessary knowledge and competencies, KenInvest will invest in training programs, workshops, and certifications. This will help enhance our capabilities in investment facilitation, negotiation, marketing, and investor relations, among others.

Research and Data Analytics: In order to make informed decisions and provide accurate information to potential investors, KenInvest recognizes the importance of robust research and data analysis. We will invest in research initiatives, market intelligence tools, data collection mechanisms, and data analytics capabilities to gather and analyze relevant investment data. This will enable us to identify investment trends, understand investor preferences, and tailor our strategies and services accordingly.

Marketing and Branding: KenInvest understands the significance of effective marketing and branding in attracting investors and promoting the country as an attractive investment destination. To bolster our marketing efforts, we will develop a comprehensive marketing strategy that includes targeted campaigns, participation in international trade shows and investment forums, and leveraging digital marketing channels. Additionally, we will invest in branding initiatives to strengthen the KenInvest brand and increase its recognition and credibility in the global investment community.

B. Intangible Resources and Constraints:

KenInvest's Reputation: KenInvest has established itself as a reputable and well-known Investment Promotion Agency both nationally and globally. This strong reputation has been earned through the agency's notable achievements, including timely facilitation of investors through One Start-One Go centre, the development of Kenya's Investment Policy and Investor Case Management System, as well as the successful implementation of the Business Development strategy, resulting in the facilitation of over 100 SMEs. This solid reputation serves as a valuable intangible resource for KenInvest, enhancing its credibility and attracting potential investors and partners.

Technical Know-how: KenInvest's staff possesses a robust set of technical skills and expertise necessary to effectively fulfill their roles. However, in order to adapt to the digitization of KenInvest's investor journey in the upcoming 5 years, it is crucial to continuously enhance these skill sets through targeted training programs by investing in continuous training, KenInvest should ensure that its staff remains up to date with the latest digital advancements and industry trends. This will enable them to effectively navigate the evolving investment landscape and meet the changing needs and expectations of investors.

Investment in technical knowhow will contribute to streamlining processes, improving efficiency, and maximizing the potential of KenInvest's digitized investor journey.

Data Science and Analysis Skills: As the digitization of the investor journey amplifies the importance of data-driven decision-making, it is essential for KenInvest's staff to have a strong understanding of data science and analysis. This expertise will enable them to collect, interpret, and extract valuable insights from data, leading to more informed and strategic investment promotion strategies.

User Experience (UX) Design: In the digital realm, user experience plays a crucial role in attracting and retaining investors. With the increasing emphasis on user-centered design, KenInvest can benefit from staff members skilled in UX design. These individuals can ensure that the digital platforms and tools utilized throughout the investor journey are intuitive, user-friendly, and optimized for an exceptional user experience.

Digital Marketing and Communication: With the increasing digitization of the investor journey, it is crucial for KenInvest to equip its staff with the technical skills necessary to effectively utilize digital marketing and communication methods. This includes strategies such as search engine optimization, social media marketing, content creation, and data analytics to target and engage with potential investors in a cost-effective and efficient manner.

Data Analytics and Business Intelligence: As KenInvest's investor journey becomes more digitized, the ability to collect, analyze, and utilize data becomes essential. By investing in technical know-how related to data analytics and business intelligence, KenInvest can leverage these insights to identify investment trends, understand investor behavior, and make data-driven decisions to optimize their promotion strategies and support the growth of the investment ecosystem in Kenya.

Organization Capacity

To effectively deliver on its institutional mandate, it is crucial for KenInvest to address two key areas of organizational capacity - staff and funding.

Staff: While KenInvest's current staff is experienced and skilled, there is a need to augment the workforce with additional personnel to meet the demands of the planned activities. KenInvest will enhance its capacity to effectively execute the 2023-2027 strategic plan by adequate staffing and strategic assigning of roles and responsibilities.

Additionally, it is important to ensure that the existing staff members are adequately resourced in terms of training, tools, and support. Continuous professional development opportunities and access to the latest industry knowledge and best practices will further enhance the capabilities of the team.

Funding: Currently, KenInvest relies solely on the Exchequer for funding its activities. To successfully implement the strategic plan, it is imperative to secure adequate funding from diverse sources. This will not only ensure the smooth execution of planned activities but will also offer financial stability and flexibility for adapting to dynamic market conditions.

KenInvest can explore various avenues for diversifying its funding sources, such as donor agencies, local and international investors, and revenue-generating initiatives. It is essential to have a robust financial sustainability strategy in place to secure the required funds and reduce dependence on a single source.

By addressing staff resourcing and increasing funding diversification, KenInvest can enhance its organizational capacity and effectively deliver on its mandate, driving economic growth and promoting investment in Kenya.

3.1.4 Summary of Strengths and Weaknesses

Table 10: SWOT Analysis

Factor	Strengths	Weaknesses
Governance and Administrative Structures	<ul style="list-style-type: none"> KenInvest demonstrates well-defined roles and functions within its governance and administrative structures. This clarity allows for efficient decision-making and the allocation of responsibilities. It ensures that everyone understands their respective roles and contributes to the overall objectives of the organization Effective decision-making processes: The governance and administrative structures of KenInvest promote efficient decision-making. Clear guidelines and protocols are followed, ensuring that decisions are made promptly and based on a systematic approach. This enables the organization to respond swiftly to emerging opportunities and challenges. Transparent communication channels: KenInvest has established transparent communication channels within its governance and administrative structures. This fosters open dialogue and information sharing among team members and departments. As 	<ul style="list-style-type: none"> Lack of flexibility: The governance and administrative structures may be rigid, making it difficult to adapt to changing circumstances or emerging challenges. This can hinder the organization's ability to respond quickly and effectively to new opportunities or threats. Limited diversity and inclusivity: The governance and administrative structures may not fully reflect the diversity of perspectives and experiences within the organization. This can lead to limited input and decision-making processes that do not consider a wide range of viewpoints, potentially missing out on valuable insights. Inefficient decision-making processes: While effective decision-making is a strength, the structures may also face challenges that lead to delays or inefficiencies in the decision-making process. This could be due to excessive bureaucracy or insufficient collaboration and communication among stakeholders.

	<p>a result, stakeholders are well-informed, leading to better understanding, collaboration, and alignment towards organizational goals.</p> <ul style="list-style-type: none"> • Accountability and responsibility: The governance and administrative structures at KenInvest enforce a culture of accountability and responsibility. Roles and functions are clearly defined, and individuals are held accountable for their respective tasks and deliverables. This cultivates a sense of ownership and ensures that objectives are pursued diligently, ultimately leading to greater productivity and success. • Overall, the effective governance and administrative structures in place at KenInvest serve as a strong foundation for organizational success. They enable decisive decision-making, transparent communication, accountability, and efficient resource allocation, all of which contribute to achieving its objectives. 	<ul style="list-style-type: none"> • Limited accountability mechanisms: While there is a culture of accountability, the governance and administrative structures may lack robust mechanisms to enforce and monitor accountability. This can result in instances where individuals are not held responsible for their actions or where there is a lack of clarity regarding roles and responsibilities. • Inadequate evaluation and feedback processes: The governance and administrative structures may not have well-established mechanisms for evaluating the effectiveness of policies, processes, and initiatives. This can make it challenging to identify areas of improvement and make informed decisions for continual growth and development.
Internal Business Processes	<ul style="list-style-type: none"> • One Start-One Go Centre(OSOG) for investor facilitation • Kenya Investment Policy and County Investment Handbook • Strong and vibrant private sector with diverse investment opportunities. 	<ul style="list-style-type: none"> • Limited ability to influence policy • Lack of control over other government agencies' investor approval processes • Inadequate marketing and promotion efforts due to resource constraints • Inconsistent implementation of policies and regulations.
Resources and Capabilities	<ul style="list-style-type: none"> • Experienced and knowledgeable staff members in investment promotion and facilitation, contributing to effective decision-making and expertise in investment matters. 	<ul style="list-style-type: none"> • Limited resources and capacity to effectively manage and leverage the strong network and relationships with key stakeholders.
	<ul style="list-style-type: none"> • Establishment of regional offices in Eldoret, Kisumu, and Mombasa, enhancing the reach and capability of the Authority to provide facilitation services to different counties. 	<ul style="list-style-type: none"> • Potential challenges in maintaining and updating the data and information management systems, leading to outdated or inaccurate information.

	<ul style="list-style-type: none"> • Sufficient office space in a favorable environment, projecting a positive and professional image of KenInvest • Strong network and relationships with key stakeholders, such as government bodies, international organizations, and industry experts, providing access to valuable resources and expertise. • Proven track record of successful investment facilitation and promotion, demonstrating the Authority's ability to deliver tangible results and attract investments to the country. • Collaborative partnerships with local and international business organizations, fostering a supportive ecosystem that encourages investment and business growth 	<ul style="list-style-type: none"> • Ineffective marketing and communication strategies that may hinder the Authority's ability to effectively promote investment opportunities and attract potential investors. • Lack of evidence or transparency in the track record of successful investment facilitation and promotion, making it difficult to gauge the Authority's actual ability to deliver results. • Limited financial resources due to low budgetary allocation and overreliance on one source of funding. • Insufficient staffing and a lack of capacity-building programs leading to a sub-optimal organizational culture. • Low morale among staff members due to limited opportunities for job advancement and professional growth. • Inadequate resources and capacity to effectively implement and manage information and communication technology systems.
--	---	--

3.1.5 Analysis of Previous Performance

3.1.5.1 Key Achievements

The following provides an overview of KenInvest's performance, with a specific focus on the most recent period from 2018 to 2022.

Investment Promotion

Marketing Focus

- Drafting of an overarching Kenya Investment Policy (KIP)
- Drafting of a County Investment Handbook to guide county governments on effective attraction and retention of private investment
- Participation in various investment promotion forums

Investment Facilitation & Aftercare

Pre and Post Investment Focus

- Establishment of a modern One-stop Centre (OSC)
- Development of the MSME strategy developed; with more than 100 MSMEs facilitated, and 10 enterprises supported
- Development of an Investor Case Management (CRM) system
- Establishment of online platforms such as e-regulations

- Research and generation of 10 Country reports targeting China, USA, India, Japan and UAE
- GCI surveys done with support of WEF; FDI survey 2019 done in partnership with KNBS

Figure 7: Key Achievements (KenInvest)

Breakdown of Number of Investment Projects, Capital Costs, and Impact in Kenya

Table 11: Investment projects and Jobs facilitated 2018-2022

Year	Number of Projects	Capital Cost in KES Millions (Foreign)	Capital Cost in KES Millions (Local)	Total in Millions (KES M)	Employment Numbers (Locals)
2018	187	31,617	17,603	49,221	8,913
2019	261	92,234	31,986	124,220	15,984
2020	156	87,565	13,508	101,074.3	5,437
2021	195	47,440	8,900	56,320	5,138
2022	209	76,152	7,266	83,418	5,655
TOTAL	1,008	335,008	79,263	414,253	41,127

Source: KNBS

This measure is being replaced by World Bank’s Business Ready (B-Ready) Measure

3.1.5.2 Challenges

Table 13: Challenges faced by KenInvest

Challenges	Impact on Achievement of Targets
Inadequate exchequer funding	<ul style="list-style-type: none"> • One major challenge faced by KenInvest is inadequate exchequer funding. This has hindered the full implementation of core activities such as investor targeting and aftercare programs, investment promotion, research and policy advocacy, corporate image building, branding, and awareness creation outlined in the Authority’s strategic plan for 2018-2022. • The limited funding has directly impacted KenInvest’s ability to achieve its targets and effectively carry out its mandate
	<ul style="list-style-type: none"> • The lack of sufficient financial resources limits the Authority’s capacity to carry out marketing and promotional activities on a global scale, thereby reducing its ability to attract and secure investment projects. • Limited funding restricts KenInvest’s ability to conduct research and policy advocacy effectively, which is crucial in creating an attractive investment environment and addressing the needs and concerns of potential investors. As a result, the Authority struggled to meet its targets in terms of attracting investment projects and stimulating economic growth.
Weak Institutional capacity and Visibility	<ul style="list-style-type: none"> • Reduced capacity for handling inquiries and applications: With a limited number of staff members, KenInvest struggled to efficiently handle the influx of inquiries and applications from potential investors. • Ineffective support for investors: Limited staffing resulted in inability to provide comprehensive support and assistance to investors throughout the investment process. This could include help with navigating regulatory frameworks, accessing government incentives, and obtaining necessary permits and licenses.

	<ul style="list-style-type: none"> Difficulties in conducting market research and analysis: KenInvest struggled to conduct comprehensive research on investment opportunities, market trends, and investor preferences hampering the development of targeted marketing strategies and the identification of sectors with high potential for investment.
Fragmented efforts on investment promotion, facilitation and coordination	<ul style="list-style-type: none"> KenInvest, although primarily to promote and facilitate investments in Kenya, faces a challenge in the lack of a unified approach to investments by other relevant government agencies, resulting in an investor journey that is fragmented and inefficient
Lack of Investment grade projects	<ul style="list-style-type: none"> KenInvest has faced challenges where there exists investor appetite for certain projects or sectors, but there lacks investment-ready or investment grade projects in those specific sectors
COVID-19 pandemic caused significant disruptions to the global economy and investment landscape.	<ul style="list-style-type: none"> Decline in investment interest: The pandemic has resulted in economic uncertainty and market volatility, leading to a decline in investor interest. Investors may become more cautious about making long-term investment decisions amidst the uncertain business and economic landscape. Disruption in global supply chains: The pandemic has caused disruptions in global supply chains, with many industries experiencing delays and disruptions in their operations. The resulting uncertainties impacted investment decisions, as investors became hesitant to invest in projects reliant on global supply chains Travel restrictions and reduced mobility: The implementation of travel restrictions and reduced mobility and made it more challenging for KenInvest to engage with potential investors interested in exploring investment opportunities in Kenya.
Proposed merger of KenInvest with other MDAs	<ul style="list-style-type: none"> Loss of focus: The proposed merger led to a loss of focus on KenInvest core mandate, diluting its efforts and reducing its effectiveness in attracting and facilitating investments. It becomes more difficult for KenInvest to attract and retain talented individuals. Without sufficient resources, the Authority was unable to offer competitive salaries, benefits, and professional development opportunities that can attract and retain high-caliber employees. This can negatively impact the overall effectiveness and productivity of the organization.

3.1.5.3 Lessons Learnt

Table 14: Lessons Learnt

Lesson	
Funding	<ul style="list-style-type: none"> The availability of sufficient funding is crucial for KenInvest to meet its strategic objectives effectively. Adequate financial resources enable the organization to carry out its investment promotion and facilitation activities, attract investors, and ultimately contribute to economic growth. Building and maintaining the capacity of KenInvest, especially in terms of staffing, is paramount for its future success. A talented and skilled workforce is essential for executing the organization's mandate and achieving its goals. In the face of budget constraints, it is important to prioritize attracting and retaining qualified personnel through competitive compensation packages, training and development opportunities, and a supportive work environment.

Staffing	<ul style="list-style-type: none"> Recognizing the importance of maintaining a sufficient number of staff members is crucial for KenInvest's future success. Adequate staffing levels ensure that the organization has the necessary human resources to effectively carry out its investment promotion and facilitation activities. This includes hiring talented individuals with the right skills and experience, as well as providing ongoing training and professional development opportunities to retain and enhance the capabilities of the existing workforce. Investing in capacity building initiatives is essential for KenInvest to enhance its capabilities and effectively respond to changing market dynamics. By improving the knowledge, skills, and expertise of its staff, KenInvest can stay ahead of emerging trends in investor attraction and facilitation, adapt to new technologies and methodologies, and maintain a competitive edge in the market. This can be achieved through targeted training programs, knowledge sharing initiatives, and continuous learning opportunities. Hiring skilled professionals, it is vital for KenInvest to implement strategies that promote staff retention. Creating a positive work environment, offering competitive compensation and benefits packages, recognizing and rewarding exceptional performance, and providing opportunities for career growth are all effective ways to attract and retain top talent. This will ensure that KenInvest has a dedicated and motivated workforce committed to achieving its goals.
Collaboration	<ul style="list-style-type: none"> Building collaborative relationships and partnerships with other organizations, such as educational institutions, industry associations, or government agencies, can help KenInvest address staffing challenges as well as help ensure a more efficient investor experience. These partnerships can include joint training programs, internship opportunities, or knowledge-sharing initiatives. By leveraging external expertise and resources, KenInvest can enhance its capacity and access a wider pool of qualified candidates, mitigating staffing shortages and fostering innovation.

In light of all the achievements, challenges and lessons learnt, Investment facilitation has been identified as pivotal to the delivery of the mandate of Kenya Investment Authority and its effectiveness anchors the country's sustainable development aspirations. In order to address the challenge of effective investment facilitation and to unlock Foreign Direct Investment (FDI) and position Kenya as a competitive investment destination, The National Investment Council has developed a 7-step Kenya Investment Facilitation Framework that starts with inquiry by an investor and culminates into issuance of



Rebecca Miano, Cabinet Secretary for Investments, Trade and Industry of Kenya, stands alongside Elizabeth M. Kibaki, Senior Private Sector Development Specialist at the World Bank, June Chepkemei, MD of KenInvest, and Anthony Ngororano, Resident Representative of UNDP Kenya, at the launch of the investment facilitation framework.

investment certificate upon landing an investor and subsequent proactive and intentional after-care support. The framework provides for both physical and digital platform for effective investment facilitation as captured in the diagram below.

The framework takes into account both new and existing investments to address pre and post investment facilitation concerns.

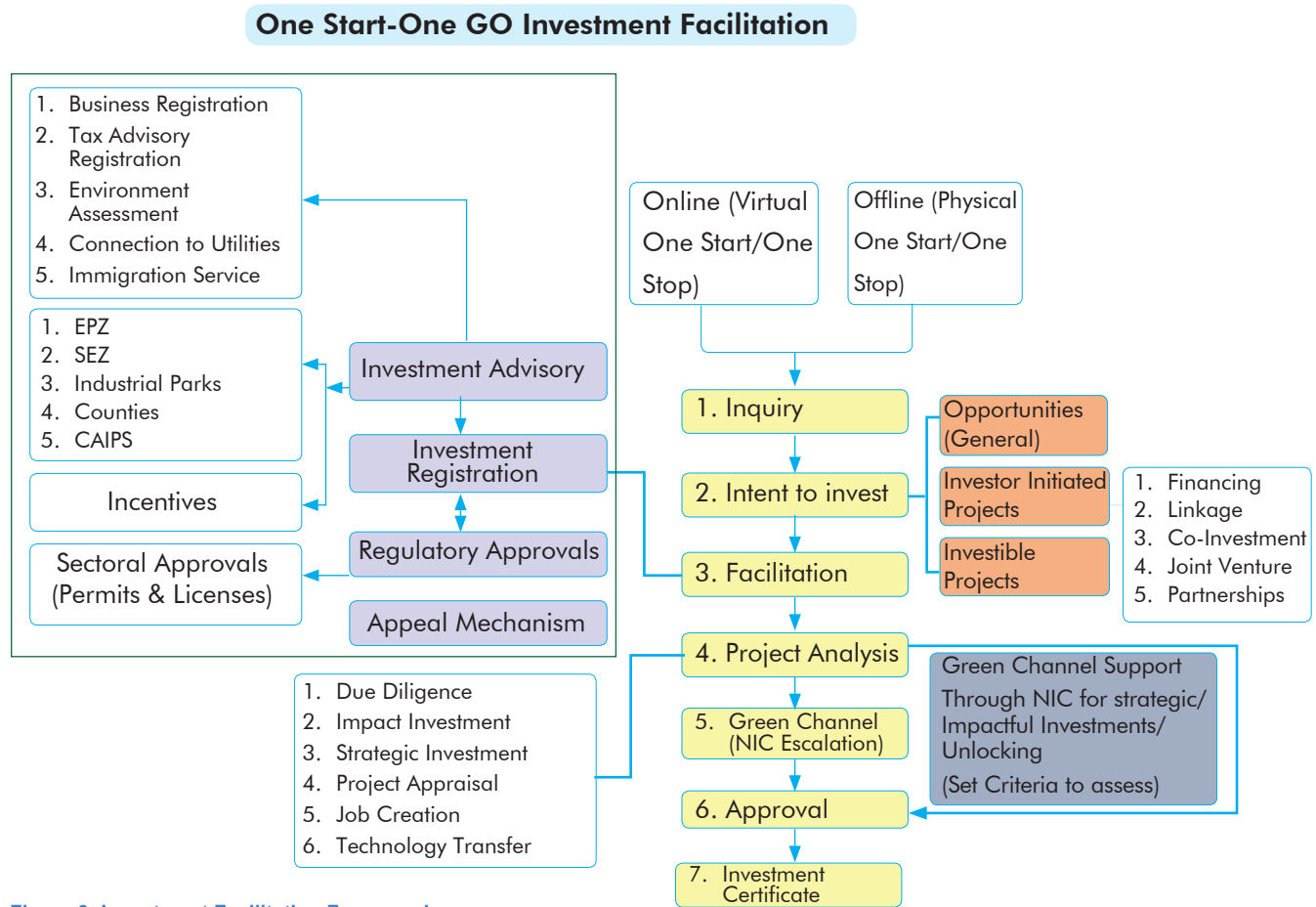


Figure 8: Investment Facilitation Framework

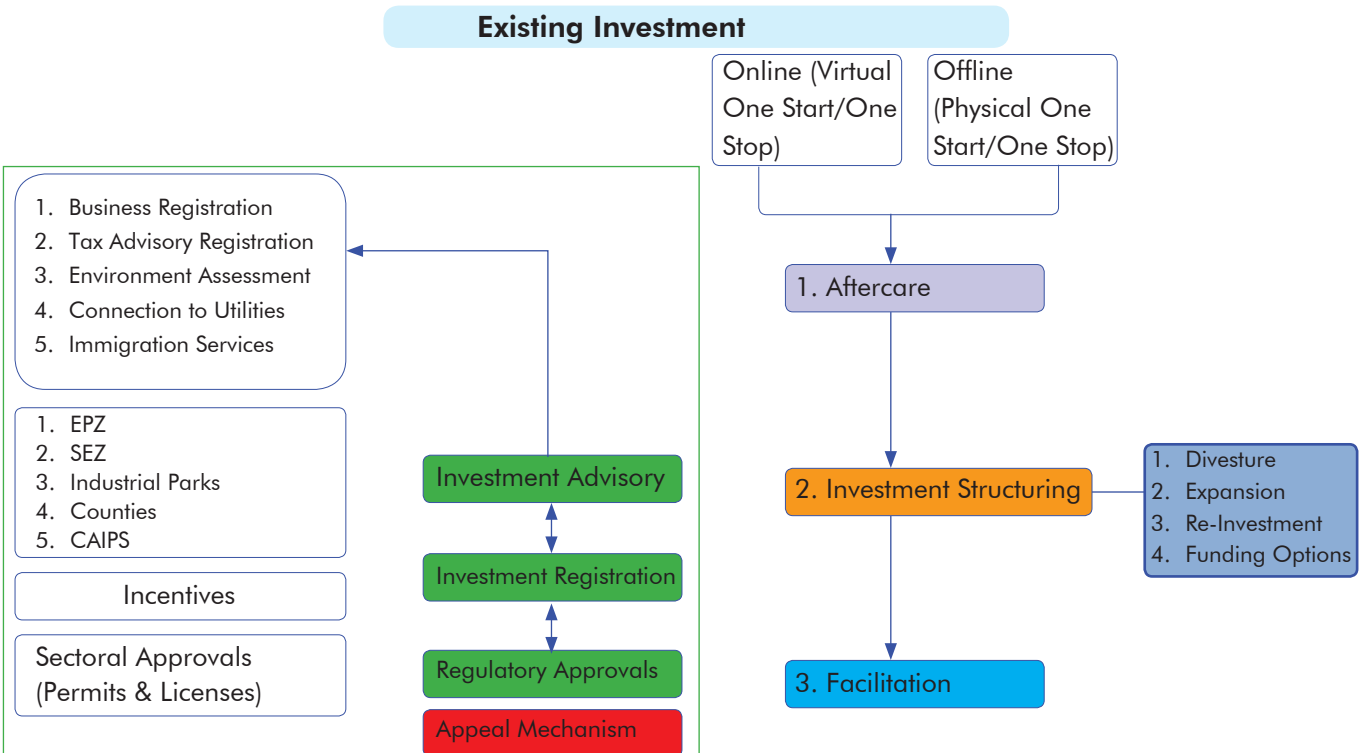


Figure 9: PASHA - Existing Opportunities

A. New Investment

Step 1: Inquiry

- Investment enquiries made by potential investors will be lodged in the virtual one start one go platform or received at the physical One Start One Go Centre. Based on the nature of the inquiry, account manager will be assigned even as the system generates and allocates the investor a unique identifier, a provision through which progress of the inquiry can be tracked.
- Tracking rights will be granted to Office of the President, members of NIC KenInvest staff, CS MITI and PS SDIP, concerned regulatory agencies, the investor among others.
- Whereas some enquiries will be dispensed with at this stage, those that seek investment opportunities will proceed to the step.

Step 2: Intent to Invest

Potential investors shall express intent to invest in either of the 3 categories:

- **General Opportunities:** Investors interested in scoping for opportunities in any sector of the economy shall select the general opportunities tab from where they will be directed to e-opportunities portal and other related general investment opportunity repositories.
- **Investor Initiated Projects:** This category will encompass investors in need of facilitation for projects generated themselves. The investor will be required to lodge the type of support needed on the online platform for attention and tracking. The facilitation under this category could be:
 - i) **Financing:** Investor will access a link to a database of financiers.
 - ii) **Linkages:** Investor to access a link to a repository of service providers or relevant linkage required.
 - iii) **Co-Investment:** Investor to access a link to Kenya Development Corporation (KDC) or other co-investors available in the market.
 - iv) **Joint Venture:** Investor to access a link to a databased of investors seeking joint ventures based on the sector of interest.
 - v) **Partnerships:** A link to a database of individuals or corporates in need of business/ investment partners shall be provided to the investor.
 - vi) **Investible Projects:** This will be a database comprising of investor ready bankable projects with feasibility or prefeasibility studies, verified and packaged for investor uptake. Investors will access the projects in this database for a fee.

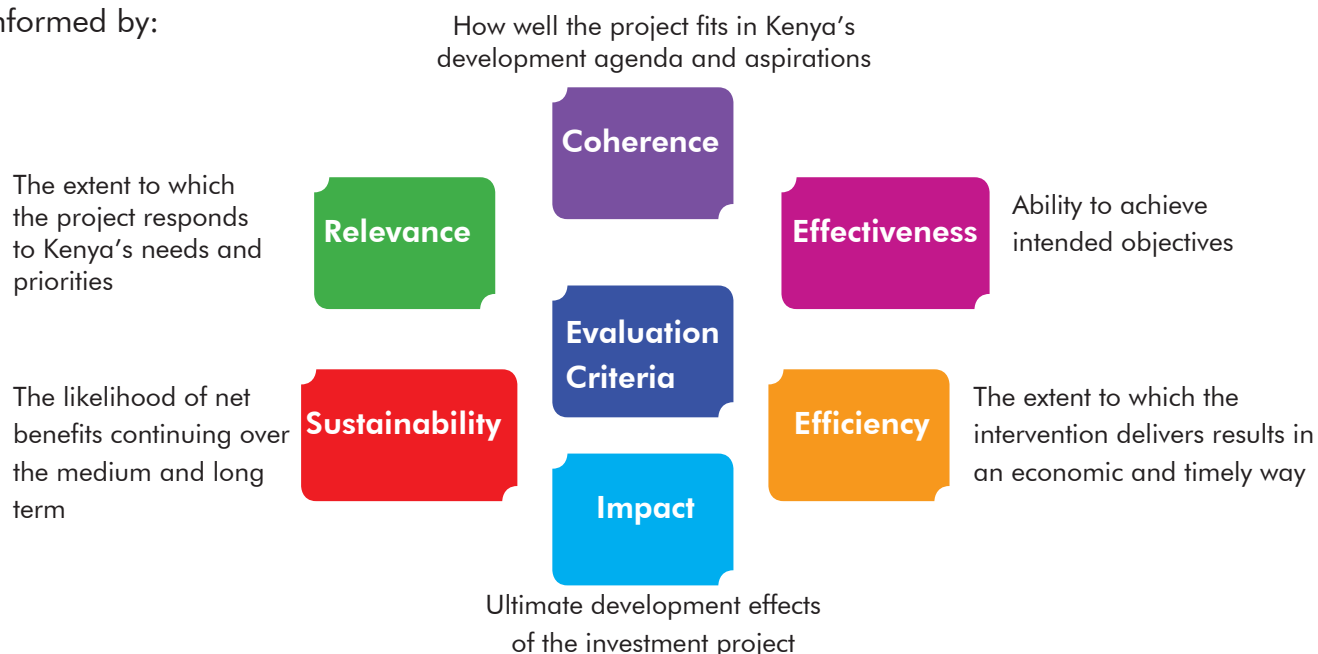
Step 3: Facilitation

The investment facilitation dashboard will offer 2 optional tabs and 1 mandatory tab for investors. These will include:

- i) **Investment Registration:** This will be a mandatory tab for investors. It will involve capture of investment project details as well contact details for the investors. The information collected through this portal will organized into a database of investors in Kenya.
- ii) **Investment Advisory:** This tab will contain hyperlinks to pre-establishment services such as business registration; tax advisory registration; environmental assessment; connection to utilities; and immigration services. Furthermore, investors will be able to access investment locations/sites such as Export Processing Zones; Special Economic Zones, Private Industrial Parks, Counties as well as County Aggregation Industrial Parks. These services will be available both at the virtual and physical one start one go center.
- iii) **Investment advisory** will also have a feature that will enable investors to access available fiscal and non-fiscal incentives and to apply for the same.
- iv) **Regulatory Approvals:** Permits and licensing regimes that define various sectoral approvals will be accesses by the investor through this tab.

Step 4: Project Analysis

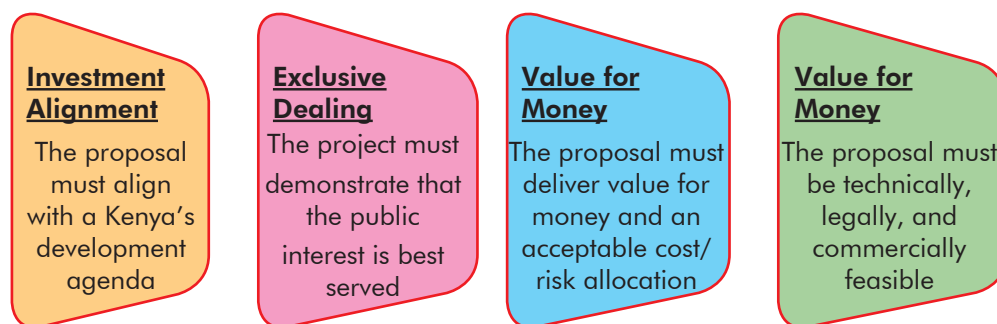
Besides conducting due diligence to establish legal status, profile of directors/ project promoters, projects at this stage will undergo appraisal to establish level of impact to the economy; how strategic they are to the country's development agenda; the potential to create and sustain jobs in large numbers; as well as transfer of technology to the economy. The analysis criteria will be informed by:



Investment projects that meet the above criteria will either be approved implementation and issuance of investment certificate or escalated to the National Investment Council based of specific asks by the investor.

Step 5: Green Channel (NIC Escalation)

Based on the request presented by an investor, the secretariat will consider if proposals presented meet the following assessment criteria, in order to be considered for escalation to the NIC.



Step 6: Approval

Upon consideration by the NIC and establishment that a proposal ticks the metrics in step 5, the Council shall grant either part or all the asks presented and direct relevant agencies to implement.

Step 7: Investment Certificate

Investors who shall apply for the certificate having satisfied the secretariat and or the council on the viability of their investment projects shall be issued with investment certificate at a fee.

A. Existing Investment

Investments in this category require monitoring through periodic contact with investors; policy interventions, addressing strategic and administrative hurdles and anticipating investors' future needs.

Step 1: Inquiry

Investment enquiries made by existing investors will be lodged in the virtual one start one go platform or received at the physical One Start One Go Centre. Based on the nature of the inquiry, the account manager will be assigned to handle the issue even as the system generates investor unique identifier, a provision through which progress of the inquiry can be tracked. Some of enquiries will prompt aftercare facilitation.

Step 2: Aftercare and Investor Development

Aftercare relates to reactive management of existing investors based on inquiries presented and issues raised by investors.

Investor development relates to proactively helping existing companies to grow. This approach will involve a programmatic investor visit on a quarterly basis.

The secretariat will offer Aftercare Services and Investor Development based of the following principles:

- Consolidate: Improve low project implementation rates
- Retain: Prevent existing investors from leaving through proactive post establishment facilitation
- Embed: Extract benefits for development (socioeconomic impact)
- Expand: Promote re-investment.
- Diversify: Support opportunities for other, higher value investment activities.

Step 3: Investment Restructuring

Based on the feedback from Aftercare or Investor Development engagement, companies undertaking strategic realignment shall be facilitated by the secretariat to expand, divesture, re-invest and access funding options.

Step 4: Post Investment Facilitation

Secretariat shall offer post investment facilitation along investment advisory and regulatory approval service nexus.

3.2 Stakeholder Analysis

Table 15: Stakeholder Analysis

No.	Stakeholder	Role	Stakeholder's Expectations	KenInvest expectations from stakeholders
1	Private Investors play a crucial role as key stakeholders.	Private investors play a crucial role in facilitating investments in Kenya. They expect timely delivery of services from KenInvest, ensuring efficiency and effectiveness in the investment process.	Timely delivery of services, competitive return on investment, increased investment, job creation, foreign exchange generation, and transfer of technology and skills.	Timely investment decisions: KenInvest expects private investors to make timely investment decisions to avoid delays in the implementation of projects.

	<p>These investors bring in capital, expertise, and innovation, which contribute significantly to the economic growth and development of the country.</p>	<p>Private investors seek competitive returns on their investment, driving them to invest in promising ventures.</p> <p>Active participation and collaboration from private investors in the investment process. This includes providing necessary information, engaging in dialogue, and cooperating to overcome challenges.</p> <p>Adhere to regulatory requirements and legal obligations, ensuring compliance and transparency.</p> <p>Demonstrate a long-term commitment to nurturing sustainable investment projects in Kenya.</p>	<p>Active participation and collaboration in the investment process, adherence to regulatory requirements, transparency and disclosure of relevant information, and long-term commitment.</p> <p>Streamlined and Efficient Processes: Private investors expect KenInvest to provide streamlined and efficient investment processes that minimize bureaucratic hurdles and delays. They seek a one-stop-shop experience where they can easily access information, submit applications, and receive the necessary permits and licenses to start their businesses.</p> <p>Access to accurate and up-to-date information on investment opportunities, market trends, regulations, and policies.</p> <p>KenInvest to act as a reliable source of information and engage in open and transparent communication.</p> <p>Support in navigating the investment landscape, understanding local laws and regulations, and identifying potential partners or service providers.</p> <p>Provide access to market intelligence,</p>	<p>Compliance with regulatory requirements: Private investors are expected to fully comply with all regulatory requirements and legal obligations, including obtaining necessary permits and licenses.</p> <p>Job creation: KenInvest expects private investors to create employment opportunities, thereby contributing to job creation and the reduction of unemployment rates.</p> <p>Transfer of technology and skills: Private investors are expected to transfer technology and skills to local workers and businesses, promoting knowledge transfer and capacity building.</p> <p>Long-term commitment: KenInvest expects private investors to demonstrate a long-term commitment to their investments, ensuring sustainability and contributing to the overall economic development of Kenya.</p>

		<p>including sector-specific information, investment feasibility studies, and analysis of market trends.</p> <p>Advocacy for investor-friendly policies and transparent regulations. They expect KenInvest to engage with relevant government agencies and stakeholders to ensure that policies are conducive to investment and that regulatory processes are transparent and predictable.</p> <p>Aftercare and Investor Relations: Private investors expect ongoing support from KenInvest even after their investment projects are established.</p> <p>Opportunities to network and collaborate with other investors, local businesses, networking sessions.</p> <p>and government officials. They expect KenInvest to create platforms for these interactions, such as investment forums, business matching events, and government officials. They expect KenInvest to create platforms for these interactions, such as investment forums, business matching events, and networking sessions.</p>	
--	--	--	--

2	National Government	<p>Policy Formulation: The government is responsible for formulating investment policies and regulations that create a favorable environment for both domestic and foreign investors. They establish guidelines and frameworks that outline the rights and responsibilities of investors, ensuring fair and transparent practices in the investment process.</p> <p>Legal and Regulatory Framework: The government sets and enforces the legal and regulatory framework that governs investments in the country. They enact laws and regulations that protect investors' rights, ensure the security of their investments, and promote a level playing field for all investors.</p> <p>Investment Promotion: The government serves as a promoter of investment opportunities in the country, both domestically and internationally.</p>	<p>Stable and Predictable Policies: Investors expect the government to maintain stable and consistent policies that are predictable over the long term. This includes policies related to taxation, regulations, trade, and investment, among others. Frequent changes or uncertain policy environments can discourage investment and create risks for investors.</p> <p>Investor Protection: Private sector investors expect the government to provide a legal framework that protects their investments. This includes ensuring the enforcement of property rights, contract enforcement, and effective dispute resolution mechanisms.</p> <p>Investors need confidence that their investments will be safeguarded and that legal remedies are available if they encounter any issues.</p>	<p>Supportive Investment Policies: KenInvest expects the government to create and maintain investment-friendly policies that attract both domestic and foreign investors. This includes providing incentives, tax breaks, and simplified regulatory frameworks to encourage investment in various sectors of the economy.</p> <p>Streamlined Business Registration and Licensing: KenInvest looks to the government to implement efficient procedures for business registration and licensing. They expect the government to streamline processes, reduce bureaucracy, and ensure timely and transparent approvals, making it easier for investors to establish and operate businesses in Kenya.</p> <p>Infrastructure Development: KenInvest expects the government to prioritize and invest in the development of infrastructure.</p> <p>Investor Protection and Dispute Resolution: KenInvest relies on the government to ensure the protection of investors' rights, property, and investment. The national government to provide a reliable legal framework and effective dispute resolution mechanisms to address any investment-related disputes in a fair and impartial manner.</p>
---	---------------------	--	--	---

		<p>Infrastructure Development: The government plays a vital role in infrastructure development, which is critical for a conducive investment environment. They invest in and develop physical infrastructure such as roads, airports, ports, and energy facilities. This infrastructure enhances business connectivity and ensures smooth operation and growth of investment projects.</p> <p>Investor Support and Facilitation: The government provides support and facilitation services to investors throughout the entire investment process. This includes assisting with administrative procedures, providing information and resources, helping secure necessary permits and licenses, and resolving any regulatory or bureaucratic challenges that investors may encounter. They act as a central point of contact for investors, ensuring their needs are met and their concerns are addressed.</p>	<p>Transparent and Efficient Governance: Investors value transparency and efficiency in the government’s decision-making and regulatory processes. They expect clear and streamlined procedures for obtaining licenses, permits, and approvals.</p> <p>Infrastructure Development: Private sector investors often rely on the government to develop and maintain infrastructure such as transportation networks, energy systems, telecommunications, and water supply. Investors expect a well-developed infrastructure that enables efficient movement of goods, reduces costs, and improves connectivity domestically and internationally.</p> <p>Access to Finance: Access to affordable and reliable financing is essential for private sector investment. Investors look to the government for policies and initiatives that promote access to finance, including the development of financial markets, incentives for lending institutions, and support for innovative financing solutions. This facilitates investment and lowers the cost of capital, contributing to the growth of businesses.</p>	<p>Marketing and Promotion: KenInvest anticipates the government to actively market and promote the investment opportunities and potential of Kenya to attract both local and foreign investors. This includes engaging in investment forums, organizing trade missions, participating in international exhibitions, and providing information and resources to potential investors.</p>
--	--	--	--	---

4	Board	<p>Responsible for overseeing the implementation of the organization's strategic plans. They play a key role in ensuring that the strategies formulated by KenInvest are effectively executed to achieve the organization's objectives.</p> <p>Monitoring the progress and performance of the organization, reviewing the implementation of key initiatives, and taking necessary actions to address any challenges or risks that may arise.</p> <p>The board provides guidance and support to the management team, ensuring that resources are allocated appropriately, and the necessary measures are taken to achieve the desired outcomes.</p> <p>Regularly engage with the management team to assess the effectiveness of the strategies and adjust as needed to ensure the successful implementation of KenInvest strategic plans.</p> <p>Providing strategic oversight to the organization. They</p>	<p>Oversight over Management Issues: Stakeholders expect the board of directors to provide proper oversight and guidance over management issues. This includes monitoring executive performance, setting strategic goals and objectives, and ensuring that the management team operates in alignment with the company's values and best practices.</p> <p>Assisting KenInvest to Meet Performance Targets: Stakeholders expect the board to assist KenInvest in fulfilling its performance contract or targets. This involves providing guidance and support to management in achieving financial and operational objectives, as well as ensuring the company's compliance with legal and regulatory requirements.</p> <p>Fiduciary Responsibility: Stakeholders depend on the board of directors to act in the best interests of the company and its stakeholders. They expect the board to exercise due diligence in decision-making, oversee the management team, and make strategic and ethical choices that uphold the long-</p>	<p>Lobbying for Policy Change and Funding: KenInvest expects the board of directors to actively engage in lobbying efforts to advocate for policy changes that promote a favorable business environment for investment.</p> <p>Providing Support and Leadership: KenInvest expects the board to provide the necessary support and leadership to ensure the company's continued success.</p> <p>Ensuring Effective Risk Management: KenInvest expects the board to oversee and ensure the implementation of robust risk management practices. This involves identifying and evaluating potential risks to the organization's operations and reputation, as well as establishing appropriate risk mitigation strategies to protect the company's interests.</p> <p>Promoting Innovation and Adaptability: KenInvest expects the board to promote a culture of innovation and adaptability within the organization.</p> <p>Enhancing Stakeholder Engagement: KenInvest expects the board to actively engage with stakeholders and foster positive relationships.</p>
---	-------	---	--	--

		<p>are responsible for setting the overall direction and goals of KenInvest, ensuring alignment with the government's objectives and policies. The board provides guidance on key strategic decisions, reviews and approves annual plans and budgets, and monitors the progress and performance of the organization.</p>	<p>term success and sustainability of the organization.</p> <p>Stakeholder Engagement: Stakeholders expect the board of directors to actively engage with them and seek their input on important matters. They may expect the board to solicit feedback</p>	
5	Regulators and Facilitators	<p>Ensure effective policy implementation and protect the interests of all stakeholders by carrying out regular inspections, promoting fair competition, and creating a business-friendly environment that fosters transparency and efficiency in KenInvest's operations.</p> <p>Ensuring Compliance and Regulatory Oversight: Regulators and facilitators are expected to ensure that KenInvest operates in full compliance with relevant laws, regulations, and policies.</p> <p>Streamline processes and create a business-friendly environment that promotes transparency and efficiency.</p>	<p>Complete Documentation for Processing Investor Applications: Regulators and facilitators require comprehensive and accurate documentation from KenInvest when processing investor applications.</p> <p>Disclosure of Information: Regulators and facilitators should encourage KenInvest to be transparent in disclosing all relevant information about their investment projects and activities.</p> <p>Responsive and Supportive Interaction: Regulators and facilitators should strive to establish a responsive and supportive relationship with KenInvest. This involves promptly addressing any concerns or issues raised by KenInvest,</p>	<p>Timely Processing of Approvals, Licenses, and Permits: Regulators and facilitators should ensure that KenInvest receives timely and efficient processing of all required approvals, licenses, and permits.</p> <p>Clear and Transparent Procedures: Regulators and facilitators should maintain clear and transparent procedures for KenInvest to follow when seeking approvals, licenses, and permits. They should provide detailed guidelines and requirements, communicate any changes or updates, and ensure that the processes are easily understood by KenInvest and other stakeholders.</p> <p>Professional Handling of Investors: Demonstrate professionalism in their interactions with KenInvest and its investors. This</p>

		<p>Offer guidance and support to KenInvest, assisting it in navigating regulations, accessing necessary permits, licenses, and resources.</p> <p>Provide advisory services and share industry insights to help the organization maximize its potential and overcome any obstacles that may arise.</p>	<p>providing guidance and assistance throughout the investment process.</p> <p>Conduct regular and efficient monitoring and assessment of KenInvest's activities to ensure adherence to relevant regulations and standards.</p>	<p>includes providing accurate and reliable information, offering prompt and courteous communication, and assisting in resolving any issues or concerns that may arise during the investment process.</p> <p>Fast Response to Communication and Inquiries: Regulators and facilitators should prioritize responding swiftly to communication and inquiries from KenInvest. They should establish effective channels of communication, promptly acknowledge receipt of messages, and provide timely and appropriate responses to help KenInvest make informed decisions and progress with their investment plans.</p>
6	Regional Economic Blocs	<p>Promote regional integration and facilitate cross-border investments within the region. This involves actively encouraging and supporting investments that foster economic cooperation, trade, and partnerships among member states.</p> <p>Support in the alignment of policies and regulations with regional standards and guidelines.</p> <p>Promotion of Intra-regional Investment: KenInvest to actively</p>	<p>Promote regional integration and facilitate cross-border investments within the region, actively encouraging and supporting investments that foster economic cooperation, trade, and partnerships among member states.</p> <p>Facilitate policy harmonization among member states to create a conducive environment for cross-border investments</p> <p>Provide updated and accurate information for investors, ensuring transparency and accessibility to support</p>	<p>Facilitate access to accurate and timely market information for investors, enabling them to make informed decisions regarding investment opportunities within the region.</p> <p>Promote the harmonization of trade and investment policies among member states, reducing barriers and creating a more conducive environment for cross-border investments.</p> <p>Provide well-packaged regional investment opportunities that are supported by comprehensive feasibility studies, ensuring that</p>

		<p>promote and attract investment from within the bloc.</p> <p>KenInvest to actively participate in collaborative initiatives and projects that promote economic integration within the bloc.</p>	<p>investment decision-making.</p> <p>Support the diversification and expansion of key economic sectors, promoting innovation, competitiveness, and sustainability within the region.</p> <p>Enhance collaboration and coordination among member states to address common challenges and leverage collective resources for mutual benefit.</p>	<p>potential investors have the necessary information and confidence to make informed investment decisions.</p> <p>Offer support to investment promotion and facilitation efforts, assisting investors in navigating bureaucratic processes, accessing necessary permits and licenses, and addressing any obstacles or challenges that may arise.</p>
7	Staff	<p>Accountability: Staff members are expected to be accountable for their actions and responsibilities. This includes fulfilling assigned tasks, meeting deadlines, and taking ownership of their work.</p> <p>Collaboration: Staff members are expected to work collaboratively with their colleagues, sharing knowledge, ideas, and resources to achieve common goals.</p> <p>Professionalism: Staff members are expected to conduct themselves in a professional manner, adhering to the organization's code of conduct and displaying integrity, honesty, and respect in all interactions.</p>	<p>Support and Resources: Staff members expect the organization to provide them with the necessary resources, tools, and support to effectively perform their job duties.</p> <p>Fairness and Respect: Staff members expect to be treated fairly and with respect by the organization. This includes fair and transparent policies and procedures, equal opportunities for growth and advancement, and a work environment free from discrimination or harassment.</p> <p>Recognition and Rewards: Staff members expect the organization to recognize and appreciate their efforts and achievements.</p>	<p>Staff members are expected to demonstrate the necessary knowledge and expertise in their respective roles. They should continuously develop their skills and stay updated with industry trends, regulations, and best practices relevant to their area of work.</p> <p>Professionalism: Staff members are expected to maintain a high level of professionalism while representing Keninvest. This includes adhering to the organization's code of conduct, displaying integrity and ethical behavior, and respecting confidentiality.</p> <p>Investor Service: Staff members are expected to prioritize and provide exceptional service to clients.</p>

8	General Public	<p>Investment Opportunities: The general public can contribute by identifying and sharing potential investment opportunities with the agency.</p> <p>Talent Pool: The general public also forms part of the talent pool that local and foreign investors seek when considering investment opportunities.</p> <p>Public Relations and Advocacy: The general public can act as advocates for the agency's initiatives and investment projects.</p>	<p>Transparency and Accountability: The general public expects KenInvest to operate with transparency and accountability in its dealings.</p> <p>Economic Development and Job Creation: The general public expects investments that will contribute to local economic development and job creation.</p> <p>Environmental and Social Responsibility: Prioritize investments that prioritize sustainable development and consider environmental and social impacts. Investments that will result in long-term positive effects on the environment and society.</p>	<p>Active Participation: General public to actively participate in investment promotion efforts. Support and endorse investment projects promoted by the agency. This can be done through positive word-of-mouth, advocating for the projects within their networks, or showcasing the benefits of these investments to the wider community. Public support is crucial in building investor confidence and attracting further investments to the region.</p> <p>Trust and Collaboration: KenInvest expects the general public to trust and collaborate with the agency in its mission to promote investments.</p>
9	Providers of goods and services	<p>Supply and Delivery: Providers are responsible for efficiently supplying and delivering the necessary goods and services as required by KenInvest and its stakeholders. Accurately invoicing KenInvest and promptly resolving any issues or discrepancies related to payment, ensuring a seamless financial transaction process.</p>	<p>Prompt Payment: Providers expect KenInvest to make timely payments for the goods or services rendered. Providers expect clear and effective communication from KenInvest regarding their requirements, expectations, and any changes or updates related to the project or service.</p>	<p>Reliability and Timeliness: KenInvest expects providers to deliver and perform their obligations in a reliable and timely manner.</p> <p>Quality and Standards: KenInvest expects providers to deliver goods and services that meet high-quality standards. reputation.</p> <p>Compliance and Ethics: KenInvest expects providers to conduct their operations with integrity and comply with all relevant laws and regulations.</p>

		<p>Quality Assurance: Providers should maintain a strong commitment to delivering high-quality goods and services to KenInvest.</p>	<p>Fair and Reasonable Contracts: Providers expect KenInvest to offer fair and reasonable terms and conditions in the contracts or agreements.</p> <p>Providers may expect KenInvest to provide opportunities for collaboration and engagement.</p> <p>Providers often value long-term partnerships with KenInvest.</p>	<p>Effective Communication and Responsiveness: KenInvest expects providers to maintain open and responsive communication channels.</p> <p>Cost-effectiveness: KenInvest expects providers to offer competitive pricing, providing value for money without compromising on quality. This helps KenInvest optimize its resources and achieve cost-effectiveness in its operations.</p>
10	Learning and Research Institutions	<p>Workforce Development: Learning institutions, such as universities, colleges, and technical training institutions, can contribute to the development of a skilled workforce that meets the needs of KenInvest and the business community at large.</p> <p>Research and Innovation: Learning institutions play a vital role in driving research and innovation, which is crucial for economic development and attracting investment.</p>	<p>Quality Education and Training: Learning institutions should provide high-quality education and training programs that are relevant to the needs of KenInvest and the business community.</p> <p>Industry-Relevant Research: Learning institutions are expected to conduct research that is relevant to the needs of KenInvest and supports economic growth and development.</p> <p>Partnerships and Collaboration: Learning institutions should actively seek partnerships and collaborate with KenInvest and other stakeholders in the business community.</p>	<p>Providing Skilled Workforce: KenInvest expects learning institutions to produce graduates who possess the skills and knowledge that are in demand in the workforce.</p> <p>Industry Collaboration: KenInvest expects learning institutions to actively collaborate with businesses and industries to foster partnerships that drive economic growth.</p> <p>Entrepreneurship and Innovation Promotion: KenInvest expects learning institutions to promote an entrepreneurial and innovative mindset among students. This can be facilitated through entrepreneurship education programs, mentorship initiatives, and access to resources and support for students interested in starting their own businesses.</p>

			<p>Entrepreneurship and Innovation Promotion: Learning institutions should foster an environment that promotes entrepreneurship and innovation among their students.</p> <p>Access to funding and incubation opportunities.</p>	
11	Private sector organizations	<p>Investment Promotion and Facilitation: Private sector organizations play a vital role in promoting and facilitating investments in the country.</p> <p>Job Creation: Private sector organizations contribute to job creation by investing in various sectors of the economy.</p> <p>Economic Growth and Development: Private sector organizations, through their investments and operations, contribute to the overall economic growth and development of the country.</p>	<p>Easier and streamlined processes: Private sector organizations expect KenInvest to provide a simplified and efficient process for starting and operating businesses.</p> <p>Investment promotion and facilitation: Private sector organizations expect KenInvest to actively promote investment opportunities and attract both local and foreign investors.</p> <p>Consultation and engagement: Private sector organizations expect KenInvest to create a platform for regular consultation and engagement.</p>	<p>Collaborate in addressing issues affecting the business environment; encourage expansion of investments.</p> <p>Provide a simplified and efficient process for starting and operating businesses. They look for a streamlined approval mechanism, reduced bureaucracy, and faster response times for permits and licenses.</p> <p>Actively promote investment opportunities and attract both local and foreign investors. They rely on KenInvest to provide comprehensive information on potential sectors, market analysis, and investment incentives.</p> <p>Provide feedback, discuss challenges, and propose policy reforms that enhance the country's investment climate.</p>
12	County Government	Promote equitable economic growth at the grassroot level through working with National Government	Collaboration in investment promotion, project profiling, information sharing, and facilitation.	Actively work towards attracting investment to their respective regions. They expect support in promoting their county's unique investment opportunities and raising awareness among potential investors.

		<p>Investment Promotion and Attraction: County governments play a critical role in promoting investment opportunities within their respective counties.</p> <p>Infrastructure Development: County governments are responsible for the development and maintenance of key infrastructure. A well-developed infrastructure is essential for attracting investments and facilitating business operations.</p> <p>Regulatory Environment: County governments are responsible for creating a conducive regulatory environment for businesses. They can enact business-friendly policies, streamline licensing and permit processes, and enforce regulations that protect the rights of investors</p>	<p>Investment attraction and economic growth: County governments expect KenInvest to actively work towards attracting investment to their respective regions.</p> <p>Policy coordination and guidance: County governments expect KenInvest to provide guidance and coordination in policy matters that affect regional investment promotion.</p>	<p>Provide guidance and coordination in policy matters that affect regional investment promotion.</p> <p>Land zoning and allocation: Keninvest expects the county government to efficiently zone land for investment purposes and allocate land banks for business and industrial development.</p> <p>Establishment of county investment units: Keninvest expects the county government to set up dedicated investment units within their administrative structure.</p> <p>Information dissemination: Keninvest expects the county government to provide timely and accurate information on available investment opportunities within the county. This includes sharing details about potential sectors, projects, and incentives that can attract investors to the region.</p> <p>Creation of a conducive investment environment: Keninvest expects the county government to create a business-friendly environment that encourages investment within their jurisdiction.</p> <p>Keninvest expects the county government to collect, maintain, and share data on investment projects and related variables within their region.</p>
--	--	--	---	---

13	Kenya missions, embassies, and honorary consulates	<p>Promoting investment opportunities and attracting foreign direct investment (FDI) to Kenya. They provide information, assist with market research, facilitate business partnerships, and promote Kenya's investment potential.</p> <p>Facilitate trade and investment by providing guidance and support to Kenyan businesses seeking international partnerships or market access.</p> <p>They act as a liaison between the investors and relevant government agencies, ensuring smooth investment operations.</p>	<p>Updated bankable projects and investment opportunities.</p> <p>Investment information and data.</p> <p>Professional handling of investor delegations.</p> <p>Market intelligence and investment promotion: Kenya missions abroad expect KenInvest to provide accurate and up-to-date market intelligence to attract foreign investors. They rely on KenInvest to organize investment forums, business matching events, and provide enhanced visibility for investment opportunities in Kenya.</p> <p>Investment facilitation and support: Kenya missions abroad expect KenInvest to support foreign investors seeking to invest in Kenya. They look for assistance in facilitating their entry into the Kenyan market.</p> <p>Effective coordination and collaboration: Kenya missions abroad expect KenInvest to work closely with them as key stakeholders in promoting investments.</p>	<p>Promoting Kenya's interests abroad: Keninvest expects Kenya's missions, embassies, and honorary consulates to actively promote Kenya's interests in their respective host countries.</p> <p>Sourcing investors and sharing investor intelligence: Keninvest expects these diplomatic entities to proactively engage with potential investors in their host countries, identify investment opportunities, and share relevant investor intelligence with Keninvest.</p> <p>Conducting due diligence on prospective investors: Keninvest expects Kenya's missions, embassies, and honorary consulates to carry out thorough due diligence on prospective investors who show interest in investing in Kenya.</p> <p>Follow-up with investors in the pipeline: Keninvest expects Kenya's diplomatic entities to maintain consistent communication and follow-up with investors who are in the pipeline.</p>
14	Development Partners & International organizations	Provide financial support to Kenya for various development projects.	Development partners and international organizations expect KenInvest to provide a clear and transparent investment policy framework. They value a predictable and stable regulatory environment that fosters investor	<p>Technical Support: Development Partners and International Organizations can provide technical expertise and guidance to KenInvest in various areas, such as investment promotion strategies, policy development, and implementation.</p>

		<p>Funding infrastructure development, capacity building programs, and economic diversification initiatives.</p> <p>Advocate for policy reforms and best practices that promote sustainable economic development and poverty reduction.</p>	<p>confidence and protects their interests.</p> <p>Strategic alignment and coordination: Development partners and international organizations expect KenInvest to align with their development priorities and strategies.</p>	<p>Financial Support: Development Partners and International Organizations can provide financial support to KenInvest to strengthen its operations and undertake investment promotion activities.</p> <p>Capacity Building: KenInvest expects Development Partners and International Organizations to provide capacity building support through training programs, workshops, and knowledge sharing initiatives.</p> <p>Linkages to Investors: Development Partners and International Organizations have extensive networks and connections with potential investors.</p>
15	Foreign Missions & embassies in Kenya	<p>Promoting investment opportunities in their respective countries. They act as a bridge between Kenyan and foreign businesses, providing information and facilitating business partnerships. Promote bilateral cooperation between Kenya and their respective countries. They facilitate trade and investment dialogues, exchanges, and negotiations to boost economic ties and foster mutually beneficial relationships.</p>	<p>Updated bankable projects and investment opportunities.</p> <p>Investment information and data.</p> <p>Provide a seamless and efficient investment process for their citizens. They value a simplified registration process, smooth permit issuance, and effective support in establishing businesses in Kenya.</p> <p>Maintain open and transparent communication channels.</p>	<p>Technical Support: Keninvest expects Kenya's missions, embassies, and honorary consulates to provide technical support to investors interested in Kenya.</p> <p>Provide information and guidance on financial incentives, grants, loans, and other support mechanisms available to investors.</p> <p>Collaborate with investors in offering capacity building initiatives. This may include organizing training workshops, seminars, or webinars to enhance the skills and knowledge of investors interested in Kenya.</p>

		Provide consular services to foreign nationals living in or visiting Kenya. This includes visa and immigration services, emergency assistance, and support to their citizens doing business in Kenya.		Actively engage with potential investors, establish relationships, and create networking opportunities.
16	Parliament (national assembly and senate); and Judiciary	<p>Legislative Framework: The Parliament is responsible for enacting laws and regulations that promote a conducive business environment.</p> <p>Oversight and Accountability: Parliament plays a crucial role in overseeing government activities and holding them accountable for their actions.</p> <p>Legal System and Dispute Resolution: The Judiciary ensures the rule of law and provides an impartial legal system for dispute resolution.</p>	<p>Actively engage with legislators to ensure that investment laws and policies are up to date and in line with the country's economic goals.</p> <p>Budget oversight: The parliament expects KenInvest to provide regular updates and reports on its financial activities and performance.</p> <p>Accountability and monitoring: The parliament expects KenInvest to be accountable for its actions and outcomes.</p>	<p>Legislative support: Keninvest expects parliament to enact and review legislation that supports investment promotion and facilitation. They seek collaboration in drafting and amending investment-related laws and policies to create an enabling environment for investors.</p> <p>Budget allocation: Keninvest expects parliament to allocate adequate financial resources to support their investment promotion and facilitation activities.</p> <p>Oversight and accountability: Keninvest expect parliament to provide oversight and hold the agency accountable for their actions and outcomes.</p>
	Judiciary	<p>Legal Framework: The judiciary helps in shaping and interpreting the legal framework that governs investments in Kenya.</p>	<p>Dispute resolution and mediation: The judiciary expects KenInvest to actively provide alternative dispute resolution mechanisms to efficiently and effectively resolve investment-related conflicts.</p>	<p>Efficient dispute resolution: Keninvest expects the judiciary to provide efficient and timely resolution of investment disputes. They seek a fair and impartial judicial process that protects the rights and interests of both investors and the country.</p>

	<p>Dispute Resolution: The judiciary is responsible for resolving legal disputes related to investments. When conflicts arise between investors and other parties, including the government or local communities, the judiciary's impartiality and fair judgment are crucial for providing confidence to investors that their rights will be protected.</p> <p>The judiciary ensures the effective enforcement of contracts, including investment agreements, leases, and other legal arrangements. Investors rely on the judiciary to resolve contract-related disputes promptly and fairly, fostering trust in the investment environment.</p> <p>Investor Protection: The judiciary plays a significant role in safeguarding the rights and interests of investors.</p> <p>Regulatory Compliance: The judiciary helps in ensuring compliance with investment-related regulations and legislation. It holds accountable those who violate laws and regulations, sending a clear message that</p>	<p>Compliance with court orders: The judiciary expects KenInvest to comply promptly with court orders related to investment cases.</p> <p>Cooperate and provide the necessary information and documents required for effective adjudication of investment disputes.</p>	<p>Legal interpretation and guidance: Keninvest expects the judiciary to provide interpretation and guidance on investment laws, regulations, and contracts.</p> <p>Enforcement of court orders: Keninvest expects the judiciary to enforce court orders related to investment cases promptly.</p>
--	---	--	---

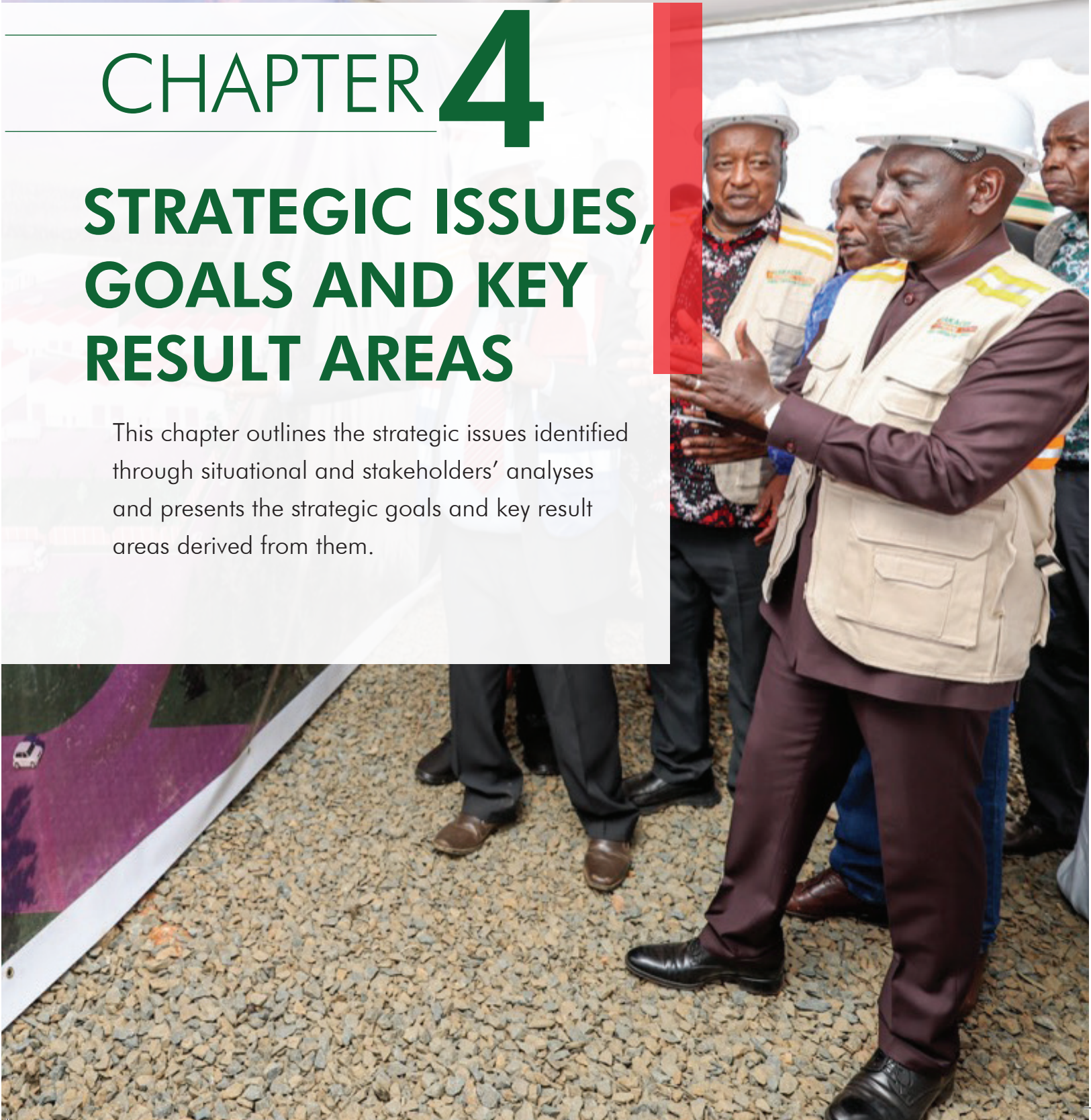
		adherence to rules is fundamental for a conducive investment climate		
17	Media	<p>Disseminating Information: The media is expected to disseminate accurate and up-to-date information about investment opportunities, policies, and incentives provided by KenInvest. Promoting Success Stories: The media should highlight success stories of investors who have thrived in Kenya, showcasing the available opportunities and positive experiences.</p> <p>Raising Awareness: The media plays a vital role in raising awareness about the various sectors and industries in Kenya that offer investment opportunities.</p> <p>Holding Accountability: The media should act as a watchdog by monitoring the investment landscape and holding KenInvest and other relevant stakeholders accountable.</p> <p>Collaboration: The media can collaborate with KenInvest in organizing investment-related events, such as conferences or seminars.</p>	<p>Sharing of investment information.</p> <p>Timely communication on new investment issues.</p> <p>Access to information: The media expects KenInvest to provide timely and accurate information on investment opportunities, policies, and developments.</p> <p>Providing regular press releases, interviews, and briefings to enhance understanding and coverage of investment initiatives.</p>	<p>Accurate and fair reporting: Keninvest expects the media to provide accurate and fair reporting on investment-related news and initiatives. They seek responsible journalism that communicates the benefits and challenges of investing in Kenya without sensationalism or misinformation.</p> <p>Awareness and promotion: Keninvest expect the media to create awareness about investment opportunities in Kenya.</p> <p>Transparency and accountability: Keninvest expect the media to hold them accountable for their actions and outcomes. They encourage investigative journalism and constructive reporting that helps identify opportunities for improvement and ensures transparency in their dealings.</p>

Strategic Plan: 2023 – 2027

CHAPTER 4

STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

This chapter outlines the strategic issues identified through situational and stakeholders' analyses and presents the strategic goals and key result areas derived from them.



4.1 Strategic Issues

Strategic issues are critical factors that can significantly impact the long-term success of an organization. The strategic issues for KenInvest are presented in Table 16.

4.2 Strategic Goals

The strategic goals are the actual desired outcomes that will be realized in addressing the strategic issues identified. These are presented in Table 16.

4.3 Key Results Areas (KRA) FY 2023-2027

In the 2023-2027 strategic period, KenInvest will focus on the following Key Result areas as informed by the Strategic Issues and Strategic Goals in chapter 4:

- KRA 1: Strengthening the Legal and Regulatory Framework for Investment Promotion and Protection.
- KRA 2: Integrated Investment Facilitation and Aftercare Services
- KRA 3: Refine and Promote Bankable Investment Opportunities
- KRA 4: Targeted Investment Promotion and Attraction
- KRA 5: Research and Policy Advocacy
- KRA 6: Transformed Investment Promotion Agency

The strategic issues, goals, and key result areas (KRA) will guide KenInvest towards a successful future. These strategic initiatives have been carefully developed to address the challenges and opportunities we face, and to further enhance our organizational capacity.

As the organization implements its mission, it is crucial to address and overcome certain strategic issues that hinder organizational effectiveness. These issues have been identified as barriers that, once resolved, will allow KenInvest to optimize impact and legacy. By proactively focusing on these areas, the Authority aims to foster organizational growth, enhance stakeholder satisfaction, and align ourselves with prevailing market trends. Furthermore, in order to actualize our mission and navigate these strategic issues, we have set forth the following strategic goals as compass points to illuminate our path forward:

1. **Enhance Organizational Efficiency and Effectiveness:** We aim to streamline our internal processes and improve the overall efficiency of our operations. By creating a culture of innovation and continuous improvement, we will optimize our organizational performance to better serve our mission.
2. **Strengthen Staff Capacity and Professional Development:** We recognize the importance of our greatest asset - our dedicated staff. Through regular training and professional development opportunities, we will empower our team members to grow and thrive, ensuring high-quality outputs and a supportive work environment.
3. **Improve Resource Management and Sustainability:** Effective resource management is vital to our long-term sustainability. By developing and implementing a comprehensive resource management strategy, exploring innovative revenue sources, and establishing transparent financial systems, we strive to optimize resource allocation and ensure our organization's stability.
4. **Foster Collaboration and Partnerships:** Collaboration and partnerships are key drivers of success in today's interconnected world. By forging strategic alliances with like-minded organizations and stakeholders, fostering collaboration and knowledge-sharing, and engaging in joint initiatives, we will leverage collective expertise and resources, amplifying our impact and reach.

These key result areas will serve as benchmarks against which we will measure our progress, holding ourselves accountable for results and forging a path towards success. Detailed strategic issues, goals and Key Result Areas are captured in the table below:

Table 16: Strategic Issues, Goals and KRA

Strategic Issue	Strategic Goal	KRAs
Weak legal & regulatory framework	To Strengthen the legal and regulatory framework	Strengthening the legal and regulatory framework for investment promotion and protection.
Fragmented efforts on investment promotion, facilitation and coordination	To implement the investment promotion and facilitation framework	Integrated Investment Facilitation and Aftercare Services
Lack of Investment grade projects	To increase visibility and awareness of bankable investment opportunities in Kenya	Refine and Promote Bankable Investment Opportunities
Generic Investment Promotion Efforts	To enhance targeted investment promotion, attraction and retention efforts to attract a diverse range of local and international investors	Targeted Investment Promotion and Attraction
Lack of evidence-based research and policy advocacy	To Collect, Collate and Conduct comprehensive research and data analysis on investment environment	Research and Policy Advocacy
Weak Institutional capacity and Visibility	To build a globally competitive Investment promotion agency	Transformed investment promotion agency

Strategic Plan: 2023 – 2027

CHAPTER 5

STRATEGIC OBJECTIVES AND STRATEGIES

The chapter highlights the strategic objectives upon which the projected performance for the next five (5) years is based along with the outcomes and corresponding indicators. To drive this performance, the strategic choices including the strategies are captured below.

KenInvest seeks to shift gears with its 2023-2027 Strategic plan by focusing on 6 Key Result Areas to become Kenya's investment facilitator of choice and most credible data owner while driving investment in the following priority sectors as per the BETA model. The key focus sectors are Agriculture, MSMEs, Digital Superhighway and Creative Economy, Healthcare and Housing, in line with BETA.



5.1 Strategic Objectives

This section outlines the objectives, the outcomes for each strategic objective and projections for the outcomes over the five years. KenInvest has identified 6 strategic objectives for the 2023-2027 plan period as listed below.

- To Strengthen the Legal and Regulatory Framework
- To Implement the Investment Promotion and Facilitation Framework
- To Increase Visibility and Awareness of Bankable Investment Opportunities in Kenya
- To Enhance Targeted Investment Promotion, Attraction and Retention efforts to attract a diverse range of local and international investors
- To Collect, Collate and Conduct comprehensive research and data analysis on investment environment
- To Build a Globally Competitive Investment Promotion Agency



Speakers engage in a panel discussion during the 3rd Kenya International Investment Conference (KIICO) held in Nairobi, Kenya in May 2023.

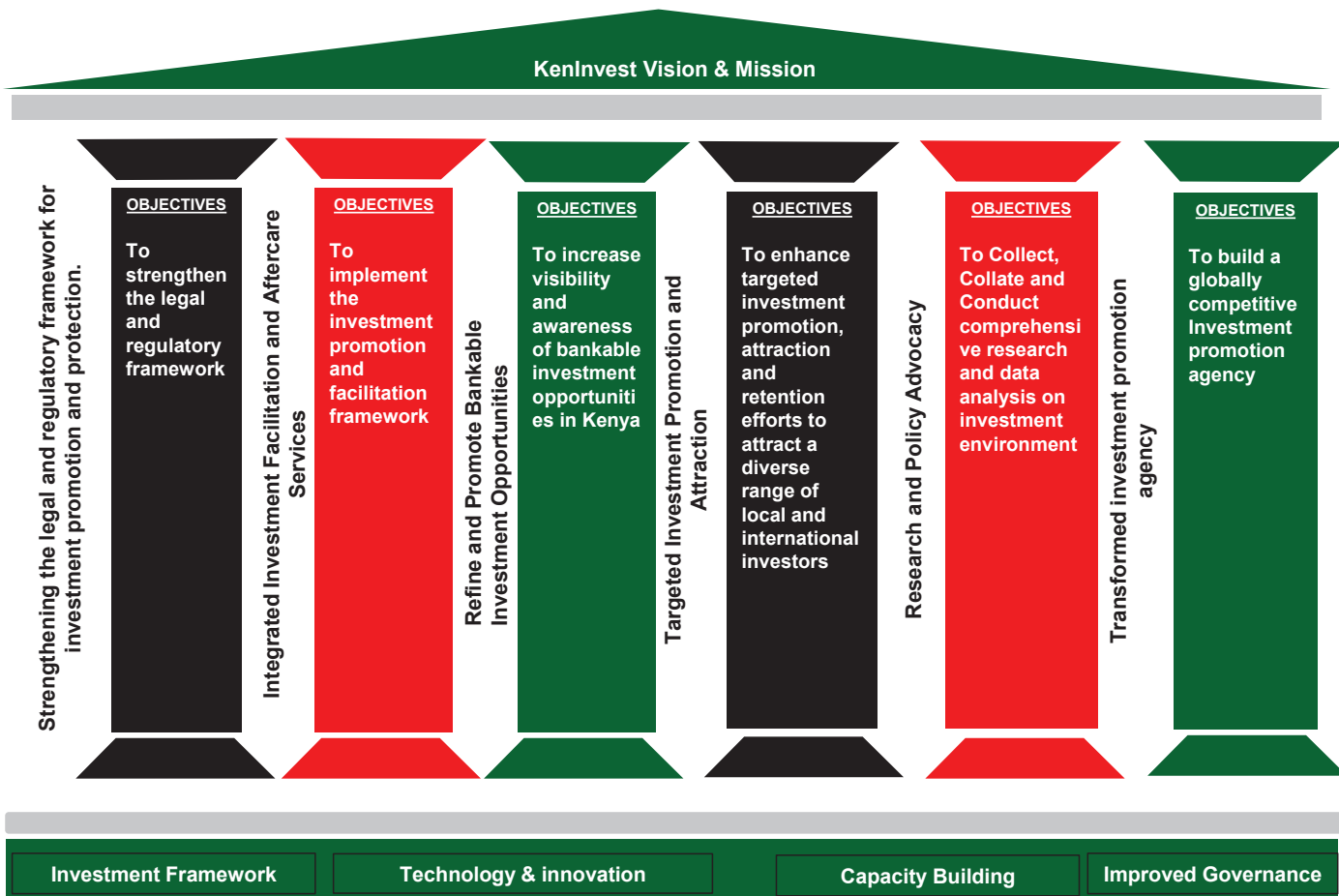


Table 17: Outcomes Annual Projections

Strategic Objective	Outcome	Outcome Indicator	Targets				
			Year 1	Year 2	Year 3	Year 4	Year 5
SO1: To strengthen the legal and regulatory framework	An enabling legal and regulatory framework for investments implemented	% of implementation	20%	40%	40%		
	Evidence-backed proposals on investments landscape and ecosystem to drive policy advocacy	No. of recommendations submitted during budget/law making processes	4	5	5	5	5
	Up to day Investment laws and Regulations	No. of reviews	1	1	1	1	1
SO2: To Implement investment promotion and facilitation framework	Majority of government agencies enrolled in PASHA for smooth investor process	No. of agencies integrated in PASHA	9	15	15	15	15
	100% of investments being tracked by KenInvest	% of investments tracked by KenInvest	25%	50%	75%	100%	100%
SO3: To Increase visibility and awareness of bankable investment opportunities in Kenya	Bankable Investment Opportunities identified and promoted	No. of Bankable Investment Opportunity reports prepared	50	50	50	50	50
	Investment Grade Projects packaged and promoted	Value of Investments in KES Billions	10	10	10	10	10
SO4: To enhance targeted investment promotion, attraction and retention efforts to attract a diverse range of local and international investors	At least 100 SMEs facilitated annually	No. of SMEs supported	30	50	100	100	100
	Up to KES 1 Trillion in investments by 2027	Value of Investments in KES Billions	200	200	200	200	200
	Up to KES 50 Billion in DDI by 2027	Value of Investments in KES Billions	10	10	10	10	10

SO5: To Collect, Collate and Conduct comprehensive research and data analysis on investment environment	Database for investment-ready project profiles	Existence of Database	1	1	1	1	1
	100% of data and research collected and disseminated through the KenInvest data portal	% of data disseminated through data portal	50%	75%	100%	100%	100%
SO6: To Build a globally competitive Investment promotion agency	New organizational structure developed and implemented	% of implementation of new organizational structure	50%	40%	10%	-	-
	Recategorizing of KenInvest to attract and retain talent	% progress in recategorization of KenInvest	30%	50%	20%	-	-

5.2 Strategic Choices

KenInvest's strategic choices for the plan period re summarized below:

Table 18: Strategic Objectives and Strategies

Key Result Areas	Strategic Objective(s)	Strategies
Strengthening the legal and regulatory framework for investment promotion and protection.	To strengthen the legal and regulatory framework	<ul style="list-style-type: none"> A reviewed Investment promotion Act Strong dispute resolution mechanisms Updated investment laws and regulations Consistent interpretation and enforcement of investment-related laws and regulations Enact polices that will support a predictable investment climate
Integrated Investment Facilitation and Aftercare Services	To implement investment promotion and facilitation framework	<ul style="list-style-type: none"> A Strong and automated operational investor facilitation framework Maintenance of comprehensive sector-specific records of all investments in Kenya Streamline regulatory processes and reduce red tape
Refine and Promote Bankable Investment Opportunities	To increase visibility and awareness of bankable investment opportunities in Kenya	<ul style="list-style-type: none"> Focus on sector-specific product value chains on potential investment opportunities Provide transaction advisory and project appraisal services. A revamped marketing strategy

Targeted Investment Promotion and Attraction	To enhance targeted investment promotion, attraction and retention efforts to attract a diverse range of local and international investors	<ul style="list-style-type: none"> • Target high quality and impactful DDI and FDI in the focus industries guided by Bottom-Up Economic Transformation Agenda (BETA) • Identify and package investment opportunities, incentives and projects in Kenya • Facilitate establishment and retention of new investments in Kenya • Prioritize and Facilitate new investments aligned with SDGs • Support county governments to promote and facilitate investments • Collaborate with regional IPA's/Regional Bodies on Investment • Develop sector value chains • Develop and implement MSME capacity support programmes • Media Engagement
Research and Policy Advocacy	To Collect, Collate and Conduct comprehensive research and data analysis on investment environment	<ul style="list-style-type: none"> • Strengthen investment data capture and management • Establish partnerships with other government agencies to enhance data sharing • Liaise with county governments in data collection to promote investments into counties • Enhance Policy Advocacy Monitoring • Improve the dissemination of investment data
Transformed investment promotion agency	To Build a globally competitive Investment promotion agency	<p>Enhance the Corporate Identity, Image and Reputation</p> <p>Institutional capacity building and development</p> <p>Enhance KenInvest's resilience and adaptability</p> <p>Strengthen Performance Management System</p> <p>Implement effective corporate governance practices.</p> <p>Ensure compliance with laws and policies</p> <p>Strengthen fiduciary assurance and transparency</p> <p>Enhance financial management in the Authority</p> <p>Streamline KenInvest's processes and eliminate waste.</p> <p>Improve resource utilization rates through better planning and monitoring.</p>

Strategic Plan: 2023 – 2027

CHAPTER 6

IMPLEMENTATION AND COORDINATION FRAMEWORK

This section presents the implementation plan that has been set out in the implementation matrix followed by the Key Risks and the Management Framework.

6.1 Implementation Plan

For KenInvest to deliver on its mandate, it targets to strengthen its human resource, infrastructure, financial resource and technological expertise. The Authority will also partner with other government and private sector institutions to facilitate a smooth investor journey.



6.1.1 Action Plan

The action Plan sets out the Key activities that will be undertaken in order to achieve the set-out objectives and creating a budget for each.

Table 19: Implementation Matrix

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (KES Mn)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5			
Strategic Issue: Weak legal & regulatory framework																	
Strategic Goal: Establish an enabling legal and regulatory framework for investment coordination, facilitation and promotion																	
KRA 1: Strengthening the legal and regulatory framework for investment promotion and protection.																	
Strategic Objective 1: To strengthen the legal and regulatory framework																	
A reviewed Investment promotion Act	Review of the Investment promotion Act, 2004	Review of the Investment promotion Act, 2004 done	% of completion	100%	50%											CRS	LCA
Strong dispute resolution mechanisms	Implement an efficient and transparent mechanisms for resolving investment disputes	An efficient and transparent mechanisms for resolving investment disputes implemented	% of implementation	100%	50%											CRS	LCA
Updated investment laws and regulations	Coordinate and conduct regular reviews and updates of investment laws and regulations	Investment laws and regulations reviewed and updated	No of reviews and updates	10	2	2	2	2	2	2	1.0	1.0	1.0	1.0		CRS	LCA

	laws and regulations from other countries that have successfully attracted foreign investment	Research and analysis conducted and research reports prepared	No. of research reports prepared	5	1	1	1	1	1	1	1	2.0	2.0	2.0	2.0	2.0	2.0	2.0	P&R	CRS
Consistent interpretation and enforcement of investment-related laws and regulations	Conduct Legal Audit	Legal Audit Conducted	No. of Audit Reports	5	1	1	1	1	1	1	1	-	-	-	-	-	-	-	LCA	CRS
	Implement presidential directives, circulars and executive orders	Enhanced compliance	% Level of Implementation	100%	50%	50%	-	-	-	-	-	-	-	-	-	-	-	-	CRS	LCA
Enact policies that will support a predictable investment climate	Enhance legal framework to push for compulsory registration of investments to allow KenInvest to predict investment climate and to generate revenues	Implementation of compulsory framework	% of implementation	100%	50%	50%	-	-	-	-	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0	CRS	LCA
TOTAL												4.0	4.0	4.0	4.0	4.0	4.0			
Strategic Issue: Fragmented efforts on investment promotion, facilitation and coordination																				
Strategic Goal: Streamline and consolidate investment promotion, facilitation and coordination efforts																				
KRA: Integrated Investment Facilitation and Aftercare Services																				
Strategic Objective: To implement investment promotion and facilitation framework																				

Maintenance of comprehensive sector-specific records of all investments in Kenya	Implementation of a mandatory registration of all investments	Mandatory registration implemented	% of implementation	100%	30%	60%	10%		1.0	0.5	1.5	0.5	0.5	1.5	0.5	0.5	PRM	AC
Streamline regulatory processes and reduce red tape	Sign agreement with other regulatory bodies to work hand in hand to simplify the investor journey	Agreements signed	No., of agreements signed	5	1	1	1	1	1.0	0.5	1.5	0.5	0.5	1.5	0.5	0.5	AC	PRM
TOTAL																		
Strategic Issue: Lack of Investment Grade Projects																		
Strategic Goal: Profile, package and market investment-grade projects across key sectors of the economy, guided by key value chains under BETA																		
KRA: Refine and Promote Bankable Investment Opportunities																		
Strategic Objective: Increase visibility and awareness of bankable investment opportunities in Kenya																		
Focus on sector-specific product value chains on potential investment opportunities	Develop a sector specific opportunity and project database	Sector specific database developed	% of development	100%					5.0	8.0	9.0	8.0	8.0	9.0	12.0	12.0	ICT	DAS
Develop sector-specific product value chains on potential investment opportunities	Develop sector-specific product value chains on potential investment opportunities	Population of the sector-specific product value chains on potential investment opportunities	Frequency of data population	60	12	12	12	12	15.0	19.0	20.0	19.0	19.0	20.0	21.0	21.0	ICT	DAS

Target high quality and impactful DDI and FDI in the focus industries guided by Bottom Up Economic Transformation Agenda (BETA)	Develop a Kenya Investment Promotion and Integrated Communications Strategy	Investments promotion and communication strategy	Launch of Strategy	1	1	1	1	1	1	1	1	5.0	8.0	5.0	5.0	5.0	5.0	MIP	DAS				
				4	4	4	4	4	4	4	4	4	4	4	66.5	69.5	74.0	83.0	89.5	AC	PRM		
				5	1	1	1	1	1	1	1	1	1	1	18.0	20.0	20.5	23.5	28.0	MIP	DAS		
				10	2	2	2	2	2	2	2	2	2	20.0	22.0	24.0	27.5	31.0	CBPR	DAS			
				1	1	0	0	0	0	10.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	HRA	PRM			
				47	10	10	10	10	10	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	HRA	PRM			

	Review and implement investor Aftercare and tracking strategy and program	Tracking report	Percentage of projects tracked	100%	100%	100%	-	-	-	-	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	RIA	AC
	Identify & document policy issues collected during aftercare	Aftercare Report	% of issues tracked and followed up	100%	100%	100%	-	-	-	-	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	RIA	AC
	Establish investor enquiry and management system	Investor enquiry and management system established	% of inquiries handled	100%	100%	100%	-	-	-	-	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	ICT	RIA
	Develop an investors complaints handling framework	Investors complaints handling framework developed	% of implementation	100%	20%	30%	50%	-	-	-	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	RIA	ICT
	Conduct annual investor satisfaction survey	Satisfaction Survey	No of Surveys	5	1	1	1	1	1	1	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	PLR	CBPR
Prioritize and Facilitate new investments and trade fairs aligned with SDGs	Capacity building on Facilitation of SDG aligned investments	Trainings Conducted	No of Capacity Building Sessions	10	2	2	2	2	2	2	3.0	3.0	4.0	4.0	4.0	4.0	4.0	4.0	MIP	CBPR	

	Design and implement a program on prioritizing and Facilitating investments that promote SDGs	Program Implemented	Operational Program	1	-	1	-	-	-	2.0	3.0	4.0	5.0	5.0	MIP	CBPR
	Develop a tool to monitor and evaluate implementation of SDG related Investments	Monitoring Tool	Operational tool	1	-	1	-	-	-	2.0	4.0	4.0	4.0	4.0	MIP	CBPR
	Best Practices Exchange programmes with IPAs implementing SDG investment facilitation approach	Successful Exchange Programs	No of exchange programs	5	1	1	1	1	1	10.0	13.0	15.0	16.5	17.5	AC	CBPR
Support county governments to promote and facilitate investments	Provide support and Capacity Building to counties to facilitate increased FDI and DDI.	County engagement forums	No of counties engaged	25	5	5	5	5	5	10.0	13.0	17.0	18.5	18.5	AC	PRM
	Support counties to establish County Investment Units (CIUs)	No. of county investment units/ service level agreements entered	No. of Counties engaged	25	5	5	5	5	5	5.0	5.0	5.0	5.0	5.0	AC	PRM

	Provide linkage to financial service providers	MSMES linked to financiers	No. of MSMES	500	100	100	100	100	100	100	100	100	5.0	5.0	5.0	5.0	5.0	DAS	PRM
	Provide linkage for SMEs to access support services and the partners they need to grow their businesses	Support services done	No. of support services	500	100	100	100	100	100	100	100	100	5.0	6.0	6.0	6.0	6.0	DAS	PRM
	Support MSMES to undertake climate investments and access climate financing	Support services done	No. of MSME support	500	100	100	100	100	100	100	100	100	5.0	7.0	7.0	7.0	7.0	DAS	PRM
	Organize and participate in local, regional and international events for SMEs matchmaking	Matchmaking events organized	No. of matches made	500	100	100	100	100	100	100	100	100	5.0	7.0	7.0	7.0	7.0	PRM	DAS
Media Engagement	Conduct Media Engagements	Media Engagements conducted	No. of engagements	10	2	2	2	2	2	2	2	2	2.0	-	-	4.0	-	CBPR	MIP
TOTAL													200.0	220.0	240.0	260.0	280.0		
Strategic Issue: Lack of evidence-based research and policy advocacy																			
Strategic Goal: Leverage on Evidence Based Research and Policy Advocacy																			
KRA: Research and Policy Advocacy																			
Strategic Objective: Collect, Collate and Conduct comprehensive research and data analysis on investment environment																			

Strengthen investment data capture and management	Conduct in-depth research and studies to identify the key challenges, opportunities, and policy issues affecting the investment environment. & Surveys	Studies conducted	No. of Studies conducted	10	2	2	2	2	2	2	2	2	1.0	1.0	1.0	1.0	1.0	1.0	PLR	PRM
	Profile various sectors	Sectors Profiled	No. of sectors profiled	10	2	2	2	2	2	2	2	2	1.0	1.0	1.0	1.0	1.0	1.0	PLR	PRM
	Upgrade and Digitize the Data Resource Centre to improve data access	Data Centre Digitized	% of digitization	100%	20%	20%	20%	20%	20%	20%	20%	20%	12.0	12.0	12.0	12.0	12.0	12.0	ICT	PRM
	Conduct Investor and Customer Satisfaction Surveys	Surveys conducted	No. of surveys conducted	20	4	4	4	4	4	4	4	4	-	-	-	-	-	-	PLR	PRM
Establish partnerships with other government agencies to enhance data sharing	Establish partnerships with other government agencies to enhance data sharing	Reports released	No. of reports released	20	4	4	4	4	4	4	4	4	1.0	1.0	1.0	1.0	1.0	1.0	AC	PRM

Liaise with county governments in data collection to promote investments into countries	Liaise with county governments in data collection to promote investments into countries	Agreement's signed with county governments	No. of agreements signed	10	2	2	2	2	2	2	2	2	1.0	1.0	1.0	1.0	1.0	AC	PRM
Enhance Policy Advocacy Monitoring	Establish Policy Advocacy monitoring system	Conduct regular audits and Reviews	No. of Audits and Reviews conducted	10	2	2	2	2	2	2	2	2	2.0	2.0	2.0	2.0	2.0	PA	PRM
Improve the dissemination of investment data	Implement a communication strategy to effectively disseminate research findings to relevant stakeholders and policymakers.	Communication strategy implemented	% of implementation	100%	50%	50%	-	-	-	-	-	-	2.0	2.0	2.0	2.0	2.0	CBPR	PRM
TOTAL													20.0	20.0	20.0	20.0	20.0	0	0
Strategic Issue: Weak Institutional capacity and Visibility																			
Strategic Goal: Structure and Strengthen Institutional capacity and visibility																			
KRA: Transformed investment promotion agency																			
Strategic Objective: To build a globally competitive Investment promotion agency																			
Enhance the Corporate Identity, Image and Reputation	Conduct targeted visibility & awareness campaigns	Awareness Campaign plans	No. of awareness campaigns conducted	5	1	1	1	1	1	1	1	1	20.0	20.0	20.0	25.0	20.0	CBPR	MIP
	Set up operationalize Invest 254 Arena	Platform operationalized	No..of media / investor engagements	10	2	2	2	2	2	2	2	2	40.0					MIP	PRM

	Develop and Design Corporate Memorabilia	Developed and Designed Corporate Memorabilia	No. of Corporate Items produced and distributed	5,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10.0	10.0	10.0	10.0	10.0	10.0	CBPR	MIP
	Undertake Corporate Social Responsibility Programmes	Impactful CSR/ESR Programmes successfully undertaken	No. of CSR programmes implemented	10	2	2	2	2	2	2	2	2	7.0	7.0	11.0	20.0	20.0	CBPR	MIP	
	Design and implement Annual investor awards	Investment Award Ceremonies conducted	No. of award ceremonies	5	1	1	1	1	1	1	1	1	7.0	7.0	15.0	26.6	26.6	CBPR	MIP	
Institutional capacity building and development	Implement approved organization structure	Approved Organization Structure Implemented	Percentage of implementation	100%	30%	40%	0%	0%	0%	0%	0%	35.0	45.0	60.0	60.0	60.0	HRA	PRM		
	Review and implement HR manuals	Reviewed and Implemented manuals	No. of Human Resource Plans prepared	1	-	1	-	-	-	-	-	3	3.0	3.0	3.0	4.0	4.0	HRA	PRM	
	Implement a mentorship program to facilitate knowledge transfer and skill development.	Mentorship Program implemented	% of implementation	100%	50%	50%	-	-	-	-	-	28.0	14.0	14.0	14.0	14.0	HRA	F&A		

Conduct regular scenario planning exercises to test and improve organizational resilience.	Scenario Planning Exercises conducted	No. of Scenario Planning Exercises conducted	5	1	1	1	1	1	1	1	24.0	24.0	31.0	50.6	40.0	ARA	PRM
Establish a cross-functional innovation task force to generate and implement new ideas annually.	New ideas implemented	No. of New Ideas implemented	10	2	2	2	2	2	2	2	2.0	2.0	2.0	2.0	2.0	HRA	F&A
Increase the number of employee suggestions implemented	Increased implementation of employee suggestions	% increase in suggestions	50%	10%	10%	10%	10%	10%	10%	10%	1.0	1.0	1.0	1.0	1.0	HRA	F&A
Conduct staff trainings	Trained staff	Average % increase in number of training hours per employee	100	20	20	20	20	20	20	20	24.9	30.0	59.2	90.0	100.0	HRA	F&A
Conduct Staff satisfaction Surveys	Surveys conducted	Number of Surveys conducted	20	4	4	4	4	4	4	4	2.0	2.0	2.0	2.0	2.0	HRA	F&A
Implement staff car/ mortgage loan schemes	Implemented Schemes	No. of staff accessing loan schemes	100	20	20	20	20	20	20	20	30.0	45.0	55.0	80.0	93.0	HRA	F&A

Ensure compliance with laws and policies	Conduct Legal Audit	Legal Audit Conducted	No. of Audit Reports	5	1	1	1	1	1	1	0	-	-	1.0	1.0	PRM	HRA
	Implement presidential directives, circulars and executive orders	Enhanced compliance	% Level of Implementation	100%	50%	50%	-	-	-	1	1	1.0	1.0	1.0	1.0	ARA	LCA
Strengthen fiduciary assurance and transparency	Strengthen Internal auditing functions in line with International best practice	quality assurance function complying with International best practice and Quality reports	Number of reports produced	5	1	1	1	1	1	1.5	1.7	2.6	3.1	3.7	3.7	CRS	LCA
	Develop and Implement the risk management framework	Risk Management Framework developed and implemented	% Level of Implementation	100%	50%	50%	-	-	-	3.5	3.5	4.6	5.3	6.1	6.1	ARA	LCA
	Strengthen governance structure and Internal Controls within the entity	Internal Audit Reports Prepared	% adoption and implementation of Audit Committee, recommendations	100%	50%	50%	-	-	-	2	2.3	2.6	3.0	3.5	3.5	ARA	LCA
Enhance financial management in the Authority	Prudent utilization of financial resources	Reduction in wastage of funds	100% utilization of funds within approved budget	100%	50%	50%	-	-	-	0	5.0	6.0	6.0	7.0	7.0	HRA	LCA

	Ensure compliance with financial reporting standards	Financial statements prepared	No. of financial statements prepared	5	1	1	1	1	1	1	1	1	1	0	2.0	2	2.0	2.0	2.0	F&A	ARA
	Ensure compliance with the provisions of PPADA and PPADR	Goods works and services procured in accordance to the PPADA	% of reports complying to PPADA	100%	50%	-	-	-	-	-	-	-	-	1.0	1.0	1.0	1.0	1.0	ARA	LCA	
	procure and implement e-procurement system	strengthen procurement/ supply chain management	% of implementation of e-procurement system	100%	50%	-	-	-	-	-	-	-	-	5	6	7	8	9	LCA	ARA	
	Enhance legal framework to push for compulsory registration of investments to allow KenInvest to generate revenues	Implementation of compulsory framework	% of implementation	100%	50%	-	-	-	-	-	-	-	-	2.0	2.0	-	-	-	SC	LCA	
	Preparation of Annual Budgets	MTEF budget proposals prepared and submitted to Parent Ministry	No. of MTEF budget proposals prepared and submitted	5	1	1	1	1	1	1	1	1	0	-	-	-	-	1.0	LCA	PRM	
	Implement a resource allocation optimization process to reduce unnecessary expenses.	Optimization Process implemented	% of implementation	100%	50%	-	-	-	-	-	-	-	-	1.0	1.0	-	-	-	F&A	HRA	
Streamline KenInvest's processes and eliminate waste.																					

Improve resource utilization rates through better planning and monitoring.	Implement a system for tracking and analyzing resource utilization to inform future allocation decisions.	Tracking system implemented	% of implementation	50%	50%	50%	50%	1.0	1.0					F&A	ICT
TOTAL								300.0	265.9	350.0	390.0	438.9			
TOTAL PER ANNUM								644.0	564.9	729.0	809.0	902.9			
TOTAL 5-YEAR BUDGET								3,649.8							

6.1.2 Annual Workplan and Budget

The Authority will extract its work plan and budget from the Implementation Matrix above and will cost each activity that feeds into the annual budget.

6.1.3 Performance Contracting

For KenInvest to efficiently deliver on its mandate, a clear performance contract will be prepared in line with the annual work plan and productivity improvement plan. This will also factor in the current Government priorities areas listed earlier in the document, in line with BETA.

6.2 Coordination Framework

In comparison with leading IPAs of smaller, similar, and larger economies to Kenya, one of the key factors driving higher Investments is the level of the IPA in the Government; with most of them reporting directly to the Office of the President. This not only helps strengthen the Authority that the IPA holds, but also boosts the budget needed to achieve all the objectives set out for the next 5 years, enforce guidelines that enable it to be the most credible Investment Data Source in the Country, and facilitate speedy automation and digitization of the investor's journey thus leading to higher FDI volumes in the key target sectors. It is therefore proposed, that KenInvest sits under the National Treasury or directly under the office of the President with oversight of the National Investment Council.

To implement the new strategy, the Authority requires a staff increment from the current 60 to 140, which has been arrived at through coordination with the State Corporations Advisory Committee (SCAC). The strategy also aims to address the issue of career stagnation as well as looking into the age distribution of staff members, given that over 40% of the staff members are over 45 years of age.



The objective is to ensure that KenInvest becomes an employer of choice, that attracts and retains top talent. The Authority therefore has mapped out key critical functions that need to be incorporated into the new KenInvest Organizational Structure to ensure attainment of the identified targets within the next five years.

6.2.1 Institutional Framework

The new proposed institutional framework that will support the achievement of the 2023-2027 strategic goals and in line with the identified Key Result Areas is as highlighted in the table below. A more detailed organogram will be generated by at a later stage:

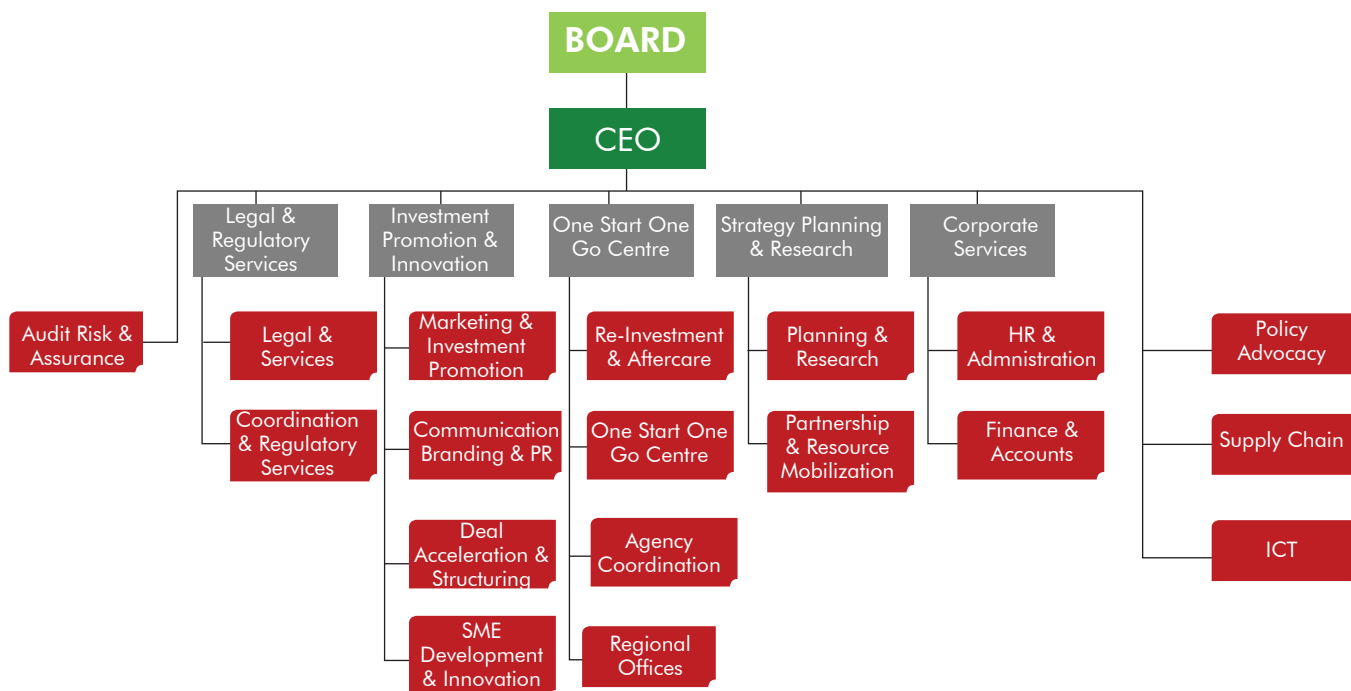


Figure 10: KenInvest's Proposed Organization Structure

6.2.2 Staff Establishment, Skills Set and Competence Development

Table 20: Staff Establishment

Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In-Post (C)	Variance D = (B-C)
CEO	1	1	1	0
Director	6	6	5	-1
Manager	10	10	7	-3
Principal Officer	15	15	0	-15
Senior Officer	20	20	5	-15
Officer	22	22	19	-3
Senior Assistant	13	13	5	-8
Assistants	10	10	9	-1
Senior Office Assistant	6	6	4	-2
Driver	7	7	6	-1

Table 21: Skills Set and Competence Development

Cadre	Skills set	Skills Gap	Competence Development
CEO	Bachelors' Degree, Masters, 15 years' experience	none	Professional Qualification where applicable Leadership Course
Director	Bachelors' Degree, Masters, 12 years' experience	none	Professional Qualification Leadership course
Manager	Bachelors' Degree, Masters, 10 years' experience	none	Professional Qualification where applicable Management course
Principal Officer	Bachelors' Degree, Masters, 8 years' experience	none	Professional Qualification where applicable Management course
Senior Officer	Bachelors' Degree 4 years' experience	none	Professional Qualification where applicable
Officer	Bachelors' Degree	none	Relevant training
Senior Assistant	Bachelors' Degree	none	Relevant training
Assistants	Diploma 4 years' experience	none	Relevant training
Senior Office Assistant	KCSE D plain 4 years' experience	none	Relevant Training
Driver	KCSE D plain Occupational Trade Test for Drivers	none	Relevant Training

6.2.3 Leadership

Execution of the strategic plan will be managed through strategic theme teams identified based on skill required to execute planned activities as outlined and in line with the cadres provided for in the Human Resource Tools.

6.2.4 Systems and Procedures

In pursuing its mandate, the Authority has embraced modern management trends and approaches. A Quality Management System under ISO 9001:2015 has been implemented to guide operations. The System applies to all services offered by the Authority. Standard operating procedures have been defined to support implementation of policies, rules and regulations that govern implementation of strategic initiatives. On an annual basis, a detailed evaluation of the internal control system designed to provide reasonable assurance regarding the achievement of objectives relating to operations, reporting, and compliance is done. To achieve enhanced performance, promote innovation and ensure efficiency and effectiveness in implementation of the plan, the Authority will promote fundamental rethinking of business processes aligned to identified strategies.



6.3 Risk Management Framework

Risks are, in the context of this Strategic Plan implementation, factors which may compromise the successful achievement of strategic objectives. Although this Plan has been prepared having taken into consideration the prevailing internal and external factors, the Authority, is not immune to risks. The Plan has therefore anticipated and identified possible risks and mitigation measures to ensure successful implementation. The Authority will remain proactive throughout the implementation phase in anticipating any emerging eventuality that could impede the attainment of the strategic objectives.

a) **Strategic Risks:** These are categorized as:

- i) The risk of choosing and continuing to follow sub optimal strategies to meet objectives.
- ii) The risk of not executing the chosen strategies successfully; and,
- iii) Emerging risks as a result of changes in situations and circumstances or achievement of strategic objectives.

b) **Operational Risks:** These are events that may hinder people, processes and systems from effectively supporting the Authority's day-to-day activities. This also includes, but is not limited to, business continuity and disaster recovery, corporate governance, security, fraud and Information Technology risks.

c) **Financial Risk:**

- i) **Credit Risk:** The risk of loss from a counterparty failing to meet their obligations as and when they fall due.
- ii) **Liquidity Risk:** The risk of not being able to meet cash flow obligations as and when they fall due.
- iii) **Market Risk:** The risk of gain or loss from a future movement in market rates i.e., foreign exchange risk, interest rate risk and price risk.

d) **Technological Risk:** The potential negative consequence associated with development, deployment and use of technology.

e) **Reputational Risk:** The potential for negative publicity, public perception or uncontrollable events to have an adverse impact on the Authority's reputation, thereby affecting its ability to fulfil its mandate.

f) **Legal, Regulatory and Governance Risk:** Exposure to legal penalties, financial forfeiture and material loss when the Authority fails to act in accordance with laws and regulations, internal policies or prescribed best practices and governance standards.

The overall risk rating is arrived at by multiplying the impact and likelihood. Impact and likelihood are given equal weighting based on a range of 1 to 5. On the basis of this scale, the risk rating is determined as a combination of impact and likelihood to give a range that determines whether it is a low risk, medium risk or high risk. outlined in the document.

Table 22: Risk Management Framework

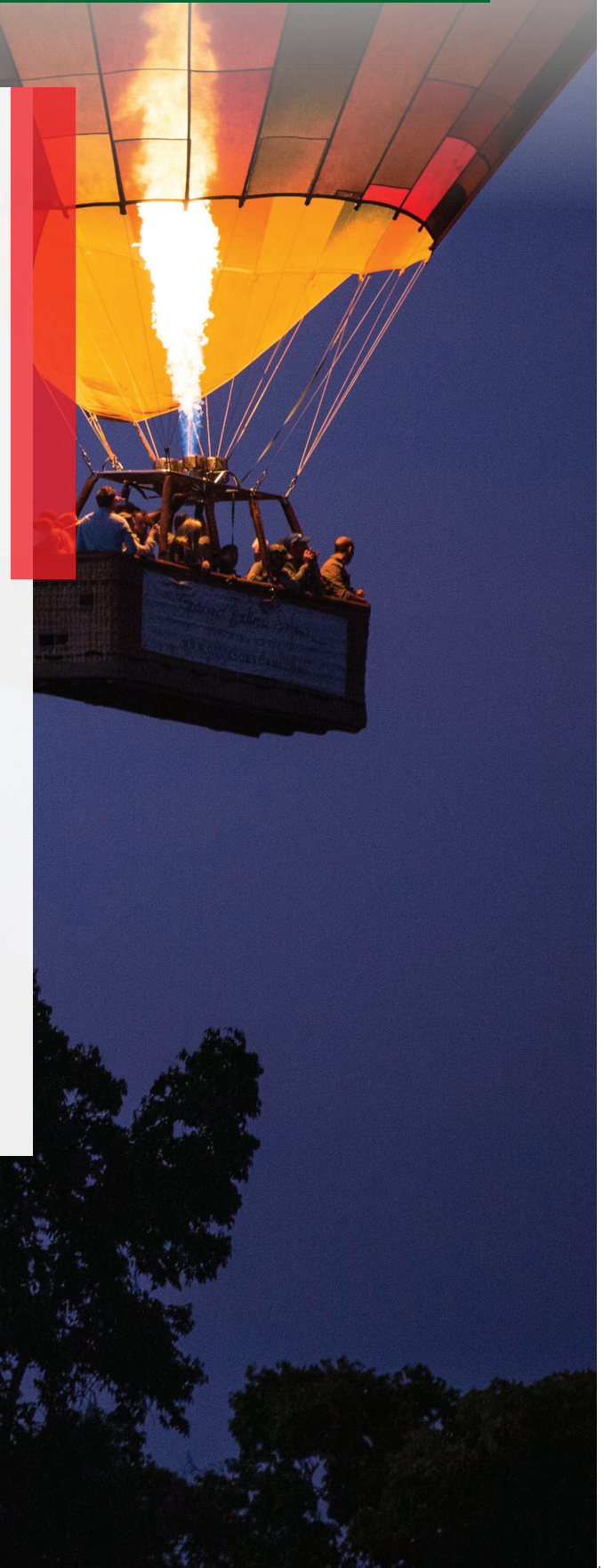
No.	Risks	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)
1	Strategic Risks: Political Instability and regulatory changes Environmental challenges due to global climatic changes and global warming Global economic trends.	H	H	H	<ul style="list-style-type: none"> Maintain close relationship with government officials and monitor political developments. Comprehensive strategic planning. Focus on the strategic objectives of the Authority and its contribution to Kenya's Vision 2030 and other national policies and initiatives Ensure the Authority is managed professionally in all departments
2	Operational Risks	H	H	H	<ul style="list-style-type: none"> Long term strategic planning in developing appropriate strategies Optimal use of available equipment and infrastructure Prepare and adhere to procurement plan. Adherence to the Authority's service policies and guidelines
3	Financial Risk: Financial risks Credit risks Liquidity risks Market risks	H	H	H	<ul style="list-style-type: none"> Lobby for more funding from the National Treasury and development partners Proposal writing to access funding from National Research Funds and partners Avoid financial commitments without assurance for funding. Create suitable environment for donor negotiations Exercise prudent financial management
5	Technological Risk	H	M	M	<ul style="list-style-type: none"> Develop ICT infrastructure in all centres Enhance human resource capacity on technology Document processes for managing and controlling changes to ICT systems and data
6	Reputational Risk	M	H	M	<ul style="list-style-type: none"> Develop strong corporate culture. Compliance and ethical standards. Robust risk management frame work
7	Legal, Regulatory & Governance Risk	H	M	M	<ul style="list-style-type: none"> Adhere to government regulations. Stay abreast of changes in laws and regulations Engage competent lawyers to handle suits

Strategic Plan: 2023 – 2027

CHAPTER 7

RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

This chapter provides an overview of the financial requirements, resource mobilization and resource management strategies to realize the implementation of this plan.



7.1 Financial Requirements

For the plan to be implemented, annual budgets proposals have to be prepared and submitted to The National Treasury and Economic Planning for approval in line with the PFM Act, 2012 requirements. The total financial cost for implementing this plan is estimated at **KES 2.67 billion** over the next five years as tabulated in the table below:

Table 23: Financial Requirements for Implementing the Strategic Plan

Cost Item	Projected Resource Requirements (KES. Mn)					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
KRA 1: Strengthening the legal and regulatory framework for investment promotion and protection.	50	40	30	20	20	160
KRA 2: Integrated Investment Facilitation and Aftercare Services	150	90	50	30	30	350
KRA 3: Refine and Promote Bankable Investment Opportunities	300	500	700	900	950	3,350
KRA 4: Targeted Investment Promotion and Attraction	200	300	400	500	600	2,000
KRA 5: Research and Policy Advocacy	50	60	70	80	90	350
KRA 6: Transformed Investment Promotion Agency	266	300	350	390	440	1,746
Total	1016	1290	1600	1920	2130	7,956

Table 24: Resource Gaps

Financial Year	Estimated Financial Requirements (KES Mn)	Estimated Allocations (KES Mn)	Variance (KES Mn)
Year 1	1016.0	266.0	(750.0)
Year 2	1290.0	300.0	(990.0)
Year 3	1600.0	350.0	(1,250.0)
Year 4	1920.0	390.0	(1,530.0)
Year 5	2130.0	440.0	(1,690.0)
Total	7,956.0	1,746.0	(6,210.0)

Resource allocations for the first three (3) years can be guided by the MTEF Budget estimates, while the two (2) outer years can be projected based on allocation trends.

7.2 Resource Mobilization Strategies

KenInvest is committed to evaluating and executing resource mobilization strategies aimed at achieving financial sustainability. The Authority will raise funds from both internal and external sources. Internal revenue source will be proceeds from sale of obsolete and unservicable assets. The Authority will also explore opportunities for development partners' support in some of its initiatives.

7.3 Resource Management

The Authority will strive to allocate resources to ensure optimal achievement of goals and objectives as envisioned in the strategic plan. The overall expenditure incurred shall be within the approved budget, statutes and guidelines issued by The National Treasury and Economic Planning and other government Ministries Departments and Agencies.

To ensure optimum resource management, the Authority will deploy its financial resources in conformity with the Public Finance Management Act, 2012 and Public Procurement and Assets Disposal Act, 2015. The Authority will also enhance cost control measures to ensure efficient utilization of allocated resources while eliminating wastage.



June Chepkemei, Managing Director Kenya Investment Authority during investor meeting with Indonesia Trade and Investment Minister

Strategic Plan: 2023 – 2027

CHAPTER 8

MONITORING, EVALUATION AND REPORTING FRAMEWORK

A detailed implementation matrix for this strategic plan is attached as Appendix 1. Implementation of the plan will be spearheaded and coordinated by KenInvest Budget and Planning Committee. This chapter provides a monitoring and evaluation plan for the strategic plan's implementation.

8.1 Monitoring Framework

The table below details the Monitoring and Evaluation Mechanism

Table 25: Monitoring and Evaluation Mechanism

Target	Type of Report	Purpose	Frequency	By
Parent Ministry and Performance Contracting Office	Annual Performance Contract negotiation and evaluation report	The annual performance contract report provides the status of achievements attained by the institution annually against negotiated targets.	Annually	Managing Director
	Quarterly performance contract report	The quarterly reviews/ reports will be used to track progress and establish whether implementation is on course in terms of activities, timeframe and outputs.	Quarterly	Managing Director
Board of Directors	Quarterly Performance Reports	The quarterly reviews/ reports outline quarterly achievements of the institution as per targets.	Quarterly	Budget & Planning Committee
	Semi Annual Audit Reports	Provides mid-year assessment of the Strategic Plan's implementation to check whether it is on course.	Twice a year	Internal Auditor
	Annual Performance Reports	Detailed annual achievements of the institution vis-à-vis the implementation plan, outlining the targets met, challenges and recommendations for the subsequent programs/ plan cycle.	Annual	Budget & Planning Committee Managing Director
	Annual State of Investment Forum	Based on an annual state of investment survey, the forum will bring stakeholders together to consider whether investment targets and contribution into the BETA and Kenya's Vision 2030 are being achieved.	Annual	Budget & Planning Committee Managing Director

	Independent mid-term review report	To assess progress of the strategic plan implementation, lessons and challenges, whether the desired outcomes are being achieved, and recommend any changes.	Financial Year	Consultant Managing Director
Chief Executive Officer	Monthly work plan reviews	To provide the progress made in meeting the set activities in the work plan, highlighting the timelines met, challenges and possible interventions.	Monthly	Director
Director	Monthly progress reports (All departments consolidated for the CEO)	These will provide information with regard to various departmental activities undertaken in the month as per the work plan and everyday investor and stakeholder interactions e.g. tracking reports, workshop reports, policy status reports, investor inquiry reports.	Monthly	Manager
Staff	Weekly work plan reviews (consolidated for Director)	Regular status reports by officers on the progress of the activities under each unit to give feedback on the progress being made towards achieving the work plan goals and objectives and revise where applicable	Weekly	Officer
	Institutional information	Information to staff on the status of the institution, achievements and expectations including Human Resource Management.	Monthly	CEO / FA & HR
Investors	Investment related reports/publications	Regular reports from meetings, conferences forums, after care reports, advocacy reports, etc.	Quarterly	Director

Relevant government institutions and the wider stakeholder community	Performance contract report Annual state of investment reports Journals, newsletters, conference reports, website postings	To disseminate information on KenInvest activities, achievements, and recommendations. The reports focus on investment generation, investment climate, and institutional analysis and achievements and aspirations.	Annually, quarterly and regular website updates.	Director
--	--	---	--	----------

8.2 Performance Standards

The strategic plan will be implemented through annual work plans prepared as per balanced scorecard approach (BSC), and performance contracts negotiated and signed with the parent ministry and National Treasury. These will cascade into departmental, team and individual staff annual performance contracts. This will be complemented with consultancy services and technical support by KenInvest partners.

Monitoring and Evaluation of implementation will entail the following:

1. Monthly progress review meetings at the departmental level
2. Quarterly progress review retreats at the institutional level
3. Quarterly progress reports for the annual work plans and performance contracts
4. Internal Audit Reports every 6 months
5. Annual Performance Reports
6. Independent mid-term review in early 2025-26 FY

These are elaborated in more detail in Table 7 that sets out the M&E mechanism.

8.3 Evaluation Framework

The strategic plan will be implemented through annual work plans prepared as per balanced scorecard approach (BSC), and performance contracts negotiated and signed with the parent ministry and National Treasury. These will cascade into departmental, team and individual staff annual performance contracts. This will be complemented with consultancy services and technical support by KenInvest partners.

Table 26: Outcome Performance Matrix

Strategic Objective	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
SO1: To strengthen the legal and regulatory framework	An enabling legal and regulatory framework for investments implemented	% of implementation		2022	100%	100%

	Evidence-backed proposals on investments landscape and ecosystem to drive policy advocacy	No. of recommendations submitted during budget/law making processes		2022	14	24
	Up to day Investment laws and Regulations	No. of reviews		2022	3	5
SO2: To Implement investment promotion and facilitation framework	Majority of government agencies enrolled in PASHA for smooth investor process	No. of agencies integrated in PASHA		2022	39	69
	100% of investments being tracked by KenInvest	% of investments tracked by KenInvest		2022	75%	100%
SO3: To Increase visibility and awareness of bankable investment opportunities in Kenya	Bankable Investment Opportunities identified and promoted	No. of Bankable Investment Opportunity reports prepared		2022	150	100
	Investment Grade Projects packaged and promoted	Value of Investments in KES Billions		2022	30	50
SO4: To enhance targeted investment promotion, attraction and retention efforts to attract a diverse range of local and international investors	At least 100 SMEs facilitated annually	No. of SMEs supported		2022	180	200
	Up to KES 1 Trillion in investments by 2027	Value of Investments in KES Billions		2022	600	1,000
	Up to KES 50 Billion in DDI by 2027	Value of Investments in KES Billions		2022	30	50
SO5: To Collect, Collate and Conduct comprehensive research and data analysis on investment environment	Database for investment-ready project profiles	Existence of Database		2022	3	5
	100% of data and research collected and disseminated through the KenInvest data portal	% of data disseminated through data portal		2022	100%	100%
SO6: To Build a globally competitive Investment promotion agency	New organizational structure developed and implemented	% of implementation of new organizational structure		2022	100%	100%
	Recategorizing of KenInvest to attract and retain talent	% progress in recategorization of KenInvest		2022	100%	100%

8.3.1 Mid Term Evaluation

KenInvest will perform its Mid-Term Evaluation in year 3 with an aim to achieve the target set in the Outcome Performance Matrix above.

8.3.1 End-Term Evaluation

At the end of the strategic period, KenInvest will perform its End-Term Evaluation and benchmark its performance against the ones set in the Outcome Performance Matrix above.

8.4 Reporting Framework and Feedback Mechanism

Table 8.2: Quarterly Progress Reporting Template

(Specify name of MDAC, Constitutional Commission, and Independent Office)

QUARTERLY PROGRESS REPORT

QUARTER ENDING

Table 27: Quarterly Progress Reporting Template

Expected Output	Output Indicator	Annual Target (A)	Quarter for Year			Cumulative to Date			Remarks	Corrective Intervention
			Target (B)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)		

(Specify name of MDAC, Constitutional Commission, and Independent Office)

ANNUAL PROGRESS REPORT

YEAR ENDING

Table 28: Annual Progress Reporting Template

Expected Output	Output Indicator	Achievement for Year.....			Cumulative to Date (Years)			Remarks	Corrective Intervention
		Target (A)	Actual (B)	Variance (B - C)	Target (D)	Actual (E)	Variance (E - D)		

Table 29: Evaluation Reporting Template

Key Result Area	Outcome	Outcome Indicator	Baseline		Mid-Term Evaluation		End of Plan Period Evaluation		Remarks	Corrective Intervention
			Value	Year	Target	Achievement	Target	Achievement		
KRA 1										
KRA 2										
KRA 3										



"One Start, One Go Service"

 InvestmentKenya

 KenInvest

 Kenya Investment Authority

 InvestKenya

Old Mutual Tower, 14th & 15th Floor, Upper Hill Road. P.O. Box 55704 -
00200 City Square, Nairobi, Kenya T: +254 (730) 104-200 E: info@invest.go.ke