



# KenInvest

PROMOTING INVESTMENTS IN KENYA

KENYA INVESTMENT AUTHORITY



**STRATEGIC PLAN**  
**2018-2022**



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# ACRONYMS AND ABBREVIATIONS

AGOA	African Growth and Opportunity Act
AIE	Authority to Incur Expenses
AU	African Union
BDS	Business Development Services
BIG 4 AGENDA	Manufacturing, Affordable Housing, Universal Healthcare, Food and Nutrition
BRRU	Business Regulatory Reform Unit
COMESA	Common Market for Eastern and Southern Africa
CSR	Corporate Social Responsibility
DDI	Domestic Direct Investment
DFID	Department for International Development
DFIs	Development Finance Institutions
EAC	East Africa Community
EMCA	Environment Management Coordination Act
EPZA	Export Processing Zones Authority
FDI	Foreign Direct Investment
FIAS	Foreign Investment Advisory Services
FIPA	Foreign Investment Protection Act
GDP	Gross Domestic Product
IFMIS	Integrated Financial Management Information System
IPA Act	Investment Promotion Act, 2004
IPD	Investment Promotion Department
IPPAs	Investment Promotion and Protection Agreements
IPR	Intellectual Property Rights
IS	Investor Services
KAM	Kenya Association of Manufacturers
KenInvest	Kenya Investment Authority
KEPSA	Kenya Private Sector Alliance
KIP	Kenya Investment Policy
KIPI	Kenya Industrial Property Institute

KIPPRA	Kenya Institute for Public Policy Research and Analysis
KIRDI	Kenya Industrial Research and Development Institute
KNBS	Kenya National Bureau of Statistics
KNCC&I	Kenya National Chamber of Commerce & Industry
KRA	Kenya Revenue Authority
KTB	Kenya Tourist Board
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MSMEs	Micro, Small and Medium Enterprises
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
MUB	Manufacturing Under Bond
NEMA	National Environment Management Authority
NESC	National Economic and Social Council
NIC	National Investment Council
PPP	Public Private Partnership
RPAP	Research, Policy Advocacy & Planning Department
SDGs	Sustainable Development Goals
SADC	South African Development Community
SEZ	Special Economic Zones
SEZA	Special Economic Zones Authority
SME	Small and Medium Enterprise
SP	Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities and Threats
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNIDO	United Nations Industrial and Development Organization
UON	University of Nairobi
WB	World Bank
WEF	World Economic Forum
WTO	World Trade Organization

# Preface



The five (5) year KenInvest Corporate Strategic Plan (2018 – 2022) provides our roadmap over the next five years in the journey of positioning Kenya as a global leader in investment attraction and retention.

The Strategic Plan is anchored in the Country's blue print, Kenya Vision 2030, the 3rd Medium Term Plan 2018-2022, the Big 4 Agenda, and the Sustainable Development Goals (SDGs). The plan builds on the successes and achievements realized in the previous strategic plan period, 2013-2017.

The Board will closely monitor the implementation of the Strategic Plan to ensure that the set targets are met or exceeded.

We look forward to continued support from Government, the private sector, partners, the general public and all the stakeholders to achieve these targets. The Authority will remain committed to deliver on its mandate of promoting and facilitating investments in our country.

A handwritten signature in blue ink, appearing to read 'Dennis Waweru', with a stylized flourish at the end.

**Hon. Dennis Waweru**  
CHAIRMAN, BOARD OF DIRECTORS

# Foreword



**K**enInvest's Strategic Plan for 2018-2022 is another step towards achievement of the private investment target set by Kenya Vision 2030. Faster growth of high impact private investment will accelerate economic growth and development, create more employment opportunities, and reduce poverty. The Authority's key mission of promoting and facilitating domestic and foreign investments in Kenya and providing excellent aftercare support services will remain the rallying call.

The Strategic Plan is structured around five thematic areas or strategic objectives:

1. Attract and facilitate private investment of Kshs. 1.1 Trillion and create 150,000 jobs within the plan period;
2. Contribute to building Kenya's future Multinational Corporations through MSMEs support;
3. Enhance investment environment quality for Kenya to be ranked among the top 40 countries globally in the World Bank Ease of Doing Business;
4. Enhance partnership and collaboration with stakeholders to increase growth of private investments;
5. Provide leadership in the co-ordination and provision of investment information and data; and
6. Develop and strengthen institutional capacity and capability for long-term sustainability.

As management, we are committed to full implementation of the Plan and to achieving the vision of positioning Kenya as a global leader in investment, attraction and retention.

Appreciation is extended to the Board members, management and members of staff for the team spirit exhibited during preparation of the Plan. We also highly appreciate the input of investors, academics and various other stakeholders in the preparation of the Strategic Plan.

A handwritten signature in black ink, appearing to read 'Moses Ikiara', with a long horizontal line extending to the right.

**Dr. Moses Ikiara, PhD, MBS**  
MANAGING DIRECTOR



# 1 EXECUTIVE SUMMARY

The Kenya Investment Authority (KenInvest) Strategic Plan for the period 2018-2022 is anchored in the government blue print Kenya Vision 2030, the 3<sup>rd</sup> Medium Term Plan 2018-2022, the BIG Four Agenda, and the sustainable development goals (SDGs). Moreover, it builds upon the Authority's previous strategic plan.

Various stakeholders contributed in the preparation of this strategic plan by providing useful input. The Plan outlines the strategic direction that KenInvest will pursue over the next five years in pursuit of the national development agenda. While key priority will be placed on identifying, attracting and facilitating high impact and transformative private investments in the Big 4 focus sectors (manufacturing, universal healthcare, affordable housing and food security), KenInvest will also promote and facilitate private investment in the other sectors of priority in the Kenya Vision 2030. The Authority will focus on priorities in investment promotion and attraction; targeting activities that help to transform developmental goals into increased opportunities for job creation, poverty alleviation, technology transfer, foreign exchange and re-investments.

As the country continues to demonstrate resilience in the face of recent challenges such as the long electioneering period in 2016 and 2017, resurgence in investor confidence and a stable and strong economic growth of up to 5.9 % in FY 2018/2019 are expected, driven by completion of ongoing infrastructure projects, resolution of slow credit growth, and strengthening of the global economy and tourism according to the IMF.

The new strategic direction is guided by the country's national development priorities and the mandate, vision and mission of KenInvest. The key strategic objectives that will be pursued during the strategic plan period are to:

1. Attract and facilitate private investment of Kshs 1.1 Trillion and create 150,000 jobs within the plan period;
2. Contribute to building Kenya's future Multinational Corporations through MSMEs support;
3. Enhance investment environment quality for Kenya to be ranked among the top 40 countries globally in the World Bank Ease of Doing Business;
4. Enhance partnership and collaboration with stakeholders to increase growth of private investments;
5. Provide leadership in the co-ordination and provision of investment information and data; and
6. Develop and strengthen institutional capacity and capability for long-term sustainability.

The key objective of the plan is to attract investments worth Kshs 1.1 Trillion and creation of at least 150,000 jobs within the plan period by focusing on priority sectors and targeting high impact foreign direct investments (FDI) and domestic direct investments (DDI) in those sectors. This will also be achieved by even greater focus on further improvement of the business environment, forging of new and strengthening of existing partnerships, and strengthening of KenInvest capacity and capability. KenInvest will also aggressively pursue coordinated work in the capture, analysis and dissemination of all investment data and information.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background

The KenInvest Strategic Plan 2018-2022 is anchored on Kenya's development blue print, Kenya Vision 2030 that aspires to transform Kenya into a newly industrializing upper middle-income country by 2030; its medium-term plan for 2018-2022; the BIG 4 Agenda, which sets out the country's development agenda for the period up to 2022; the African Union Agenda 2063; and sustainable development goals (SDGs). Moreover, the plan incorporates government priorities in the Jubilee party manifesto, the constitution of Kenya and other relevant policies and developmental plans, and has also benefitted from the recently drafted Kenya Investment Policy (KIP).

The mandate of Kenya Investment Authority (KenInvest), as espoused in the Investment Promotion Act 2004, is to promote and facilitate investments in Kenya. Investments play a key role in the realization of Kenya's development aspirations. It is postulated that in order to achieve the Vision 2030 objectives, the level of private investments should rise to a minimum of 20% of GDP through 2017/2022. Private sector investments are expected to maintain a steady growth in the medium term 2017-2022 supported by growth in the manufacturing, building and construction, agriculture, infrastructure, ICT and telecommunications sectors. Key economic and business reforms have contributed to improved business environment. Thus, several pro-business legislations have been enacted in the period 2013-2017. These include Public Private Partnership Act, 2013; Insolvency Act 2015; Business Registration Services Act, 2015; and lately the enactment of the Nairobi International Finance Act. No, 25 of 2017. Further, the World Bank (WB) doing business reports show that Kenya has improved in Ease of Doing Business to position 61 globally out of 190 countries compared to position 136 in the 2014. This is attributed to reforms in starting a business, dealing with construction permits, getting electricity, access to credit, paying taxes and trading across borders. The target is to be among top 50 countries in the world by 2022.

The national government agenda for the next five years is to build on previous economic achievements. During the 2013-2017 medium term plan period, Kenya emerged as one of the fastest growing economies in Sub-Saharan Africa. This expansion was boosted by a stable macroeconomic environment, low oil prices, a rebound in tourism, strong remittance inflows, devolution and government led infrastructure development initiatives. Prudent macroeconomic policies will help safeguard Kenya's robust economic performance, in particular fiscal consolidation consistent with the Medium Term Fiscal Framework.

Devolution is the biggest gain from the 2010 constitution, transforming political and economic governance, and strengthening accountability and public service delivery at local levels

KenInvest's main focus in the next five years will therefore be promotion of private investment in the Big 4 target sectors in order to achieve increased economic growth, job creation and poverty alleviation. The hall mark sector will be manufacturing sector, where the target is to grow the sector's contribution from the current 9.2% to 15% of GDP in the said period. Key subsectors to drive this agenda are: ICT, textiles and apparels, leather, agro-processing, construction materials; oil mining and gas, iron and steel. There is significant opportunity to develop primary and secondary agro-processing across the value chains. We target to attract investments in agricultural value chains, to increase food security and competitiveness in the agro-processing. KenInvest will also enhance investor targeting strategies to attract investors in building low cost housing which will in turn create new channels to boost overall economic growth both at the national and county levels. With an urbanization rate of 4.4% and 61% of urban households living in slums, the provision of housing finance and new housing finance products will help unlock the housing market to address the pressing need for affordable dwellings, create new jobs, deepen the financial sector, and catalyze overall economic growth in the medium to long-term. High impact private investment will also be attracted and facilitated in the health sector with the target of achieving universal healthcare coverage by 2022.

## 1.2 History and Mandate of KenInvest

The origin of Kenya Investment Authority (KenInvest) can be traced to Investment Advisory and Promotion Centre that was established in 1982 under the Ministry of Finance to fast track approval of new private investments in the country by ensuring less bureaucratic process in the issuance of licenses and permits. The advisory center complimented the Foreign Investment Protection Act of 1964 to guarantee investors against expropriation.

In 1986, Parliament enacted the Investment Promotion Centre Act (IPC) cap 485 of the laws of Kenya, which legally established IPC. In 1992, the Act was amended to provide for the issuance of General Authority (GA) for new investments. The GA guaranteed automatic issuance of all other relevant licences and permits to investors. In 2004, the Investment Promotion Act, no. 6 of 2004 was enacted to provide for issuance of the Investment Certificate for new investments; effectively replacing the GA. The Act also established the Kenya Investment Authority (KenInvest) as a successor to IPC, with the primary role of promoting and facilitating private investments in the country.

The Authority's core mandate is to promote and facilitate the growth of both local and foreign investments in Kenya. Its core functions include assisting foreign and domestic investors by or with respect to:

- i. Obtaining Investment Certificates;
- ii. Obtaining necessary licenses and permits;
- iii. Obtaining incentives or exemptions under various Acts and other regulations;
- iv. Providing information on investment opportunities and sources of capital;
- v. Promoting both locally and internationally the opportunities for investment in Kenya;
- vi. Reviewing the investment environment and making recommendations to Government and other stakeholders with respect to changes that would promote and facilitate investment, such as changes on regulatory, administrative and licensing requirements; and
- vii. Facilitating and managing investment sites, estates or land together with associated facilities on the sites, estates and land.

The Authority now operates a One Stop Center (OSC) which brings all agencies with the greatest responsibility over private investment facilitation under one roof in order to provide coordinated and streamlined services to investors.

## 1.3 Vision, Mission and Core Values

### Vision

A global leader in investment attraction and retention.

### Mission

To promote and facilitate domestic and foreign investments in Kenya by advocating for a conducive investment climate, providing accurate information and offering quality services for a prosperous Nation.

### Core Values

In order to effectively promote and facilitate investments, KenInvest staff shall be guided by the following core values:

Core Values	Description
<b>Investor focus</b>	We put our investors at the centre of our operations and strive to continuously meet and exceed their expectations.
<b>Professionalism and Integrity</b>	We subscribe to the highest level of professionalism, excellence, confidentiality, integrity, transparency and accountability in the delivery of services.

Core Values	Description
<b>Innovation &amp; creativity</b>	We promote an innovative culture and attitude demonstrated through our proactive initiation of change, shared knowledge, and fostering an atmosphere of continuous improvement.
<b>Teamwork</b>	We promote and support a diverse, yet unified, team. We work together to meet our common goals.
<b>Equity and Fairness</b>	We subscribe to cordial and respectful co-existence, employ high ethical standards, demonstrate honesty and fairness, equity and gender balance in both recruitment and career development opportunities. We don't discriminate against any investors who meet the thresholds set from time to time.

## 1.4 Strategic Themes

The strategic themes of this plan are:

- Contribution to realization of Kenya's development targets such as faster and sustained economic growth, increased employment, wealth creation and poverty alleviation by strengthening attraction and retention of investments in priority sectors;
- Enhancement of competitiveness and investment environment in Kenya;
- Strategic partnership and collaboration with Ministries, Departments and Agencies (MDAs); County governments, Institutional partners, Private sector and donor agencies to enhance growth of private investments; and
- Institutional capacity and capability strengthening.

## 1.5 Preparation of the Strategic Plan

Development of the Strategic Plan 2018-2022 began with carrying out an analysis of the achievements, challenges and lessons of the previous strategic plan (2013-2017). This helped in establishing success stories and challenges to be dealt with in the new strategic plan. In order to ensure that the strategy is more informed and encompassing, the development process also entailed review and use of other information sources, including the MTP III, strategic plans from other MDAs, economic surveys, pro-business legislations and policies, economic journals, political party manifestos, topical reports (e.g. World Investment Reports, World Bank reports on doing business, and UNCTAD reports, among other relevant publications), and benchmarking against best practices in various investment promotion agencies around the world.

The following specific methodologies were adopted in the review process:-

- An internal analysis and review of KenInvest Strategic Plan 2013-2017 on achievements, challenges and activities;
- Review of secondary data and information, including other Strategic Plans from MDAs, pro-business legislations and policies, publications and other relevant journals, and the draft Kenya Investment Policy;
- Stakeholder consultations including a breakfast meeting for selected experts, and views and recommendations from staff and Board of Directors;
- Use of a questionnaire to solicit stakeholder and expert inputs; and
- Formal technical support from International Development Ireland (IDI) with facilitation of Irish Embassy in Kenya.

## CHAPTER TWO

### **KENYA'S DEVELOPMENT AGENDA, CHALLENGES AND PROSPECTS**

This chapter describes Kenya's development agenda, challenges, and KenInvest role in realizing the agenda. The chapter also gives an overview of the Vision 2030, Medium Term Plan (2018-2022) targets as well as the BIG 4 Agenda.

#### **2.1 Kenya's Development Agenda**

Kenya's long-term development agenda is defined in the Vision 2030, which is the development blue print that aims to transform the country into a modern, globally competitive and industrializing economy by the year 2030; offering a high quality of life to all its citizens. The Vision is being implemented through successive 5-year Medium Term Plans (MTPs) and has entered its third (i.e. 2018-2022) MTP. The East African Community (EAC) Vision 2050; the United Nations development agenda as contained in the Sustainable Development Goals (SDGs) and the Africa Union (AU) Agenda 2063 inform Kenya's developmental agenda and thus KenInvest's strategic plan 2018-2022.

Kenya has made significant political, structural and economic reforms that have largely driven sustained economic growth, social development and political gains over the past decade. However, it's key development challenges still include poverty, inequality, climate change and the vulnerability of the economy to internal and external shocks. Looking ahead, Medium-term GDP growth should rebound to 5.8% in 2018 and 6.1% in 2019 dependent on completion of ongoing infrastructure projects, resolution of slow credit growth, strengthening of the global economy and tourism (according to the IMF).

By 2018, Kenya's GDP was estimated at about \$86 billion, making it the 69<sup>th</sup> largest economy in the world. Per capita GDP was estimated at \$1,790. Major economic sectors include agriculture, forestry and fishing, mining and minerals, industrial manufacturing, energy, tourism, financial services, transport services and ICT.

#### **2.2 Third Medium Term Plan (MTP 3)**

Building on the foundations and achievements of the First and Second MTPs, the third MTP (2018 -2022) focuses on steering the country on an economic growth path of 10% of GDP per annum. It endeavours to move the economy towards a high growth trajectory to achieve 10 percent economic growth by the end of the Plan period. It prioritizes policies, programmes and projects which generate broad based inclusive economic growth as well as faster job creation and reduction of poverty and inequality. The targets are to increase the level of private investment to above 20% of GDP and in particular in the sectors of priority in the Big Four agenda, that is, Manufacturing, Food Security, Affordable Housing, and Universal Health care. MTP 3 aims at effecting structural changes in the economy towards increasing the share of manufacturing, industrial and exporting sectors of the economy. It also prioritizes development of the oil and mineral resources sector and the Blue economy, all of which are expected to play a crucial role in contributing to higher growth of Kenya's economy in the next five years and beyond.

#### **2.3 Kenya's Developmental Challenges**

Kenya's GDP growth improved to 6.0% in 2016, up from 5.6% in 2015, driven by public and private investments in infrastructure, building and construction, manufacturing, finance and insurance, information and communication technology (ICT). However, prolonged political activity since late 2016 and up to October 2017 contributed to decreased uptake of private investments, particularly re-investments as companies held back profits or downsized. In 2017, Kenya faced economic headwinds as the country battled with adverse weather conditions, political uncertainty, high inflation, slowdown in credit uptake and volatile international commodity prices.

Key development challenges remain, including high unemployment levels, poverty, inequality, and climate change. Kenya's economic performance has also been hampered by other factors such as heavy dependence on agricultural exports that are vulnerable to world price fluctuations, population growth, and prolonged drought necessitating power rationing, slow road infrastructure expansion, and pronounced income and wealth disparities. Furthermore, perceived bad governance and corruption have had a negative impact on growth. In addition, due to increase in borrowing by government to finance public investments in infrastructure, Kenya's current public debt stands at approximately Kshs 4.884 trillion (USD 49 billion) or 56.4% of the country's gross domestic product, up from about 42.8% in 2008.

The gap between savings and investment (deficit between current aggregate savings and the level of savings required to provide funds for business investment) has remained high over time. This means that there is need to boost the mobilization of domestic resources to enable access to adequate financing of the required investment. Interest rates capping in Kenya has resulted into decline in credit to the private sector as banks tighten lending requirements. Structural weaknesses, including a widening current account deficit, pose a significant risk to Kenya's economic stability. Consumer Price Index (CPI) inflation projections remain slightly above 5% over the same period.

Nevertheless, the outlook is positive, with growth projected at more than 6% in 2019. The Country is also a major communications and logistics hub, with a sea port in Mombasa and a new one being built in Lamu. However, unexpected exogenous shocks such as persistent drought, global economic shortfalls, volatilities in international oil and commodity pricing may continue to affect economic performance and targets in the long run. There is also need to remain vigilant on the possible loss of duty-free EU market; reduced trade with Britain following Brexit and isolation from global markets with the emerging mega regional trade agreements such as COMESA-EAC-SADC Tripartite and the proposed Continental Free Trade Area in Africa.

At the regional level, some of the main integration challenges include persistence of non-tariff barriers, poor infrastructure linkages, political challenge in South Sudan, limitations on movement of goods and services, and trade facilitation challenges such as lack of harmonized customs procedures. Kenya is however a key player in the East African Community (EAC) and the Common Market for Eastern and Southern Africa (COMESA). Kenya's continued engagement in regional economic integration and commitment to other international trading obligations is essential to realize increased economic transformation. Regional economic integration also enables countries to enhance domestic and foreign investments as well as promote peace and security.

The population of Kenya at the end of 2019 was estimated at 49.5 million (KNBS), placing the country at rank 29 in the list of most populous countries in the world. Out of this, the proportion of Kenya's youth aged 15-24 to the population stood at 20.3 percent; above the world's average of 15.8 percent and 19.2 percent in Africa. Unemployment levels of the youth stood at 17.3 per cent compared to only 6 percent in the neighboring countries of Uganda and Tanzania. Although the youth figures present the country with a vibrant manpower, the challenge is to create adequate jobs for the youth. To attain the upper middle income category and sustain growth that creates employment opportunities, reduces poverty, and provides access to essential services by the poor, the economy needs to grow at an annual rate of 10 per cent. This requires accelerated growth in private investments to reach investment/GDP ratio of 20 percent by 2022.

## 2.4 KenInvest Role in the Country's Development Agenda

KenInvest will focus on attracting both foreign direct investments (FDI) and domestic direct investments (DDI) through targeted investment attraction in all sectors of the economy. However, special focus will be on the BIG 4 priority sectors: Manufacturing, Affordable Housing, Universal Healthcare and Food security. To realize this objective, KenInvest will advocate for sector specific incentives in the said sectors and an improved investment environment. KenInvest will also carry out targeted investor campaigns locally and internationally; aimed at attracting investments that have direct benefits to economic growth, employment creation, poverty reduction, technology transfer and those that earn foreign exchange. The Authority will also deploy the modern One Stop Centre for efficient and effective facilitation, as a strategy to attract more investment and re-investments, and retention of existing investment.

## CHAPTER THREE

### SITUATION ANALYSIS

#### 3.1 Overview of KenInvest Performance and Achievements in 2013-2017

During the 2013-17 period, KenInvest endeavored to place Kenya on the global investment map. This was achieved through preparation and dissemination of relevant information; more aggressive participation in investment promotion forums around the world; establishment of online platforms such as e-Regulations; forging of partnerships with agencies such as UNCTAD, World Bank group, ITC, COMESA RIA, JETRO, Irish Embassy and various other embassies, business membership organizations, and other agencies; and participation in business environment improvement programmes.

KenInvest prepared two international investment conferences in 2014 and 2015, which have had an immense impact on investment promotion forums organized by various agencies since then. Investment promotion has since become a leading area of focus by both government and private sector.

Kenya hosted several high level international forums with KenInvest playing a significant role. These include the 10<sup>th</sup> World Trade Organization (WTO) ministerial conference in December 2015, the UNCTAD 14 World Investment Conference in July 2016, and TICAD VI in August 2016 during which KenInvest co-hosted with JETRO a very successful Japan-Africa Expo.

Other major activities initiated during the 2013-2017 Strategic Plan period that will have a significant impact on private investment growth include establishment of a modern one stop centre (OSC), drafting of an overarching Kenya Investment Policy (KIP), and drafting of a County Investment Handbook to guide county governments on effective attraction and retention of private investment.

##### 3.1.1 Investor Facilitation

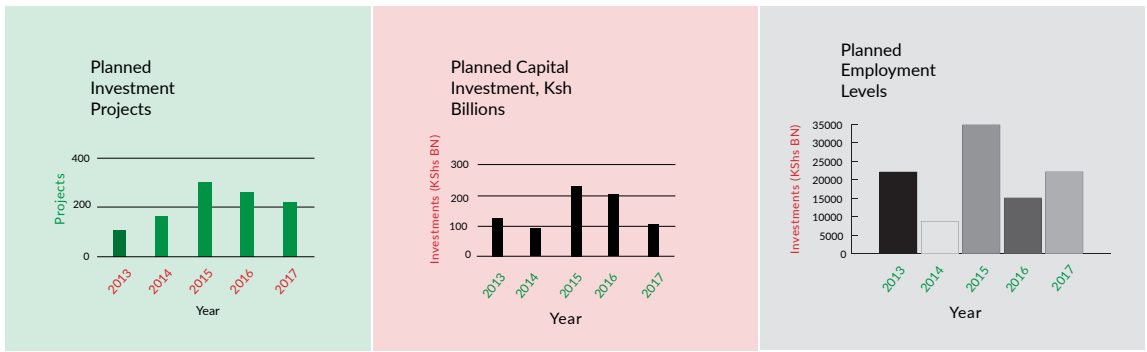
During the period under review 2013-2017, the number of new investments (both domestic and foreign) facilitated by KenInvest was 1,059; with capital outlay of Kshs 760.3 billion and potential to create 102,998 jobs. All sectors of the economy attracted new investments and re-investments within the period. According various independent data sources, Foreign Direct Investment (FDI) grew from about USD 360 million in 2012 to USD 2 billion in 2017, almost doubling every year.

A large number of new investments facilitated by KenInvest were in energy, manufacturing, services, building & construction, and agriculture (agro-processing). China was the main source of FDI inflows to Kenya in terms of number of projects recorded during the period. Other leading source countries for new investments were UK, Germany, Italy, USA, India, South Africa and South Korea. The main sectors in terms of investor enquiries were energy, healthcare, agribusiness, finance, ICT, transport, manufacturing, tourism, building & construction and education.

The matrix below shows summary of investment projects, capital and employment numbers for the period.

**Table 1** Summary of Number of Investment Projects and Value

Year	Planned Investment projects, Number	Planned Capital investments, Kshs Billions	Planned employment levels, Number
2013	110	126.9	22,136
2014	164	90.4	8,745
2015	302	230.9	34,871
2016	262	202.0	15,069
2017	221	110.1	22,177
<b>Total</b>	<b>1,059</b>	<b>760.3</b>	<b>102,998</b>



Source: KenInvest data

### 3.1.2 Promotional Materials and Publications

For the first time, KenInvest put together all investment opportunities available in the country into one publication, Invest in Kenya, which is now regularly updated.

### 3.1.3 Investment Promotion Workshops and Conferences

KenInvest helped to raise the profile of investment promotion in Kenya by organizing the inaugural Kenya International Investment Conference (KIICO) in November 2014 and a second KIICO conference in 2015. We played major roles in the preparation of landmark investment forums and conferences such as Global Entrepreneurship Summit (GES 2015), The 10th Ministerial conference of the World Trade Organization (WTO MC10), December 2015; UNCTAD 14 conference in July 2016; and Tokyo International Conference on African Development (TICAD VI) in August 2016. KenInvest organized and or played a major role in facilitating at least 99 inward and outward investment forums between 2013 and 2017. Some of these include US-Africa leaders & business forum in the United States, Washington; the Korean business delegation visit in May, 2015, when KenInvest signed a memorandum of understanding (MOU) with Korea Trade-Investment Promotion Agency (KOTRA); Turkish delegation of business people led by their president; the German-African Business Summit (GABS); the Kenya-Nigeria agribusiness business forum; and South Africa Business Mission forum in Nairobi.

The Authority made the first Invest Kenya video which has had big impact on promoting Kenya as an investment hub in the region.

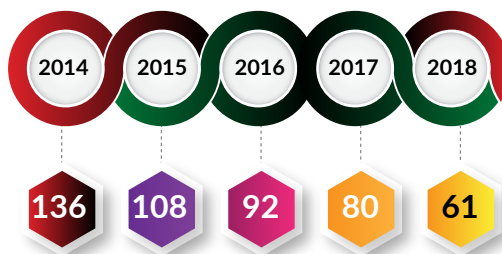
### 3.1.4 Ease of Doing Business

In 2013, KenInvest set up the framework for improving ease of doing business. Since then, Kenya has improved from rank 136 to 61 in the World Bank Ease of Doing Business Index. The country has also improved its ranking in the Global Competitiveness Index from 99 to 91.



#### KENYA DOING BUSINESS RANKINGS

#DoingBiz





### 3.1.5 Global Competitiveness Index (GCI) Survey

Kenya is currently the 93rd most competitive country in the world out of 140 countries ranked in the 2018 edition of the Global Competitiveness Report published by the World Economic Forum. Competitiveness Rank for Kenya averaged 96.92 between 2007 and 2018, reaching the worst ranking of 106 in 2011 and best ranking of 88 in 2007.

**KENYA COMPETITIVENESS RANK**



### 3.1.6 Knowledge Management and Information Assembly

An online investment facilitation platform (<http://eregulations.invest.go.ke/>) was developed with the support of UNCTAD and launched in December 2015. Since then, it has become the most visited platform in Africa; where investors from all parts of the world get information about the procedures of investing in different sectors. Currently, there are over 150 procedures uploaded in the platform; with over 125,000 users per month from over 140 countries.

### 3.1.7 One Stop Centre (OSC)

A modern One Stop Centre (OSC) for investors was finally set up in KenInvest new offices at the UAP Old Mutual Towers, Upper Hill of Nairobi. This OSC provides investors services under one roof. Currently, there are officers from National Environment Management Authority (NEMA), Kenya Power, Immigration, Registrar of Companies, and Export Processing Zones Authority attached to KenInvest.

### 3.1.8 Kenya Investment Policy (KIP)

KenInvest spearheaded and coordinated the development of the Kenya Investment Policy, which was part of the MTP II deliverables. The draft policy was subjected to stakeholder validation in November 2017. The policy provides for a holistic and coordinated approach to investing in Kenya, and proposes the establishment of a National Investment Council (NIC) to fast track decision making on key investment issues.

### 3.1.9 *Foreign Investment Survey*

We developed a mechanism for collection of harmonized and accurate investment data. In our efforts to improve data capturing, the Authority initiated dialogue with Central bank of Kenya (CBK) and Kenya National Bureau of Statistics (KNBS) to work on data collection of Foreign Direct Investments (FDI). Consequently, KenInvest partnered with KNBS and CBK to carry out two investment surveys in 2014 and 2016. UNCTAD also conducted capacity building for three (3) staff on FDI compilation and statistics in November 2014.

### 3.1.10 *Support to County Governments*

KenInvest has been working closely with devolved governments, especially the units responsible for investment promotion and facilitation. A County Investment Handbook was developed as a capacity building tool for county governments. This is now ready for publication. Moreover, every year KenInvest supports and participates in several County investment forums and workshops.

### 3.1.11 *Building Kenya's Future Multinational Corporations*

KenInvest developed a database of about 150 MSMEs that have been profiled and are being prepared for match making with larger domestic and foreign investors, and for subcontracting opportunities by large enterprises. This is under our Subcontracting and Partnership Exchange Programme previously supported by UNIDO. Several successful matchmaking cases have been achieved.

### 3.1.12 *Useful Networks and Partnerships*

KenInvest established strong networks and collaboration with international and local partners such as UNCTAD, UNIDO, WB/IFC, JETRO/JICA, Irish Embassy, COMESA/COMESA RIA, ITC/PIGA, UNDP, and USAID East Africa Trade & Investment Hub; KCB and Equity Bank. We also hosted Oxford Business Group (OBG) which has already prepared 4 independent reports on Kenya economy, which have played a major role in promoting Kenya in global networks.

## 3.2 **Challenges & Lessons Learnt From Implementation of KenInvest Strategic Plan 2013-2017.**

### 3.2.1 *Inadequate Funding*

The main challenge that faced KenInvest in the previous strategic plan period was inadequate funding by the exchequer. This affected implementation of the strategic plan especially with respect to institutional capacity strengthening.

The Authority received an annual budget of about Kshs 300 million in 2013 against the requirement of Kshs 1 billion. In the printed estimates for 2018/19, KenInvest is getting only Recurrent Budget of Kshs 199 million. A study in 2011 by University of Oxford showed that one dollar spent on investment promotion increases FDI inflows by 189 dollars and that 78 dollars spent on investment promotion creates an additional job by a foreign affiliate. Efforts to raise funding from development partners have been affected by uncertainty regarding merger of KenInvest with other state corporations. To address this challenge, the Authority plans to:-

- a) Strengthen the existing Resource Mobilization Strategy and implement it;
- b) Strengthen the existing and forge additional partnerships and collaboration arrangements with development partners, private sector and other institutional players in programme/project implementation and capacity building;
- c) Continue the efforts being made to create a Consultancy Unit in the organization to generate revenue; and

- d) Introduce other revenue generation measures such as charge a fee for investor incubation rooms in the One Stop Centre and invest in income earning assets.

### 3.2.2 *Inadequate Staffing*

In the period 2013-2017, the Authority lost several staff members to retirement, resignations and secondment to county governments. Due to recruitment freeze pending consideration of merger proposals and the budget constraint, many of those leaving could not be replaced. As a result, there are about 25 vacancies in the current established. Thus, by the end of the plan period the number of technical staff did not correspond to the increasing work load. This constrained service delivery and affected motivation levels of remaining staff. Moreover, the current organizational structure does not adequately address career and organizational progression. To address these challenges, the new strategic plan will consider the following measures: -

- a) Better remuneration, benefits & allowances for staff;
- b) Adequate training and skills development opportunities for staff to increase morale and motivation, and enhance productivity; and
- c) Review of the organizational to, among other things, address stagnation and succession planning, and enhance alignment to the mandate and strategy of the Authority.

### 3.2.3 *Insufficient Influence on Policy*

Relative to some of the leading investment promotion agencies (IPAs), KenInvest lacked sufficient clout and influence on matters critical to improvement of private investment growth during the plan period. To address this challenge, the Authority will advocate for operationalization of the National Investment Council and implementation of other aspects of the draft Kenya Investment Policy. This will also entail review of the Investment Promotion Act 2004 and its alignment to the foreign investment protection Act and other legislation impacting on investment.

### 3.2.4 *Land issues*

Land as a factor of production affects the initial cost of investment. Land transactions in Kenya are costly, bureaucratic and uncertain, making the country a high cost investment destination. The land problems in Kenya which impact negatively on investments include land registration, land demarcation, registration and transfer of titles, existence of multiple title deeds on the same piece of land, subdivision and consolidation, and change of user. To address this challenge, the Authority continue advocating for effective implementation of existing land sector policies on zoning, establishment of land banks for investment and other purposes, completion of digitization of all land records, and simplification and automation of land transactions.

### 3.2.5 *Cross cutting issues*

The implementation of devolved governance structure led to enactment of punitive finance bills and introduction of tax measures that raised the cost and inconvenience of doing business across the counties. Major insecurity incidences associated with terrorism also affected investment growth during the plan period. Other challenges experienced by investors in the period included high interest rates, infrastructural constraints particularly road transport, high cost of production and high rental fees. The highly uncertain political season of 2017 also led to a prolonged electioneering period causing investor apathy. To address this challenge, the Authority will advocate for and participate in:

- a) Capacity building for counties to harmonize levies imposed on business activities, and also in adopting the best practices in investment promotion;
- b) Local community sensitization and civic education in relation to investment matters;

- c) Establishment of development banks to provide long term investment financing; and
- d) Periodic engagement with regulators, facilitators and service providers.

### 3.3 SWOT ANALYSIS

While there are significant weaknesses and threats facing KenInvest as it embarks on the next strategic plan, the strengths and opportunities outweigh them (Table 2). Prospects of strong performance over the 2018-2022 period are therefore good.

Table 2: SWOT Analysis

STRENGTHS	WEAKNESSES
1. Mandate derived from the law (Investment Promotion Act, 2004).	1. Low budgetary allocation by the exchequer and overreliance on one source of funding.
2. Recognition as a reference point in investment promotion and facilitation.	2. Inadequate staffing, insufficient capacity building, and sub-optimal organization culture.
3. Existence of a One Stop Centre (OSC) for investor facilitation.	3. Low morale of staff due to job stagnation, lack of promotions and upgrading.
4. Staff members who have experience in investment promotion and facilitation, institutional memory and exposure on investment matters.	4. Inadequate ICT resources & capacity to implement management information systems.
5. Network of local and international partners, stakeholders and private sector players; and positive international recognition and reputation.	5. Limited clout and ability to influence policy.
6. Presence of regional offices (Eldoret, Kisumu and Mombasa) that enables the Authority to widen its scope and improve facilitation services in Counties.	6. Inadequate visibility among some government MDAs (stakeholders), which hampers quick facilitation of investors.
7. Good working relationship with county governments on investment issues.	7. Lack of presence in international investor source markets.
8. Adequate office space in a conducive environment that gives a positive image about Kenya.	8. Inadequate marketing and promotion efforts due to lack of resources.
9. Proposed Kenya Investment Policy that has potential to transform investment promotion and facilitation.	9. Weak legal mandate to register all investments (FDI & DDI).

OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> <li>1. Extensive domestic and international stakeholder networks.</li> <li>2. A resilient socio-economic environment, constitution of Kenya 2010 and devolved government.</li> <li>3. Political goodwill for KenInvest as the main body responsible for investment promotion and facilitation.</li> <li>4. Attractiveness of Kenya as an investment destination.</li> <li>5. The capital city of Nairobi offers high attractiveness as the regional business hub.</li> <li>6. UN headquarters for major agencies.</li> <li>7. Growth in regional and domestic economies.</li> <li>8. Investment opportunities within Big Four and Vision 2030 strategies.</li> <li>9. An enabling legislative environment.</li> <li>10. Digitization of government services e.g. eCitizen.</li> <li>11. Availability of investment capital from different parts of the world looking for good opportunities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Early heightened political activism ahead of the next general elections in 2022.</li> <li>2. High perception about corruption.</li> <li>3. Changes in hitherto pro-investment legislations.</li> <li>4. Tax increases keep away investors</li> <li>5. Duplication of services and overlap by other MDAs.</li> <li>6. Security concerns both locally and internationally.</li> <li>7. Infrastructural constraints and high cost of doing business.</li> <li>8. Unpredictable global economic shocks.</li> <li>9. Dumping of cheap and counterfeit goods in the market.</li> </ol>

### 3.4 PESTEL ANALYSIS

Except for concerns about prevalent political activism, pestel analysis (Table 3) for Kenya shows an encouraging political, economic, social, environmental, technological and legal environment suitable for development.

Table 3: Pestel Analysis

<b>Political</b>	Devolution	<ul style="list-style-type: none"> <li>• The introduction of a two-tier level of government, the national and county governments, ushered in an era of and equity in distribution of wealth and resources and therefore greater political stability, and also facilitated faster decision making.</li> <li>• The 2010 constitution has transformed political and economic governance and strengthened accountability and public service delivery at local levels.</li> <li>• However, corruption and misuse of public resources remains a major concern.</li> </ul>
	Membership to Regional and International Organizations	<ul style="list-style-type: none"> <li>• Kenya is a member of regional and international organizations and subscribes to relevant treaties e.g. UN, WTO, AU, COMESA and EAC. This enhances investor confidence.</li> </ul>
	Peace & Security	<ul style="list-style-type: none"> <li>• Regional peace, security and stability are key to Kenya’s development agenda.</li> <li>• Kenya is situated within a conflict prone region of the Great Lakes and Horn of Africa.</li> </ul>
	Governance and Corruption	<ul style="list-style-type: none"> <li>• Perception of bad governance and rampant corruption in the country affects investor confidence.</li> <li>• Transparency and accountability in management of public is important to improve on country image and governance.</li> </ul>
	2017 and 2022 general elections	<ul style="list-style-type: none"> <li>• Long electioneering period in 2017 caused investor apathy.</li> <li>• Early heightened political activity ahead of 2022 general elections could affect economic and investment performance.</li> </ul>

<b>Economic</b>	Regional Economic Hub	<ul style="list-style-type: none"> <li>• Being a major communications, logistics and financial hub; Indian Ocean port of Mombasa; strategic land borders with Ethiopia, South Sudan, Uganda, Tanzania, and Somalia, Kenya remains the hub of investment in the region.</li> <li>• It has a strong and diversified economy, with low inflation and macroeconomic stability.</li> </ul>
	Globalization	<ul style="list-style-type: none"> <li>• Kenya is globally recognized for its conducive investment environment, with its global ranking in the World Bank's Ease of Doing Business index improving from 136<sup>th</sup> in 2014 to 80<sup>th</sup> in 2017.</li> <li>• Economic growth is projected to remain stable at 5.6% in 2018 driven by diverse sectors.</li> <li>• Kenya is poised to become a global center in trade and investment competitiveness.</li> <li>• The current GDP is estimated at USD 80 billion (IMF), which is nearly 50% of East African Community (EAC) combined GDP.</li> <li>• Adoption of prudent macroeconomic policies will help safeguard Kenya's robust economic performance.</li> <li>• Globalization presents both opportunities and threats for Kenya. As part of a global village, Kenya can benefit from the global economic opportunities.</li> </ul>
<b>Social</b>	Progress towards achieving SDGs	<ul style="list-style-type: none"> <li>• Kenya met some of the millennium development goals targets, including reduced child mortality, near universal primary school enrolment, and narrowed gender gaps in education.</li> <li>• Interventions and increased spending on health and education are paying dividends.</li> <li>• Devolved health care and free maternal health care at all public health facilities will improve health care outcomes and develop a more equitable health care system.</li> </ul>
	Youthful Population	<ul style="list-style-type: none"> <li>• The population of Kenya at the end of 2017 was estimated at 46.5million (KNBS) ranking number 29 in the list of most populous countries in the world.</li> <li>• The proportion of youth (aged 15-24) in the population stood at 20.3 percent; above the world's average of 15.8 percent and 19.2 percent in Africa.</li> <li>• Unemployment levels of the youth stood at 17.3 per cent compared to only 6 percent for neighboring Uganda and Tanzania.</li> <li>• Addressing poverty, inequality, governance, and the skills gap between market requirements and the education curriculum will be major goals.</li> <li>• Kenya stands to reap demographic dividend from its predominantly young population since it is skilled and employable.</li> </ul>

<b>Environmental</b>	Environmental conservation	<ul style="list-style-type: none"> <li>• Sustainable investments in line with SDG goals and environmental standards (Clean development mechanism) will be targeted.</li> <li>• The green economy has been proposed as a means for catalyzing renewed national development.</li> <li>• Environmental awareness in Kenya’s public and private sectors is high, and the Constitution targets national forest cover of at least 10%.</li> </ul>
	Climate Change	<ul style="list-style-type: none"> <li>• Global warming and adverse climate have negatively affected Kenya’s productive sectors, and mitigation and adaptation strategies are in place.</li> <li>• However, there is need to enhance capacity for environmental policy planning.</li> </ul>
<b>Technological</b>	ICT	<ul style="list-style-type: none"> <li>• Development of a large-scale telecommunications infrastructure in Kenya, capable of delivering efficient and affordable info-communications service.</li> <li>• ICT advances over the past few decades have seen the convergence of broadcasting, telecommunications, computing and content.</li> <li>• ICT is playing the central catalytic role in pushing the development process forward and boosting the efficiency of the increasingly integrated global economy.</li> <li>• Kenya’s Internet penetration stands at 65.8 per cent with about 29.4 million subscriptions.</li> <li>• Increased access to the Internet, coupled with mobile money and internet banking is also driving e-commerce in Kenya.</li> <li>• Kenya is recognized as one of the global leaders in ICT-enabled technological innovations due to the Mpesa revolution.</li> </ul>
<b>Legal</b>	Legislative and investment policy framework	<ul style="list-style-type: none"> <li>• Investment Promotion Centre Act, 2004 governs the investment regulatory regime in Kenya.</li> <li>• Other pro-investment laws include the Foreign Investment Protection Act (FIPA), the Company Act 2015, the Kenyan Business Registration Services act, 2015, Special Economic Zones Act, 2015 and the EPZA Act; and Nairobi Financial Services Act, 2017.</li> <li>• All the above laws and other business enabling laws have contributed to an enabling business environment in Kenya.</li> <li>• Kenya is a member of the World Bank affiliated Multilateral Investment Guarantee Agency (MIGA) and the African Trade Insurance Agency.</li> <li>• Kenya is also a member of the International Centre for Settlement of Investment Disputes (ICSID).</li> <li>• The country ranks very high globally on legal rights index (WEF).</li> </ul>



### 3.5 STAKEHOLDER ANALYSIS

KenInvest works closely with various stakeholders to fulfil her mandate and has an obligation to meet the expectations of the stakeholders (Table 4). Key among KenInvest stakeholders are investors, the people and Government of Kenya, and the staff of the Authority.

Table 4: Stakeholder Analysis

Stakeholder	Stakeholder's Expectations	KenInvest expectations from stakeholders
Private Investors	<ul style="list-style-type: none"> <li>Timely delivery of services</li> <li>Competitive return on Investment</li> </ul>	<ul style="list-style-type: none"> <li>Increased investment</li> <li>Job creation</li> <li>Foreign exchange generation</li> <li>Transfer of technology and kills</li> </ul>
National Government	<ul style="list-style-type: none"> <li>Strong growth in high impact investment, widely distributed in the country</li> <li>Economic growth and development</li> <li>Job creation</li> </ul>	<ul style="list-style-type: none"> <li>Proper policies</li> <li>Adequate funding</li> <li>Fast and comprehensive response to investor concerns or requests</li> </ul>
Government Ministries, Departments and Agencies (MDAs)	<ul style="list-style-type: none"> <li>Level playing field for investment promotion and facilitation</li> </ul>	<ul style="list-style-type: none"> <li>Timely response to KenInvest proposals and support in policy, administrative, regulatory and legal interventions.</li> <li>Well packaged investment opportunities backed by good feasibility studies.</li> </ul>
Board	<ul style="list-style-type: none"> <li>Oversight over management issues</li> <li>Assist KenInvest to perform as per agreed performance contract</li> </ul>	<ul style="list-style-type: none"> <li>Lobbying for policy change and funding</li> <li>Provide support and leadership</li> </ul>
Regulators and Facilitators	<ul style="list-style-type: none"> <li>Complete documentation for processing of investor applications</li> <li>Disclosure of information</li> </ul>	<ul style="list-style-type: none"> <li>Timely processing of approvals, licenses and permits</li> <li>Clear and transparent procedures</li> <li>Professional handling of investors</li> <li>Fast response to communication and enquiries</li> </ul>

Stakeholder	Stakeholder's Expectations	KenInvest expectations from stakeholders
Regional Economic Blocks	<ul style="list-style-type: none"> <li>• Accessibility to a wider range of products and services</li> <li>• Updated and accurate information for investors</li> </ul>	<ul style="list-style-type: none"> <li>• Provide market information for the investors</li> <li>• Harmonize trade and investment policies</li> <li>• Deeper integration</li> <li>• Well packaged regional investment opportunities backed by good feasibility studies</li> <li>• Support to investment promotion and facilitation efforts</li> </ul>
Staff	<ul style="list-style-type: none"> <li>• KenInvest to provide conducive work environment</li> <li>• Personal development, training and mentorship and career progression</li> <li>• Equity &amp; fairness</li> </ul>	<ul style="list-style-type: none"> <li>• Effective, efficient and professional service delivery</li> <li>• Good governance and integrity</li> </ul>
General Public	<ul style="list-style-type: none"> <li>• Information dissemination</li> <li>• Professional service delivery</li> <li>• Increasing Job opportunities</li> <li>• Technology transfer</li> <li>• Wealth creation</li> </ul>	<ul style="list-style-type: none"> <li>• Provide labor to the investors, good work ethic and high level of integrity</li> <li>• Provide market for goods manufactured by the investors</li> <li>• Good relationship with the investors</li> </ul>
Providers of goods and services	<ul style="list-style-type: none"> <li>• Timely processing of payments for goods and services</li> </ul>	<ul style="list-style-type: none"> <li>• Timely provision of goods and services</li> <li>• High quality goods and services</li> <li>• High level of integrity</li> </ul>
Learning and research institutions	<ul style="list-style-type: none"> <li>• Collaboration and partnership in research</li> </ul>	<ul style="list-style-type: none"> <li>• Provide current data</li> <li>• Researching in investment environment</li> </ul>
Private sector organizations	<ul style="list-style-type: none"> <li>• Improved investment climate</li> <li>• Professional service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborate in addressing issues affecting the business environment; encourage expansion of investments</li> </ul>

Stakeholder	Stakeholder's Expectations	KenInvest expectations from stakeholders
County Government	<ul style="list-style-type: none"> <li>• Collaboration in investment promotion, project profiling, information sharing, and facilitation</li> </ul>	<ul style="list-style-type: none"> <li>• Zoning of land for investment, allocation of land banks for business/industrial development</li> <li>• Setting up county investment units</li> <li>• Provide information on available investment opportunities in the counties</li> <li>• Provide excellent investment environments</li> <li>• Collect, keep and share data on investment projects and related variables</li> </ul>
Kenya missions, embassies and honorary consulates	<ul style="list-style-type: none"> <li>• Updated bankable projects and investment opportunities</li> <li>• Investment information and data</li> <li>• Professional handling of investor delegations</li> </ul>	<ul style="list-style-type: none"> <li>• Promoting Kenya's interests abroad</li> <li>• Sourcing investors from host countries and sharing investor intelligence</li> <li>• Due diligence on prospective investors</li> <li>• Follow up with investors in the pipeline</li> </ul>
Development Partners & International organizations	<ul style="list-style-type: none"> <li>• Partnership and liaison</li> <li>• Information sharing</li> </ul>	<ul style="list-style-type: none"> <li>• Technical Support</li> <li>• Financial support</li> <li>• Capacity building</li> </ul>
Foreign Missions & embassies in Kenya	<ul style="list-style-type: none"> <li>• Updated bankable projects and investment opportunities</li> <li>• Investment information and data</li> </ul>	<ul style="list-style-type: none"> <li>• Information sharing</li> <li>• Generating business contacts</li> <li>• Disseminating information to their nationals</li> <li>• Linkage with private sector organizations and potential investors</li> <li>• Assisting with due diligence on prospective investors from their countries</li> </ul>
Parliament (national assembly and senate); and Judiciary	<ul style="list-style-type: none"> <li>• Increased investment leading to economic development</li> </ul>	<ul style="list-style-type: none"> <li>• Timely approval of house voted accounts</li> <li>• Facilitate passage of legal amendments</li> <li>• Facilitate investment attraction and execution</li> </ul>
Media	<ul style="list-style-type: none"> <li>• Periodic sharing of investment information</li> <li>• Timely communication on new investment issues</li> </ul>	<ul style="list-style-type: none"> <li>• Positive/accurate reporting of investment issues</li> <li>• Publicity on investment matters.</li> </ul>

## CHAPTER FOUR

### NEW STRATEGIC DIRECTION

#### 4.1 STRATEGIC FOCUS

The strategic area of focus in the next five years, 2018-2022, is to increase new high impact investments as espoused in the Big Four Agenda and the Vision 2030. Growing the level of private investment, that is foreign direct investment (FDI) and domestic direct investment (DDI), to at least 20% of GDP by 2022 will be KenInvest's key focus area. Increased FDI and DDI, especially of high quality or impact, will maximize employment opportunities, foreign exchange earnings, technology transfer and lessening of the debt burden for Kenya.

KenInvest will also focus on advocating for full and speedy implementation of the Kenya Investment Policy (KIP) and operationalization of the proposed National Investment Council (NIC) to give her more impetus in promoting and facilitating new investments in the county; as well as play a more direct role in influencing investment policy space. Continued partnership and collaboration with stakeholders shall be sustained in order to ensure harmony in the conduct of our activities. Other focus areas will be continued advocating for further investment climate improvement, institutional strengthening and capacity development for long term sustainability of KenInvest.

#### 4.2 STRATEGIC OBJECTIVES

The strategic objectives for the period 2018-2022 are to:

1. Attract and facilitate private investment of Kshs 1.1 Trillion and create 150,000 jobs within the plan period;
2. Contribute to building Kenya's future Multinational Corporations through MSMEs support;
3. Enhance investment environment quality for Kenya to be ranked among the top 40 countries globally in the World Bank Ease of Doing Business;
4. Enhance partnership and collaboration with stakeholders to increase growth of private investments;
5. Provide leadership in the co-ordination and provision of investment information and data; and
6. Develop and strengthen institutional capacity and capability for long-term sustainability.

Table 5 below summarizes strategies identified for each of these strategic objectives. The Implementation Matrix (Annex 1), provides details of the activities, programs and their funding requirements under each strategy.

Table 5: Strategic Objectives and Strategies

STRATEGIC OBJECTIVE	STRATEGIES
Attract and facilitate private investment of Kshs 1.1 Trillion and create 150,000 jobs	<ul style="list-style-type: none"> <li>• Develop and implement Kenya investment promotion strategy targeting high quality and impact DDI and FDI in priority sectors of the economy</li> <li>• Effective and efficient investor facilitation and aftercare services</li> <li>• Advocate for a conducive investment environment</li> <li>• Automation and Digitization of services</li> <li>• Enhance collaboration and partnership</li> </ul>
STRATEGIC OBJECTIVE 2	STRATEGIES
Contribute to Building Kenya's future Multinational Corporations through MSMEs support	<ul style="list-style-type: none"> <li>• Develop and implement a MSMEs Support Strategy and Action Plan</li> <li>• Establish a MSMEs Capacity Development Centre</li> <li>• Organize an Annual Entrepreneurial Champions Forum</li> </ul>
STRATEGIC OBJECTIVE 3	STRATEGIES
Enhance investment environment quality for Kenya to be ranked among the top 40 countries globally in the World Bank Ease of Doing Business	<ul style="list-style-type: none"> <li>• Conduct regular investment surveys, studies and missions to identify problem areas and solicit for remedial proposals</li> <li>• Enhance linkages and collaboration with MDAs to improve investment facilitation</li> <li>• Review of Investment laws and policies and Advocate for amendments</li> </ul>
STRATEGIC OBJECTIVE 4	STRATEGIES
Enhance partnership and collaboration with stakeholders to increase growth of private investments	<ul style="list-style-type: none"> <li>• Develop and implement a partnership and collaboration strategy and action plan</li> <li>• Seamless collaborative work with county governments</li> </ul>
STRATEGIC OBJECTIVE 5	STRATEGIES
Provide leadership in the co-ordination and provision of investment information and data	<ul style="list-style-type: none"> <li>• Develop and implement an investment data strategy and action plan</li> <li>• Finalize data sharing MOUs with relevant partners</li> <li>• Quarterly Investment Bulletin and Roundtable</li> <li>• Amendment of Investment Promotion Act of 2004 to provide for mandatory reporting or registration to KenInvest</li> <li>• Leverage on ICT systems to promote and facilitate investments.</li> </ul>
STRATEGIC OBJECTIVE 6	STRATEGIES
Develop and strengthen institutional capacity and capability for long-term sustainability	<ul style="list-style-type: none"> <li>• Develop and implement an institutional capacity and capability transformation strategy and action plan</li> <li>• Review and implement Resource Mobilization Strategy</li> <li>• Invest in an income-generating asset in line with KenInvest mandate (such as convention centre)</li> <li>• Enhance staff capacity development and develop a change management programme</li> <li>• Strengthen Performance Management System</li> </ul>

### 4.3 FINANCIAL REQUIREMENTS

The financial resources required for implementation of this strategic plan are estimated at about Kshs 6 Billion over the period 2018-2022 (Table 6). The resources will be mobilized from the exchequer, development partners, and from internal revenue generation.

Table 6: Financial Requirements FY 2018/2019-2022/ 2023

Strategic Objective	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22	Totals(4 Years)
OBJECTIVE 1: Attract and facilitate private investment of Kshs 1.1 Trillion and create 150,000 jobs	386,850,000.00	438,227,500.00	495,917,875.00	570,305,556.25	1,891,300,931.25
OBJECTIVE 2: Contribute to building Kenya's future Multinational Corporations through MSMEs support	50,000,000.00	50,000,000.00	50,000,000.00	50,000,000.00	200,000,000.00
OBJECTIVE 3: Enhance investment environment quality for Kenya to be ranked among the top 40 countries globally in the World Bank Ease of Doing Business	90,100,000.00	113,095,000.00	130,059,250.00	149,568,137.50	482,822,387.50
OBJECTIVE 4: Enhance partnership and collaboration with stakeholders to increase growth of private investments	63,200,000.00	83,480,000.00	96,002,000.00	110,402,300.00	353,084,300.00
OBJECTIVE 5: Provide leadership in the co-ordination and provision of investment information and data	27,500,000.00	34,450,000.00	34,062,500.00	38,521,875.00	134,534,375.00
OBJECTIVE 6: Develop and strengthen institutional capacity and capability for long-term sustainability	366,900,000.00	615,335,000.00	881,919,000.00	1,014,206,850.00	2,878,360,850.00
<b>GRAND TOTAL</b>	<b>984,550,000.00</b>	<b>1,334,587,500.00</b>	<b>1,687,960,625.00</b>	<b>1,933,004,718.75</b>	<b>5,940,102,843.75</b>

## 4.4 KEY ASSUMPTIONS

In the preparation of the strategic plan, the following key assumptions were made: -

- The country will continue to enjoy socio-political and economic stability in the medium term, 2018-2022. A stable environment is a prerequisite for sustainable economic growth and development.
- The Kenya Investment Policy will be implemented and the National Investment Council operationalized.
- The Authority will retain her position and mandate as the main agency responsible for promoting and facilitating local and foreign investments in Kenya, and will not be merged.
- The country will continue improving its ranking in ease of doing business and global competitiveness indices.
- The Authority will receive adequate funding from the exchequer to support implementation of this strategic plan.
- Development partners will continue to support KenInvest's programs and also implementation of this strategic plan.
- The Authority will be placed in the highest category of state corporations to enable it attract and retain talent.



## CHAPTER FIVE:

### IMPLEMENTATION, MONITORING AND EVALUATION

#### 5.1 Introduction

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

#### 5.2 Performance Review Plan

The strategic plan will be implemented through annual work plans prepared as per balanced score card approach (BSC), and performance contracts negotiated and signed with the parent ministry and National Treasury. These will be cascaded 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. Annual State of Investment Surveys
7. Annual State of Investment Forums
8. Independent mid-term review in early 2020-21 FY

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

Table 7: 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
	Annual State of Investment Forum	Based on annual state of investment survey, the forum will bring stakeholders together to consider whether investment targets and contribution into the Big 4 Agenda and Vision 2030 are being achieved.	Annual	Budget & Planning Committee  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

Target	Type of Report	Purpose	Frequency	By
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	Detail 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 annual state of investment survey, the forum will bring stakeholders together to consider whether investment targets and contribution into the Big 4 Agenda and 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.	Once, early 2020-21 FY	Consultant  Managing Director
Managing Director	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	Managers
General Managers	Monthly progress reports (All departments consolidated for the MD)	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 enquiry reports.	Monthly	Managers
Staff	Weekly work plan reviews (consolidated for GM)	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	Officers
	Institutional information	Information to staff on the status of the institution, achievements and expectations including Human Resource Management.	Monthly	Managing Director/ FA & HR

Target	Type of Report	Purpose	Frequency	By
Investors	Investment related reports/ publications	Regular reports from meetings, conferences forums, after care reports, advocacy reports, e.t.c.	Quarterly	General Managers
	Annual State of Investment & Customer Satisfaction Report	Conduct a state of investment and customer satisfaction survey to gauge the level of service delivery and satisfaction, and identify the key hindrances for attention.	Annually	Managing Director
Relevant government institutions and the wider stakeholder community	<ul style="list-style-type: none"> <li>● Performance contract report</li> <li>● Annual state of investment reports</li> <li>● Journals, newsletters, conference reports, website postings</li> </ul>	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.	Corporate Communications  Managing Director

## CHAPTER SIX

### STAFFING

#### 6.1 Human Resource Staffing Needs 2018-2022

A major priority for the next plan period is to enhance institutional capacity and capability. To achieve this objective and improve staff motivation, staff capacity building, recruitment and better remuneration will be addressed. The Authority will strive to retain competent and experienced human resource, and to ensure optimal staffing levels as per the approved staff establishment levels. In addition, the Authority will employ strategies aimed at promoting performance and results based culture, strengthening corporate governance, and ensuring prudence in management of human resources.

#### 6.2 Proposed Structure 2018-2022

With the support of the State Corporations Advisory Committee (SCAC), the Authority has developed a new organizational structure capable of implementing the strategic plan (Table 8; Figure 1). In the new structure, the staff establishment has been increased to 140 from 86 in the current structure that was approved and operationalized in 2008. The challenge of career stagnation has also been addressed and departments restructured for greater effectiveness.

The need to hire more staff is critical and urgent. The Authority staff complement is only about 60 against the need of 140. Moreover, slightly over 40% of the staff members are over 45 years of age.

Table 8: Organizational Structure

MANAGING DIRECTOR'S OFFICE			
S/No.	New Designation	Grade	Optimal Staffing
1	Managing Director	1	1
2	*Personal Assistant	5/4	*
3	Office Administrator / Senior Office Administrator	7/6	1
4	Driver / Senior Driver	9/8	1
5	Office Assistant / Senior Office Assistant	10/9	1
	<b>TOTAL</b>		<b>4</b>
OFFICE OF THE CORPORATION SECRETARY AND LEGAL			
S/No.	New Designation	New Grade	Optimal Staffing
	Corporation Secretary & Director, Legal Affairs	2	1
	Legal Affairs		
	Manager Legal /Principal Legal or Adviser	6/5/4	1
	<b>TOTAL</b>		<b>2</b>

DIRECTORATE OF INVESTMENT, PROMOTION AND FACILITATION			
S/No.	New Designation	New Grade	Optimal Staffing
1	Director, Investment Promotion & Facilitation	2	1
2	Assistant Office Administrator / Senior Assistant Office Administrator	8/7	1
4	Office Assistant / Senior Office Assistant	10/9	1
<b>TOTAL</b>			<b>3</b>
SECTORAL DEPARTMENTS			
C	New Designation	New Grade	Optimal Staffing
1	Manager Agriculture/Trade & Industrialization/Services/ Infrastructure & Housing/Social Services	3	5
2	Principal Investment Adviser	4	5
3	Senior Investment Adviser	5	5
4	Investment Adviser/Senior	7/6	10
Sub Total			25
One Stop Centre			
1	Principal Investment Adviser	4	1
2	Senior Investment Adviser	5	2
3	Investment Adviser	7/6	4
4	Customer Care Assistant	7	2
Sub Total			9
<b>TOTAL</b>			<b>23</b>
S/No.	New Designation	New Grade	Optimal Staffing
1	Manager Business Development Services	3	1
Business Development			
2	Principal Investment Adviser	4	1
3	Investment Adviser/Senior	6/5	2
<b>TOTAL</b>			<b>4</b>

S/No.	New Designation	New Grade	Optimal Staffing
1	Manager Consultancy Services	3	1
Consultancy Services			
2	Principal Adviser	4	1
3	Adviser/ Senior	6/5	2
	<b>TOTAL</b>		<b>4</b>
1	Manager Regional Coordination	3	4
2	Investment Adviser/Senior	6/5	9
	<b>TOTAL</b>		<b>13</b>
<b>DIRECTORATE OF CORPORATE SERVICES</b>			
S/No.	New Designation	New Grade	Optimal Staffing
1	Director, Corporate Services	2	1
2	Assistant Office Administrator / Senior Assistant Office Administrator	8/7	1
	<b>TOTAL</b>		<b>2</b>

**FINANCE AND ACCOUNTS DEPARTMENT**

New Designation	New Grade	Optimal Staffing
Manager, Finance and Accounts	3	1
Senior Accountant or Principal Accountant	5/4	1
Accountant	6	1
Finance Adviser	6	1
Accounts Assistant / Senior	8/7	1
<b>TOTAL</b>		<b>5</b>

**HUMAN RESOURCE AND ADMINISTRATION DEPARTMENT**

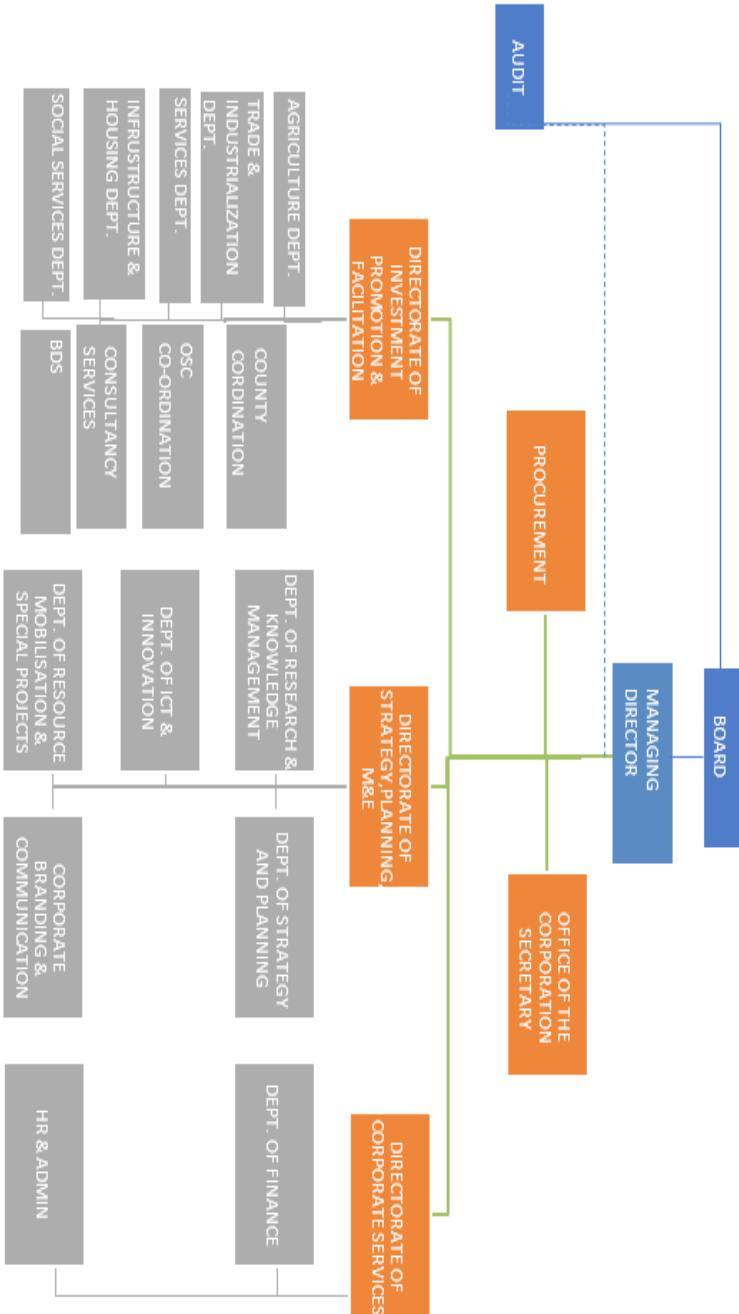
New Designation	New Grade	Optimal Staffing
Manager, Human Resource & Administration	3	1
Senior Human Resource Adviser or Principal Human Resource Adviser	5/4	1
Human Resource Adviser/Senior	6/5	1
<b>TOTAL</b>		<b>3</b>
<b>RECORDS MANAGEMENT</b>		
Records Management Adviser /Senior	6/5	2
Records Management Assistant /Senior Records Management Assistant	8/7	1
<b>TOTAL</b>		<b>3</b>

<b>ADMINISTRATION</b>		
Administration Assistant/Senior Administration Assistant	7/6	1
<b>CUSTOMER CARE – RECEPTIONIST/TELEPHONIST</b>		
Customer Care Assistant/ Senior	8/7	4
<b>DRIVER</b>		
Driver/ Senior Driver	9/8/7	7
<b>OFFICE ASSISTANTS</b>		
Office Assistant/Senior Office Assistant	10/9	3
<b>ADMINISTRATIVE ASSISTANTS</b>		
Administrative Assistant/Senior	8/7	10
Executive Administrative Assistant	6	1
<b>TOTAL</b>		<b>32</b>
<b>PROCUREMENT DEPARTMENT</b>		
New Designation	New Grade	Optimal Staffing
Manager, Procurement	3	1
Principal or Senior or Adviser	6/5/4	1
Procurement Assistant/Senior	8/ 7	2
<b>TOTAL</b>		<b>4</b>
<b>INTERNAL AUDIT DEPARTMENT</b>		
New Designation	New Grade	Optimal Staffing
Manager, Internal Audit	3	1
Principal Internal Auditor	4	1
Internal Auditor/ Senior	6/5	1
<b>TOTAL</b>		<b>3</b>
<b>DIRECTORATE OF STRATEGY, PLANNING, MONITORING &amp; EVALUATION</b>		
Director: Strategy, Planning, Monitoring & Evaluation	2	1
Office Administrative Assistant	8	1
Driver	9/8	1
Total		3
<b>DEPARTMENT OF PLANNING, MONITORING &amp; EVALUATION</b>		
Manager, Planning, Monitoring & Evaluation	3	1
Senior/Principal Planning, Monitoring & Evaluation Adviser	5/4	1
Senior/Principal Quality Assurance and Risk Management Adviser.	5/4	1
Planning Adviser/Senior	6/5	2
Quality Assurance and Risk Management Adviser	6/5	1
<b>TOTAL</b>		<b>6</b>

DEPARTMENT OF STRATEGY, RESOURCE MOBILIZATION & SPECIAL PROJECTS		
Manager, Resource Mobilization & Special projects	3	1
Adviser/senior/Principal Resource Mobilization & Special Projects	6/5/4	2
Total		3
DEPARTMENT OF CORPORATE RESEARCH & COMMUNICATION		
Manager, Corporate Research & Communication	3	1
Principal Communication/Editorial Adviser	4	1
Marketing and Branding Adviser/Senior	6/5	1
Audio Video Visual Adviser	6/5	1
Corporate Research Adviser/Senior	6/5	1
<b>TOTAL</b>		<b>5</b>
DEPARTMENT OF INFORMATION AND COMMUNICATION TECHNOLOGY		
Manager, ICT	3	1
Principal ICT Adviser	4	1
ICT Adviser/Senior	6/5	1
ICT Assistant/Senior	8/7	1
Total		4
DEPARTMENT OF KNOWLEDGE MANAGEMENT		
ICT Adviser/Senior	6/5	1
ICT Assistant/Senior	8/7	2
DEPARTMENT OF KNOWLEDGE MANAGEMT		
Knowledge Management Advisor/ Senior	5/6	1
Knowledge Management Assistant / Senior	8/7	1
<b>TOTAL</b>		<b>2</b>
<b>GRAND TOTAL</b>		<b>140</b>



Figure 1: Proposed Organization Structure



APPENDIX 1: IMPLEMENTATION MATRIX FOR KENINVEST STRATEGIC PLAN 2018-2022

Strategies	Activities	Outputs	Output Indicator/ Means of Verifi- cation	Responsi- ble	Target 2018-19	Target 2019-2020	Target 2020-2021	Target 2021-22	Budget 2018-19, Kshs M	Budget 2019-20, Kshs M	Budget 2020-21, Kshs M	Budget 2021-22, Kshs M	Totals( 4 Years), Kshs M
OBJECTIVE 1 – Attract and facilitate private investment of Kshs 1.1 Trillion and create 150,000 jobs													
1.1 Develop and implement Kenya investment promotion strategy targeting high quality and impact DDI and FDI in priority sectors of the economy (Big 4 Agenda and MTP III of Vision 2030, among others)	1.1.1	Work with relevant stakeholders to profile and package public & private partnership (PPP) and sectoral investment opportunities and the incentives available or required.	PPP and Sector investment opportunity profiles  Memorandums on incentive reviews	IPD  Profiling Team  Sector Teams	10 profiles  5 Memos	10 profiles  5 Memos	10 profiles  5 Memos	10 profiles  5 Memos	30.00	35.00	40.00	45.00	150.00
	1.1.2	Identify (through research) target high impact companies with potential to invest in Kenya's priority sectors.	Market research and database of target investors	RPAP  IPD  Sector Teams	10 Reports  20 target investors	10 Reports  20 target investors	10 Reports  20 target investors	10 Reports  20 target investors	10.00	11.50	13.00	15.00	49.50
	1.1.3	Develop and implement investment promotion and marketing strategy, and annual marketing plans, and undertake campaigns in line with identified target investors.	Investment promotion & marketing strategy  Annual marketing plans & their implementation  Attraction of new investment projects into the priority sectors	Marketing strategy (1)  Annual marketing plan (1)  Quarterly & Annual Implementation Reports  No. of new investment projects	IPD  RPAP  Sector Teams	Develop Marketing Strategy/ Develop & Implement Marketing Plan for 2018-19  50 new investment projects attracted	Develop & Implement Marketing Plan for 2019-20  60 new investment projects attracted	Develop & Implement Marketing Plan for 2020-21  60 new investment projects attracted	Develop & Implement Marketing Plan for 2021-22  50 new investment projects attracted	5000	75.00	80.00	80.00
1.1.4	Develop and regularly update information packs, guides and other investment promotional materials.	Marketing collateral	No. of promotional materials produced and distributed	IPD  RPAP	1,500	5,000	5,000	5,000	3.00	12.00	12.00	12.00	39.00

Strategies	Activities	Outputs	Output Indicator/ Means of Verifi- cation	Responsi- ble	Target 2018-19	Target 2019-2020	Target 2020-2021	Target 2021-22	Budget 2018-19 Kshs M	Budget 2019-20 Kshs M	Budget 2020-21 Kshs M	Budget 2021-22 Kshs M	Totals( 4 Years), Kshs M
	11.5	Conduct sector, sub-sector and commodity value chain studies and disseminate them to potential investors	No. of sector studies.	RPAP Sector Teams	6	12	12	12	10.00	15.00	15.00	15.00	55.00
	11.6	Subscribe to relevant associations and networks	No. of subscriptions No. of capacity building opportunities	IPD IS RPAPF & A	2	3	3	3	3.00	5.00	5.00	5.00	18.00
	11.7	Subscribe to investor databases and other important technical resources such as reports	No. of subscriptions	RPAP F&A	1	3	3	3	2.50	7.50	7.50	7.50	25.00
	11.8	Enhance local and international linkages and partnerships with stakeholders to facilitate investment marketing and promotion	No. of MoUs, Service Level Agreements and Contracts No. of joint or partnership events	IPD Sector Teams L&C	5	5	5	5	5.00	10.00	10.00	10.00	35.00
1.2 Effective and efficient investor facilitation and aftercare services	1.2.1	Strengthen the OSC by equipping the units with requisite equipment, furniture & human resource capacity; team building and providing motivational incentives.	Level (%) of resourcing OSC staff satisfaction level (%) OSC customer satisfaction level (%)	IS ICT F&A	50	100	100	100	5.00	7.50	10.00	10.00	32.50

Strategies	Activities	Outputs	Output Indicator/ Means of Verification	Responsible	Target 2018-19	Target 2019-2020	Target 2020-2021	Target 2021-22	Budget 2018-19, Kshs M	Budget 2019-20, Kshs M	Budget 2020-21, Kshs M	Budget 2021-22, Kshs M	Totals( 4 Years), Kshs M
	1.2.2	Automate OSC services through a case management system and eventually integration of OSC partner ICT systems(Digital OSC)	Case Management System (CSM) Level of OSC partner ICT systems integration (%)	IS ICT	CSM in place 25	50	75	100	10.00	10.00	10.00	10.00	40.00
	1.2.3	Review and Implement the Aftercare Programme	Revised strategy Strategy implementation rate (%)	IS	Revision of strategy completed 50	75	100	100	5.00	10.00	12.50	12.50	40.00
		Investor confidence and more expansions and reinvestments	No. of companies supported through physical visits, email or phone contact Level of investor satisfaction (%)	IS Sector Teams	180 70	180 75	250 80	250 90	10.00	15.00	15.00	15.00	55.00
		Aftercare and policy advocacy forums	No. of surveys No. of investor visits	RPAP IS	3	8	8	8	7.50	15.00	15.00	15.00	52.50
	1.2.4	Design and implement annual investor surveys including on investors visiting OSC	No. of surveys No. of survey reports (Quarterly at OSC and 1 for national survey)	IS RPAP	2 2	2 6	2 6	2 6	5.00	12.00	12.00	12.00	41.00

Strategies	Activities	Outputs	Output Indicator/ Means of Verifi- cation	Responsi- ble	Target 2018-19	Target 2019-2020	Target 2020-2021	Target 2021-22	Budget 2018-19, Kshs M	Budget 2019-20, Kshs M	Budget 2020-21, Kshs M	Budget 2021-22, Kshs M	Totals( 4 Years), Kshs M	
1.3 Advocate for a conducive investment environment	1.3.1	Track progress on investment environment from usual interactions with investors and prepare quarterly reports and policy advocacy memorandums for reform	No. of progress reports	IPD	1	4	4	4	3.00	10.00	10.00	10.00	33.00	
			No. of advocacy memorandums	IS	2	8	8	8						
			No. of media articles and/or interviews for advocacy	RPAP	2	10	10	10						
1.4 Automation and Digitization of services	1.4.1	Revise the ISO procedures for all departments and convert them into simple and clear SOPs, and update them annually	No. of reports	RPAP	1	1	1	1	-	5.00	5.00	5.00	15.00	
			Depts & Units complying (%)	MD	100%	100%	100%	100%	5.00	5.00	5.00	5.00	20.00	
			Level of automation (%)	All Departments & Units	10	50	100	100	100	5.00	20.00	10.00	5.00	40.00
1.4.2	Automate the SOPs and develop an APP to improve investment promotion and facilitation services	Level of automation (%)	All Departments & Units	10	50	100	100	100	5.00	20.00	10.00	5.00	40.00	
		Automated SOPs												
		Automate performance management on fast track basis	F&A	100	100	100	100	100	5.00	10.00	0.00	0.00	15.00	
1.4.3	Automate performance management on fast track basis	Level of automation (%)	ICT	Manual performance management system revised and piloted	100	100	100	100	5.00	10.00	0.00	0.00	15.00	

Strategies	Activities	Outputs	Output Indicator/ Means of Verification	Responsible	Target 2018-19	Target 2019-2020	Target 2020-2021	Target 2021-22	Budget 2018-19, Kshs M	Budget 2019-20, Kshs M	Budget 2020-21, Kshs M	Budget 2021-22, Kshs M	Total 4 Years, Kshs M
2.1 MSME capacity development	2.1.1	Develop MSMEs Support Strategy and Action Plan	MSME support strategy	IPD BDS MD	Develop MSMEs Support Strategy and Action Plan	Implement action plan as per the schedule	Implement action plan as per the schedule	Implement action plan as per the schedule	1.00	20.00	25.00	30.00	76.00
					Develop concept note	Equip and launch physical centre	Develop digital centre	Maintenance of the centre	0.50	35.50	10.00	23.00	69.00
	2.1.2	Establish MSMEs Capacity Development Centre	Equipped capacity development centre	BDS Partners	Develop concept note	Equip and launch physical centre	Develop digital centre	Maintenance of the centre	0.50	1.00	1.00	1.00	3.50
					Carry out training needs analysis	Train 100 MSMEs	Train 100 MSMEs	Train 100 MSMEs	1.50	2.00	3.50	4.00	11.00
2.2 MSME Market linkages and integration into value chains	2.2.1	Develop MSME market segment	Correspondence with market channels and MoUs	BDS	Profile and benchmark 40 enterprises	Profile and benchmark 40 enterprises	Profile and benchmark 40 enterprises	Profile and benchmark 40 enterprises	5.00	6.50	10.00	12.50	43.00
					Domestic market segment	Regional market segment	International market segment	International market segment	0.00	0.00	0.00	0.00	0.00
	2.2.2	Provide linkage to financial services	Number of MSMEs financed	BDS Partners	10 MSMEs linked	50 MSMEs linked	50 MSMEs linked	50 MSMEs linked	0.00	0.00	0.00	0.00	0.00
					160 MSMEs linked to financiers	10 MSMEs matched	13 MSMEs matched	15 MSMEs matched	0.50	0.50	1.00	1.00	3.00
2.2.3	Facilitate MSMEs to access online resources; support services and the partners they need to grow their businesses	Database of identified potential partners and online portal, match making	Partnership database	BDS Partners	Develop database of potential partners	10 MSMEs matched	13 MSMEs matched	15 MSMEs matched	0.00	0.00	0.00	0.00	0.00
					BDS framework concept note	Stakeholder engagement meetings	Concept Validation	National framework established	0.00	1.50	2.50	2.50	6.50
2.3 MSME sector promotion	2.3.1	Develop MSME database	Database	BDS	Identification of MSMEs	Database development	Update of database	Update of database	0.00	0.00	0.00	0.00	0.00

Strategies	Activities	Outputs	Output Indicator/ Means of Verification	Responsible	Target 2018-19	Target 2019-2020	Target 2020-2021	Target 2021-22	Budget 2018-19, Kshs M	Budget 2019-20, Kshs M	Budget 2020-21, Kshs M	Budget 2021-22, Kshs M	Totals (4 Years), Kshs M
	2.3.2	Organize an Annual Entrepreneurial Champions Forum	Forum report	BDS MD Partners	Concept note	1 Forum	1 Forum	1 Forum	0.00	20.00	20.00	20.00	60.00
	2.3.3	Profile MSME focussed investment opportunities under the Big 4 Agenda	Information packs on the 4 sectors	BDS Partners	Information packs generated and distributed	Information packs generated and distributed	Information packs generated and distributed	Information packs generated and distributed	3.00	5.00	7.5	9.5	25.00
	2.3.4	Facilitate SME involvement in county, national and international investment/business forums	Number of MSMEs involved in forums	BDS Partners	10	15	20	25	1.00	4.50	5.00	6.50	17.00
<b>SUBTOTAL FOR STRATEGY</b>									1.8	96	85	110	314
	<b>OBJECTIVE 3 – Enhance Investment Environment to be the Top 40 Country in Ease of Doing Business Globally</b>												
3.1 Improve Kenya's competitiveness	3.1.1	Maintain surveillance on Kenya's ranking under various business environment indices and participate or coordinate action for continuous improvement	Improved ranking of Kenya under the World Bank's Ease of Doing Business Index, World Economic Forum's Global Competitiveness Index, and other indices	RPAP MD Partners	10	10	10	10	8.00	8.00	8.00	8.00	32.00

Strategies	Activities	Outputs	Output Indicator/ Means of Verification	Responsible	Target 2018-19	Target 2019-2020	Target 2020-2021	Target 2021-22	Budget 2018-19, Kshs M	Budget 2019-20, Kshs M	Budget 2020-21, Kshs M	Budget 2021-22, Kshs M	Totals( 4 Years), Kshs M
	2.3.2	Organize an Annual Entrepreneurial Champions Forum	Forum report	BDS MD Partners	Concept note	1 Forum	1 Forum	1 Forum	0.00	20.00	20.00	20.00	60.00
	2.3.3	Profile MSME focused investment opportunities under the Big 4 Agenda	Information packs on the 4 sectors	BDS Partners	Information packs generated and distributed	Information packs generated and distributed	Information packs generated and distributed	Information packs generated and distributed	3.00	5.00	7.5	9.5	25.00
	2.3.4	Facilitate SME involvement in county, national and international investment/business forums	Number of MSMEs involved in forums	BDS Partners	10	15	20	25	1.00	4.50	5.00	6.50	17.00
<b>SUBTOTAL FOR STRATEGY</b>									18	96	85	110	<b>314</b>
	<b>OBJECTIVE 3 – Enhance Investment Environment to be the Top 40 Country in Ease of Doing Business Globally</b>												
3.1 Improve Kenya's competitiveness	3.1.1	Maintain surveillance on Kenya's ranking under various business environment indices and participate or coordinate action for continuous improvement	Improved ranking of Kenya under World Bank's Ease of Doing Business Index, World Economic Forum's Global Competitiveness Index, and other indices	RPAP MD Partners	10	10	10	10	8.00	8.00	8.00	8.00	32.00



Strategies	Activities	Outputs	Output Indicator/ Means of Verifi- cation	Responsi- ble	Target 2018-19	Target 2019-2020	Target 2020-2021	Target 2021-22	Budget 2018-19, Kshs M	Budget 2019-20, Kshs M	Budget 2020-21, Kshs M	Budget 2021-22, Kshs M	Totals( 4 Years), Kshs M
	3.1.2	Advocate for and participate in the adoption and implementation of the Kenya Investment Policy (KIP)	Cabinet Approval Level of implementation (%)	RPAP MD	Cabinet approval 10	50	75	100	5.00	30.00	30.00	30.00	95.00
	3.1.3	Advocate for operationalization of the National Investment Council (NIC) and provide effective secretariat services	Formal mandate for Keninvest to serve as Secretariat	L&C RPAP MD	Formal es- tablishment of NIC and appoint- ment of secretariat	Develop strategic plan and annual work plan; implement	Devel- op and implement annual work plan	Devel- op and implement annual work plan	5.00	10.00	10.00	10.00	35.00
	3.1.4	Keep surveillance and conduct market research on investment environment	No. of NIC Meetings and Reports		1	4	4	4					
	3.1.5	Advocate for review or amendment of laws and policies on investment	No. of laws and policies amended	L&C	1	2	2	2	3.00	5.00	5.00	5.00	18.00
3.2 Coordinate investment surveys, studies & missions	3.2.1	Coordinate and Conduct FDI & DDI surveys, and studies	Details as per strategy 1.3, activity 1.24, and activity 3.1.4										
	3.2.2	Prepare and publish investment reports	no. of investment reports, briefs produced	IS	Quarterly reports/briefs	Quarterly reports/briefs	Quarterly reports/briefs	Quarterly reports/briefs	3.50	4.00	4.60	5.30	17.40
	SUBTOTAL FOR STRATEGY												
4.1 Develop and implement a partnership and collaboration strategy and action plan	4.1.1	Develop strategy and action plan	Strategy and Action Plan	All Depts MD	Strategy & Action Plan prepared and approved by Board	=	=	Strategy & Action Plan reviewed and revised	2.00	0.00	0.00	5.00	7.00
									24.5	57	57.6	58.3	197.4

Strategies	Activities	Outputs	Output Indicator/ Means of Verifi- cation	Responsi- ble	Target 2018-19	Target 2019-2020	Target 2020-2021	Target 2021-22	Budget 2018-19, Kshs M	Budget 2019-20, Kshs M	Budget 2020-21, Kshs M	Budget 2021-22, Kshs M	Totals (4 Years), Kshs M
	4.1.2	Implement Ac- tion Plan	Level of implemen- tation (%)	RPAP MD	25	75	100	100	3.00	10.00	10.00	10.00	33.00
	4.1.3	Develop and im- plement modali- ties of promoting private sector investment op- portunities	Status of Paper No. of private investment projects promoted under the policy	Profiling Team MD	Paper ap- proved by Board 5	Implemen- tation 20	Implemen- tation 20	Implemen- tation 20	2.00	3.00	3.00	3.00	11.00
	4.1.4	Work with partners and coordinate the organization of regular national and international investment con- ference KIICO	Conference Reports No. of investment leads and deals	IPD	-	KIICO 2019 20	KIICO 2020 30	KIICO 2021	0.00	40.00	40.00	40.00	120.00
	4.1.5	Partner with local & interna- tional partners & institutions in capacity building programmes on investment matters	No. of capacity building programs No. of capacity building events No. of people bene- fitting	All Depts MD	1 2 20	3 5 100	3 5 100	3 5 100	5.00	10.00	10.00	10.00	35.00
	4.1.6	Implement youth empowerment programmes	No. of interns/in- dustrial attachees	All Depts	45	50	50	50	2.5	2.8	3.3	3.8	12.4
	4.1.7	Develop and implement a cor- porate social re- sponsibility (CSR) programme	Level of implemen- tation (%) and Bud- get (Kshs Millions)	L&CA	CSR Program developed	25%	50%	100%	0.00	5.00	10.00	15.00	30.00
4.2 Seamless collaborative work with county government	4.2.1	Support to coun- ties to support establishment of County Invest- ment Units	No. of formally established CIUs	IS	7	20	20	-	5.00	10.00	10.00	0.00	25.00

Strategies	Activities	Outputs	Output Indicator/ Means of Verifi- cation	Respon- sible	Target 2018-19	Target 2019-2020	Target 2020-2021	Target 2021-22	Budget 2018-19 Kshs M	Budget 2019-20 Kshs M	Budget 2020-21 Kshs M	Budget 2021-22 Kshs M	Totals( 4 Years) Kshs M
	4.2.2	Work with CIUs and other partners to identify, profile and package investor ready projects in counties	No. of profiled and packaged investor ready projects	Profiling Team	10	20	20	20	5.00	5.00	5.00	5.00	20.00
	4.2.3	Work with CIUs and other partners to coordinate county investment conferences and conferences	No. of county investment conferences & forums	IPD	3	5	5	5	3.00	5.00	5.00	5.00	18.00
	4.2.4	Work closely with CIUs and other partners to track the investment and business climate in the counties and prepare an annual report to the CoG and NIC	No. of Reports  No. of Conferences	IS RPAP	0 0	1 1	1 1	1 1	0.00	20.00	20.00	20.00	60.00
4.3 Enhance linkages with MDAs to improve investment facilitation	4.3.1	Develop and implement a framework of collaboration with relevant MDAs	Existence of Framework work  No. of MOUs signed and implemented	L/C MD	Framework developed 2	5	5	5	1.00	3.00	3.00	3.00	10.00
	4.3.2	Lead inter-agency investment climate reviews / roundtables	No. of forums and roundtables	RPAPIPD IS	2	4	4	4	2.50	4.00	4.00	4.00	14.50
<b>SUBTOTAL FOR STRATEGY</b>													
OBJECTIVE 5: Provide Leadership in the Coordination of Investment Information and Data													
									28	106.8	107.8	103.5	346.1

Strategies	Activities	Outputs	Output Indicator/ Means of Verifi- cation	Resposi- ble	Target 2018-19	Target 2019-2020	Target 2020-2021	Target 2021-22	Budget 2018-19, Kshs M	Budget 2019-20, Kshs M	Budget 2020-21, Kshs M	Budget 2021-22, Kshs M	Totals/ 4 Years, Kshs M
5.1 Improve data capture, management, analysis and dissemination	5.1.1 Develop digitised data capture, compilation, analysis and dissemination tools	FDI and DDI data system/platform State of Investment publication and media articles and interviews	Organised DDI and DDI data. No. of Publications No. of media articles & interviews	ICT RPAPIS	Develop data capture tools Publication modalities developed 10	Data capture & processing 4 15	Data capture & processing 4 15	Data capture & processing 4 15	3.00 10.00	10.00	10.00	10.00	33.00
	5.1.2 Forge partnerships with MDAs that capture sectoral investment data for sharing purposes	Effective partnerships and access to data	% of required MOUs signed	RPAP L&CA MD	25	75	100	100	1.00	1.00	1.00	1.00	4.00
	5.1.3 Carry out capacity building programmes to improve investment data capture and processing	Improved data capture & documentation	No. of capacity building programmes conducted	RPAP IS Partners	1	2	2	2	1.50 3.00	3.00	3.00	3.00	10.50
	5.1.4 Advocate for amendment of Investment Promotion Act 2004 to provide for mandatory investor registration and data sharing with Keninvest.	Amended Act and 100% investment data capture	Amendment of Act Level of compliance (%)	L&CA	Amendment drafted and submitted to relevant authorities	Amendment passed	50% compliance	100% compliance	0.00 5.00	3.00	5.00	5.00	13.00
5.2 Leverage on ICT systems to promote and facilitate investments.	5.2.1 Update and Publish E-Regulations Procedures and E-Opportunities	Up to date processing of investment opportunity database	Frequency of updating e-Regulations and e-Opportunities	ICT RPAP Profiling Team	Monthly	Monthly	Monthly	Monthly	0.50 1.00	1.00	1.50	2.00	5.00
	5.2.2 Promote and integrate e-regulations with county portals	no. of sensitization forums and no. of web portals integrated	No. of counties integrated on portal	ICT/RPAP	12 counties	12 counties	12 counties	10 counties	7.5 8.6	8.6	9.9	11.4	37.4
<b>SUBTOTAL FOR STRATEGY</b>													
OBJECTIVE 6: Develop and Strengthen Institutional Capacity and Capability													
									21.8	28	34.6	40.4	125.3

Strategies	Activities	Outputs	Output Indicator/ Means of Verification	Responsible	Target 2018-19	Target 2019-2020	Target 2020-2021	Target 2021-22	Budget 2018-19 Kshs M	Budget 2019-20 Kshs M	Budget 2020-21 Kshs M	Budget 2021-22 Kshs M	Totals 4 Years, Kshs M
6.1 Enhance employee capacity, motivation and competence	6.1.1	Expand staff establishment and implement new proposed salary structure	No. of additional staff recruited	F&A	Approval of new staff establishment	30	30	20	172.00	258.00	344.00	402.00	1,176.00
	6.1.2	Establish investment missions in target foreign countries	No. of offices or desks established in target countries or markets	MD	1	1	0.00	0.00	12.00	13.00	15.00	40.00	
	6.1.3	Conduct capacity building, training & exposure locally and abroad	No. of staff trained	F&A	20	20	700	700	15.00	15.00	15.00	52.00	
6.2 Improve staff welfare and work environment	6.1.4	Implement career progression and succession planning	No. of staff promoted	F&A	No. qualifying	No. qualifying	No. qualifying	0.00	700	7.00	7.00	21.00	
	6.2.1	Improve staff welfare through a competitive medical scheme, housing and car loan facilities	Operational welfare schemes	F&A	Modalities put in place and budget secured	Medical scheme, car loan, and mortgage operational	Medical scheme, car loan, and mortgage operational	Medical scheme, car loan, and mortgage operational	10.00	100.00	100.00	100.00	310.00
	6.2.2	Conduct annual work environment and staff satisfaction surveys and implement findings	No. of surveys Implementation level of findings (%) Staff satisfaction level (%)	F&A	1 0 65	1 50 75	1 100 80	1 100 85	3.00	10.00	15.00	15.00	43.00
	6.2.3	Improve work tools and facilities such as computers and other equipment such as laptops and printers, office furniture, motor vehicles	Tools purchased	F&A	20 orthopaedic seats, 30 computers and 5 printers, and 3 laptops	3 Vehicles, teleconferencing equipment and 5 laptops	2 Vehicles and 3 printers	2 Vehicles and 3 additional furniture	15.00	20.00	10.00	10.00	55.00

Strategies	Activities	Outputs	Output Indicator/ Means of Verifi- cation	Respon- sible	Target 2018-19	Target 2019-2020	Target 2020-2021	Target 2021-22	Budget 2018-19, Kshs M	Budget 2019-20, Kshs M	Budget 2020-21, Kshs M	Budget 2021-22, Kshs M	Total 4 Years, Kshs M
6.3 Performance Improvement	6.3.1 Review and Implement Performance Management Program	Implemented PMP and enhanced staff performance	Existence of programme and its level of implementation (%)	F6A	Program Reviewed and Piloted	100%	100%	100%	3.00	5.00	5.00	5.00	18.00
	6.3.2 Develop and implement a change management programme	Enhanced organizational culture	Existence of programme and its level of implementation (%)	F6A	Programme developed	100%	-	-	3.00	10.00	0.00	0.00	13.00
	6.3.3 Undertake team building & motivational exercises	Team building activities / retreats	No. of team building activities and retreats.	F6A	2	2	2	2	3.20	3.80	4.20	4.80	16.00
6.4 Develop Strong leadership and governance structures	6.4.1 Implement corporate governance structures	Transparency & accountability	Full Board and Committee Meetings	L6C	32	32	32	32	12.30	14.10	16.10	18.70	61.20
	6.4.2 Train Board and staff in leadership and governance courses	Enhanced leadership skills	No. of trained Board Members and staff	L6C	20	30	50	50	7.20	8.20	9.50	10.90	35.80
6.5 Resource mobilization	6.5.1 Review and implement resource mobilization strategy	Revised strategy and its implementation	Resource mobilization strategy Amount of resources mobilized (Kshs Million)	All Depts. MD	Strategy reviewed and approved 10	100	100	100	0.00	5.00	5.00	5.00	15.00
	6.5.2 Invest in income generating asset such as a convention centre	Keninvest income generating asset	Project implementation level (%)	F6A MD	Concept developed	Feasibility study	25%	50%	0.00	50.00	200.00	400.00	650.00
6.6 Corporate Image Building	6.6.1 Develop and implement a new Corporate Communication and Branding Strategy	Enhanced Corporate Brand	Communication Strategy Level of implementation (%)	L6C	Communication Strategy Finalized 5	50	100	100	8.00	14.50	16.40	20.20	59.10
<b>SUBTOTAL FOR STRATEGY</b>													<b>268.8</b>
<b>GRAND TOTAL</b>													<b>2,309.1</b>











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