



PRIVATIZATION COMMISSION

STRATEGIC PLAN

2016 – 2021

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Abbreviations and Acronyms

Abbreviation	Meaning
BSC	Balanced Score Card
BCS	Business Continuity Strategy
CAO	Corporate Affairs Officer
CMT	Chief Manager Transactions
COMESA	Common Markets of Eastern and Southern Africa
CSR	Corporate Social Responsibility
EAC	East African Community
EACC	Ethics and Anti-Corruption Commission
ERM	Enterprise Risk Management
GOE	Government Owned Entity
HR	Human Resources
ICT	Information Communication Technology
IFMIS	Integrated Financial Management Information System
IPO	Initial Public Offer
ISO	International Organization for Standardization
KENGEN	Kenya Electricity Generating Company
NA	National Assembly
NEMA	National Environmental Management Authority
NT	National Treasury
PE	Public Enterprises
PESTLE	Political, Economic, Social, Technological, Legal and Environmental
PM	Performance Management
PMS	Performance Management System
PP	Privatization Programme
PPP	Private Public Partnership
PR	Public Relations
SOE	State Owned Enterprises

SWOT	Strengths, Weaknesses, Opportunities, Threats
TNA	Training Needs Analysis

Statement by the Chairman

The mandate of the Privatization Commission is to formulate, manage and implement Kenya's Privatization Programme. A major contribution of privatization is to reorganize Government Owned Entities to make them competitive, efficient and self-sustaining and in general more effective in fulfilling their mandates.

Significant progress has been made, in spite of delays in (i) the approvals required at various levels, (ii) appointment/re-constitution of the Commission Board and (iii) completion of the on-going State Owned Enterprises (SOEs) reforms, approved in 2013.

The Board is committed, through this Strategic Plan, to address the challenges faced by the Commission during the last Strategic Plan period to ensure streamlined and successful privatization process. This will include, but will not be limited to engagement with the Government to expedite completion of the on-going reorganization of SOEs and to propose amendments to the Privatization Act to streamline the privatization process. In this regard, the Commission intends to take a lead role in rallying and supporting the other Government agencies involved in privatization, to achieve the desired goals.

I am delighted that the objectives set during the previous Strategic Plan (2013-2016) have been substantially achieved. Accordingly, I take this opportunity to commend the Commission's Board and Management for a job well done.

I look forward to a successful implementation of this Plan which covers the next five years.

Hon. Henry Obwocha, EGH
Chairman

Foreword from the Chief Executive Officer

The preparation of the third Strategic Plan for the Commission commenced with a review of the current Strategic Plan (2013-2016) to determine the extent to which the objectives formulated during that Plan have been achieved. From the review, it was noted that in spite of many external factors beyond the control of the Commission, the activities and initiatives that were necessary to meet agreed strategic objectives were fully implemented. Strategic objectives that had not been fully met on account of exogenous factors, related strategic issues and objectives of a continuing nature were also identified to be addressed by this plan.

A top down approach has been adopted in the formulation of this Plan. The Commission's Board identified the strategic issues and has been fully involved in the process of coming up with the desired outcomes to be achieved during the Plan period. The staff were involved at all stages and were finally called upon to prepare the implementation matrix.

Management will relentlessly seek to achieve and exceed the targets to meet overall organizational goals. As we do this, we will also continue to keep in mind the National objectives that the Commission requires to meet under Vision 2030.

I wish to thank all those who were involved in one way or another in the planning exercise. I particularly wish to thank the Commission Members for their guidance and the staff for the team work and active participation during the workshops and Selwood Consultants for facilitation and work undertaken to put this document.

Solomon Kitungu
Executive Director/CEO

CHAPTER 1: INTRODUCTION

1.1. Background of Privatization in Kenya

Since Independence in 1963, there have been major policy changes regarding direct public sector participation in commercial activities. For example, in the 1960s and 1970s, Kenya deliberately invested heavily in State Corporations to redress regional imbalances, increase participation of Kenyans in the economy, promote indigenous entrepreneurship and promote foreign investment through joint ventures.

Rethinking of this strategy was found necessary following findings from the Report on the Review of Statutory Boards (1979) and the report of the working party on Government expenditure (1982). These reports revealed that State Corporations were absorbing a significant portion of the Budget while their productivity remained low. The reports therefore recommended that Government should: act more as a creator of an enabling environment within which people can develop themselves and the economy; divest from investments in commercial and industrial enterprises; reduce its exposure to risk in areas which the private sector could assume such risk; dismantle hitherto existing administrative hurdles that discourage private sector involvement and inherently create opportunities for corruption; and reform the legal and institutional framework regarding monitoring and supervision of Public Enterprises.

In July 1992, through the Policy Paper on Public Enterprises Reform and Privatization, the Government outlined the scope of the public sector reform programme, the institutional framework and the guidelines and procedures for privatizing Public Enterprises (PEs). The policy paper identified 240 commercial PEs with public sector equity participation and classified them into two categories:

- 1) 207 non-strategic commercial PEs which were to be privatized and
- 2) 33 strategic commercial PEs which were to be structured and retained under public sector control.

By the end of the first phase of the programme (1992-2003) most of the non-strategic enterprises had been partially or fully privatized.

By 2002, the direction of thinking regarding structuring and retention of a number of strategic corporations under Government operation and control had also changed due to: inadequacy of public sector resources to finance the requisite investments in infrastructure facilities; the need to arrest continued deterioration in infrastructure services; lessons learnt from other countries which had succeeded in improving their infrastructure services through Public Private Partnerships; and restructuring which

resulted in separation of commercial activities from regulatory functions, making it possible to privatize commercial activities while ensuring the Government's continued presence in the privatized sectors through establishment of strong legal and institutional regulatory frameworks. As a result of the change in thinking, the Government implemented a number of key privatization transactions under the Economic Recovery Strategy for Wealth and Employment Creation, (ERSWEC) 2003-2007. These included the KENGEN (IPO), Kenya Railways (concessions), Mumias Sugar Company (second offer), Kenya Reinsurance Corporation (IPO), Telkom Kenya (sale of shareholding to a strategic partner) and Safaricom (IPO). Through these transactions, the country mobilized over Kshs. 80 billion, which was used to support the country's recovery and overall development agenda.

1.2. Mandate of the Privatization Commission

The Privatization Commission is established as a corporate body under the Privatization Act, 2005. The mandate of the Commission is to formulate, manage and implement Kenya's Privatization Programme. The Programme consists of the list of investments and assets approved for privatization under the Privatization Act.

1.3. Commission's core function

The Commission's core functions are as follows:-

1. Formulate, manage and implement the Privatization Programme;
2. Make and implement specific proposals for privatization in accordance with the Privatization Programme;
3. Carry out such other functions as are provided for under the Act; and
4. Carry out such other functions as the Commission considers advisable to advance the Privatization Programme.

To discharge these functions, the Commission has Commission Members who provide strategic direction to staff to discharge this mandate.

1.4. Literature Review

The formulation of the Strategic Plan 2016-2021 took into consideration policies issued by the Government. These policies broadly included the Vision 2030, the Privatization Act, 2005, the Sector Performance Standards, current Performance Contract Guidelines and the report of the Presidential Taskforce Parastatal Reforms among other policy documents.

The Privatization Act, 2005 continues to provide the basic legal framework within which the Commission operates. The Act empowers the Commission to formulate and implement a Privatization Programme. The limitations of the Act have been identified and proposed amendments forwarded to the National Treasury for approval before onward submission to the Cabinet and eventually to the National Assembly. Major challenges that have been identified have been highlighted and also addressed in the plan.

The report of the Presidential Taskforce on Parastatal Reforms released in October 2013 outlined the strategy to harmonize Parastatals in order to enhance efficient service delivery to the public. The report proposed the formation of a Government Investment Company which among other changes will take over the mandate and operations of the Commission. This however is no longer certain as the GOE Bill omitted the repealing of the Privatization Act. The nature of the reforms with respect to the Commission remained uncertain at the time of completing this Strategic Plan. Meanwhile, the reforms have taken a toll on the Commission ability to achieve its core mandate: by initially freezing the Privatization Programme in 2013 and subsequently limiting implementation of the Programme to only a few transactions in 2014.

Vision 2030 continues to play a key role in the economic development of the Country. The Commission's mandate falls under the Economic Pillar of the Vision 2030. Under this pillar, contribution expected from the privatization programme include the improvement of the efficiency of the Kenyan economy by making it more responsive to market forces, mobilization of resources required to rehabilitate, modernize and expand productive capacity under commercial SOEs, the reduction of the demand for Government resources and the generation of additional Government revenues. Upon effective implementation of the transactions benefits are expected to accrue to millions of Kenyans who rely on the affected enterprises for livelihood.

The Commission continues to comply fully with the annual performance contracting with the Government. In so doing, the Commission is cognizant of the Sector Performance Standards (SPS) that guide the setting and implementation of the Performance Contract targets. The SPS were structured to include key performance targets for the Vision 2030 and the Medium Term Plans. The National Treasury, under which the Commission falls, is expected to, among other key result areas, ensure: “effective mobilization and management of public resources”. The Commission during the current planning period revised the current Strategic Plan to incorporate the medium term plans by the Government. This Plan incorporates the medium term plans in its formulation.

The Constitution of Kenya 2010 also remains an overarching legal document on which the Commission’s activities are continually anchored. Among other issues, the Constitution provides for Public participation, high standards of ethical behavior, leadership and integrity, service delivery, corporate governance and the mainstreaming of gender, youth and persons with disability. The Strategic Plan 2016-2021 has entrenched the requirements of the Constitution in its body, text and spirit.

Finally, the formulation of the Plan incorporated the achievements of the current Strategic Plan 2013-2016, the lessons learnt and the challenges that were faced during implementation. These have been tackled in detail under chapter 2.

CHAPTER 2: REVIEW OF THE 2013-2016 STRATEGIC PLAN

2.1 Introduction

The current Strategic Plan was modeled around the following five strategic objectives:

- a) To attain enhanced public awareness, image and perception.
- b) To achieve an enabling legal framework in the privatization process.
- c) To enhance linkages and maintain symbiotic relationships with our stakeholders and partners.
- d) To enhance political and administrative support to the Privatization Programme.
- e) To build adequate capacity for an efficient and effective privatization process.

The full term of the Commission's Strategic Plan for the period 2013-2016 is not yet over. There is however urgent need for a comprehensive review, in view of challenges relating to the on-going State Owned Enterprises reforms. This has created an early opportunity to formulate the 2016-2021 Strategic Plan. The review process shows that the Commission has made substantial achievements of the above objectives as follows:-

a) To attain enhanced public awareness, image and perception.

The Communications policy and Corporate Social Responsibility policy were developed by management and approved by the Board during 2013/14 FY. The Commission undertook several CSR activities carried in 2013 and 2014 along the four pillars of education, environment, health, and natural disasters. The Commission also implemented several aspects of the Communication policy ensuring enhanced public awareness, image and perception on the Commission's activities.

b) To achieve an enabling legal framework in the privatization process.

The Privatization Act and laws were reviewed to streamline the privatization process. These were approved by the Board and recommendations submitted to the National Treasury in 2013/14 FY.

c) To enhance linkages and maintain symbiotic relationships with stakeholders and partners.

The Commission enhanced linkages with stakeholders and key partners which is a key factor in carrying out successful privatization transactions. In this regard, a Stakeholder Engagement Plan was developed during the 2013/14 FY together

with a Collaboration Framework prepared in conformity with the Vision 2030. In addition, stakeholders' workshops have been held for most of the transactions. However, this is a continuous objective for the Commission.

d) To enhance political and administrative support to the Privatization Programme.

The Commission now has in place a Collaboration Framework which identifies areas of political and administrative support and the offices concerned. The Commission's steering Committees also constitute the different identified offices such as parent Ministries, the entities to be privatized, the National Treasury and the Attorney General's office.

With regard to eliminating conflict of interest, the Commission revised its Code of Conduct in line with the Leadership and Integrity Act, 2012. The Commission Board and Staff have signed and accepted the Code of Conduct.

e) To build adequate capacity for an efficient and effective privatization process.

The Commission has taken several steps towards capacity enhancement. Specifically; annual Capacity Building/Training programme has been implemented, various Human Resource policies were developed, reviewed and implemented during the strategy implementation period, a revised Organogram is in place and has partially been implemented while the Performance Management System is in place and is still under implementation.

2.2 Challenges and Lessons Learnt

In spite of the achievements, some challenges remain. Some of these challenges include:-

- a) Delays encountered in the privatization process. The privatization process requires approvals at various levels within Government including the National Treasury, the Cabinet and the National Assembly. Receipt of approvals for submitted Detailed Proposals is often delayed.
- b) Delay in appointment/reconstitution of Commission members is a challenge that will need to be addressed.
- c) Opposition by stakeholders to sabotage any presentations that are made to educate the public and seek stakeholder consensus.
- d) Transition in the implementation of the Constitution with regard to the relationship between the County and National assets. This needs to be clearly defined as some of the functions carried out by State Corporations have been placed under County Governments, without consideration for availability of technical expertise; and
- e) Reluctance, and in some cases refusal, by some of the entities to furnish the Commission with information required to prepare due diligence and options reports.

Some of the lessons learnt during the implementation process include the following:-

- a) Ownership of the Strategic Plan should be both at the corporate level and the individual level. In addition, while every member of staff should own their part in the implementation process, there should be a central office vested with the responsibility of ensuring overall compliance.
- b) The external environment can have a major impact on the implementation process.
- c) There is need for periodic reviews to be carried out, preferably as workshop sessions held at half yearly as a minimum. This will help to institutionalize the Strategic Plan reviews and implementation activities.
- d) Need to undertake a comprehensive review of the Strategic Plan so as to identify early enough the targets that should be monitored.

CHAPTER 3: SITUATIONAL ANALYSIS

This chapter provides an analysis of the Commission's working environment using conventional analytical frameworks namely the assessment of Strengths, Weaknesses, Opportunities and Threats (SWOT) and the Political, Economic, Social, Technological, Environment and Legal (PESTEL). It also presents in a tabular form a stakeholder analysis focusing on the expectations of the Commission from its stakeholders and vice versa.

3.1. PESTEL ANALYSIS

A PESTEL framework is an analysis of the Political, Economic, Social, Technological, Environmental and Legal factors likely to influence (positively or negatively) the achievement of the mandate of the institution and implementation of the proposed strategy:-

Political and Legal Factors

The country's political environment has continued to be stable since independence in 1963 and after the promulgation of the new Constitution. The new Constitution brought in a new system of government comprising of the national and the county governments. Since some of the entities identified for privatization are located in the counties, the Commission needs to continue engaging and partnering with the county governments to ensure a smooth privatization process.

Review of Government policy on privatization from time to time may also impact adversely on the speed of privatization. A good example in this respect is the ongoing rationalization of state owned entities and related restrictions that have impacted on the Commission's functions and ability to deliver. Issues relating to staff contracts and procurement have been limited to immediate needs without due consideration for continued capacity for effective implementation of the Programme with respect to resources base and succession management.

From a legal point, the Privatization Act is considered rather restrictive. This is mainly due to the onerous requirements for obtaining approvals. While approvals at various levels may be good for accountability purposes, expected benefits from privatization could be diluted by such delays. A more enabling legal framework is necessary and this could be achieved through flexibility that would shorten the approval levels and time.

Economic Factors

At the economic front, Kenya has in the past few years continued to experience a relatively stable macroeconomic environment, characterized by low inflation rates and a moderate economic growth. However, while this trend is projected to continue, the exponential rise in public expenditure and in inflation over the last few months have been a concern, with calls from the public for the expediting of privatization of public entities that continue to depend on the exchequer. Privatization will therefore continue playing a key role in mobilizing investments that are necessary to supplement the Government's efforts in financing operations of commercial entities under its ownership.

Social Cultural Factors

At the social level, the Commission has continued to experience some resistance on account of lack of appreciation on the benefits that can accrue from privatization and a general skepticism on account of past privatizations that have failed to achieve the desired results.

The Commission needs to structure and implement on-going transactions in a manner that creates a positive opinion on privatization.

Technological Factors

Globally, there has been an incredible change and adoption of technological innovations including internet networks and use of social media. The Commission is expected to take advantage of these innovations so as to enhance communication, information dissemination as well as knowledge sharing with its stakeholders and other key partners.

The Commission should also continue to leverage on the use of ICT so as to improve the efficiency and effectiveness of its internal processes.

Environmental Factors

The Country has in place environmental laws and regulations which are administered by NEMA. The Commission is expected to ensure full compliance with the relevant laws and regulations.

In addition, the value of some of the entities being privatized e.g. in the sugar Industry may be affected by certain environmental factors. Adequate environmental studies /due diligence reviews may be required for specific transactions to ensure that privatization proceeds are not over discounted on account of adverse environmental factors.

3.2. SWOT ANALYSIS

SWOT analysis was undertaken to critically assess the strengths and weaknesses, Opportunities and threats facing the Commission.

Table 3.1 SWOT Summary

Strengths	Weaknesses/Challenges
<ul style="list-style-type: none"> • The Commission has competent highly motivated and multi-disciplinary staff with a lot of potential. • The Board is competitively recruited through a transparent and open process outlined by the Act and comprises mainly of professionals. • The Commission has adequate and comprehensive Governance structures in place. This is in line with the Mwongozo code. • The Commission has automated most of its processes to include IFMIS – the financial system and access control for attendance management system. • The Commission is ISO 9001:2008 certified. • The financial and operational structures of the Commission are strong with adequate internal controls in place. • The Commission is ranked highly in category PC8A of State Corporation categorization which allows it to have attractive salary scales. This is key in attracting and retaining high calibre professional staff. • Location: the PC offices are located in the Central Business District of Nairobi making it easily accessible by all its stakeholders. • The Commission has a user friendly Website. 	<ul style="list-style-type: none"> • The Commission has a lean structure. There are also a number of “one-person” departments, which poses challenges in succession planning and continuity. In addition, the current structure does not allow career progression, with some positions offering dead-end jobs. • Staff retention is difficult as the members of staff are given short-term contracts. This has resulted in high staff turnover and poses a threat on the Commission’s sustainability and continuity. • Access to the Commission’s offices located on 11th floor can be a challenge to people with disabilities especially when the sole operational lift that serves the Commission’s offices is not operational. • The office space is limited, especially space for the storage of files-Archiving. • The Commission’s mandate is of a short term nature. • All Board appointments were made at the same time and with no mechanism for staggering in place. This is expected to result in discontinuity when the said terms expire. • Delays in reconstituting/replacement of Board and quorum fixed at eight members and not a percentage of the existing Commission Members.

	<p>Two vacant positions are yet to be filled since 2013. This has led to difficulties in obtaining Board quorum at times.</p> <ul style="list-style-type: none"> • The Commission has several multi-layered stakeholders with varied interests. Moreover, some of the stakeholders have veto powers leading to conflicts which in turn slow down the privatization process. • There have been instances of opposition by some stakeholders who appear to sabotage any presentations that are made to educate the public and seek stakeholder consensus.
Opportunities	Threats
<ul style="list-style-type: none"> • Budgetary pressures - Government policies geared towards privatization to mobilize resources required by SOEs. • Co-operation given by most enterprises being privatized. • Government support. 	<ul style="list-style-type: none"> • Political interests of the different stakeholders. Disputes between County and National Government on ownership of the state corporations/assets to be privatized • The on-going State Owned Enterprises reforms initiative which has been delayed for about two years. • Multi-stakeholders directives issued to the Commission which at times result in conflict. • Provisions under the PPP Act which create the PPP framework as an easier and flexible framework for mobilization of resources. • The Privatization Programme is not entrenched in the Constitution. • Changes in Government policies towards privatization. • Conflict of interest by the stakeholders whereby the players perceive that they will lose their interests if the entity is privatized; this poses a threat to the Privatization Programme.

3.3. Summary of the Stakeholders and their expectations

Stakeholders play a critical role in the success of the Commission's activities. Consequently, the Commission has been working in closely and collaborating with key stakeholders in the execution of its mandate. The table below summarizes the Commission's key stakeholders; their expectations from the Commission and the Commission's expectations from them.

Table 3.2: Stakeholder Analysis

STAKEHOLDER	STAKEHOLDERS EXPECTATIONS FROM THE COMMISSION	COMMISSION'S EXPECTATIONS FROM THE STAKEHOLDERS
Parliament	<ul style="list-style-type: none">• Patriotism in designing and implementing transactions• Strict adherence to the law• Consultations and briefings• Value for money• Transparency in the process• Adequate response to invitations by Parliamentary Committees	The Commission expects political support and timeliness in approvals on matters presented to Parliament.

STAKEHOLDER	STAKEHOLDERS EXPECTATIONS FROM THE COMMISSION	COMMISSION'S EXPECTATIONS FROM THE STAKEHOLDERS
National Treasury	<ul style="list-style-type: none"> • Professional management and implementation of the Privatization Programme. • Regular review of the Privatization Programme. • Timely preparation and submission of detailed Privatization Proposals. • Timely preparation of budgets, performance contracts and related reports. • Timely request for statutory and other approvals and reports. • Total compliance with financial regulations. • Value for money. • Adequate time for consultations and submission of required information and clarifications. • Timely responses to all queries. 	<ul style="list-style-type: none"> • Timely approvals on submissions requiring approval. • Budgetary, Administrative and political support. • Timely release of budgeted funds. • Mobilization of support for Privatization Programme in general and approved transactions at various stages. • Timely appointment of Commission Members. • Timely processing of detailed proposals and subsequent submission to the Cabinet. • Facilitation of meetings with key stakeholders within Government when necessary for briefings to enhance the Programme's support.
County Governments	<ul style="list-style-type: none"> • Strict adherence to the law. • Consultations and briefings. • Value for money. • Transparency in the Privatization process 	<ul style="list-style-type: none"> • Co-operation • Strict compliance with the law.
Ministry responsible for Investments identified for Privatization	<ul style="list-style-type: none"> • Consultations to ensure inclusiveness and ownership of privatization process. • Timely responses to all queries 	<ul style="list-style-type: none"> • Submission of any required information. • Participation in Steering Committee meetings and activities. • Secretarial, administrative and political support to the process. • Adequate time for consultations. • Review of reports submitted by consultants.

STAKEHOLDER	STAKEHOLDERS EXPECTATIONS FROM THE COMMISSION	COMMISSION'S EXPECTATIONS FROM THE STAKEHOLDERS
Investing Public	<ul style="list-style-type: none"> • Well structured transactions • Attractive transactions • Fairness and transparency. • Value for money. • Responses to all queries within seven days. • Announcement of approved investment opportunities. • Accountability 	<ul style="list-style-type: none"> • Participation in stakeholder forums. • Participation during implementation phase of the transactions (such as participating in the privatization). • Visits to PC offices or website. • Email info@pc.go.ke. • Call or write to the ED/CEO • Reading newspaper announcements and gazette notices, visits to offer agents to obtain prospectus, booking appointments when necessary and clarity and courtesy.
Government investments Identified for Privatization	<ul style="list-style-type: none"> • Consultations to ensure inclusiveness and ownership of privatization process from the Commission. • Confidentiality. • Adequate time for consultations and submission of required information and clarification. 	<ul style="list-style-type: none"> • Adequate time for consultations and submission of required information and clarification. • Timely approval of all requests. • Responses to all queries within seven days. • Provision of information to consultants. • Timely review of reports submitted by consultants.
Regulatory Agencies	<ul style="list-style-type: none"> • Adequate consultations. • Timely submission of request for approvals. • Timely responses to all queries. • Sharing of market information. 	<ul style="list-style-type: none"> • Timely approvals. • Support for Privatization Programme • Facilitation of transaction through provision of necessary regulatory approvals and interactions.

STAKEHOLDER	STAKEHOLDERS EXPECTATIONS FROM THE COMMISSION	COMMISSION'S EXPECTATIONS FROM THE STAKEHOLDERS
Kenyan Public	<ul style="list-style-type: none"> • Value for money/return on investment. • Timely responses to all queries • Transparency and accountability in implementing the Programme. • Improved quality of services • Focus on Vision 2030 • Creating employment • Fair transaction process • Better performance of the economy. 	<ul style="list-style-type: none"> • Participation in stakeholder forums/consultations. • Participation at implementation stage during actual sale of assets or eventual privatization. • Visits to PC offices or website. • Email info@pc.go.ke. Call or write to the ED/CEO. • Reading newspaper announcements and gazette notices, visits to offer agents to obtain prospectus, booking appointments when necessary and clarity and courtesy.
Kenya National Audit Office	<ul style="list-style-type: none"> • Total compliance with financial regulations. • Timely response to audit queries. 	<ul style="list-style-type: none"> • Professionalism. • Fairness. • Timely audits.
Media	<ul style="list-style-type: none"> • Up to date and verified information. • Timely clarification to queries • Education on the Privatization Programme. 	<ul style="list-style-type: none"> • Fair and objective coverage. • Write requests for clarifications.
Employees	<ul style="list-style-type: none"> • Fairness and equity; • Conducive working environment; • Performance-based reward and sanction system; • Continuous capacity building; • Environment which nurtures professionalism and independent thinking 	<ul style="list-style-type: none"> • Commitment to the Commission's work and ideals. • Team work • Professionalism • Accountability • Fairness in service delivery.

CHAPTER 4: VISION, MISSION AND CORE VALUES

The revised mission, vision and core values of the Privatization Commission are as highlighted below:

4.1. The Vision

A world class Privatization Agency, innovatively transforming public enterprises for accelerated economic growth.

4.2. The Mission Statement

To unlock the potential of public enterprises through a well-designed Privatization Programme to meet desired national objectives.

4.3. The CORE VALUES

Integrity

We shall employ the highest ethical standards, demonstrating honesty and fairness in every action that we take.

Transparency

We shall be open in our decisions and actions. Our processes are transparent and confidential information is shared on need to know basis.

Accountability

We ensure compliance with laws, regulations and rules. We shall take full responsibility for our actions that relate to our customers and fellow workers. We take responsibility for our performance in all our decisions and actions.

Professionalism

We shall uphold professional ethics in discharging our mandate.

Fairness

We shall act justly, respect people, respect privacy, minimize harm and keep our promises. The commission will always ensure equitable distribution of resources and opportunities.

Inclusiveness

We shall involve stakeholders in decision making.

CHAPTER 5: CORPORATE STRATEGY

The following themes have been identified as areas of focus in the coming five year tenure which will enable the Commission achieve its core mandate as outlined in its Mission and Vision statements:

- a) Effective and timely implementation of the privatization programme.
- b) Legal Framework
- c) Stakeholder Engagement
- d) Organizational Capacity
- e) Corporate Image
- f) Infrastructure and innovations
- g) Knowledge Management
- h) Risk Management

5.1 STRATEGIC ISSUES, GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES

Focusing on the thematic areas above, the Commission has developed the following objectives, strategies and activities which it intends to implement over the planning period.

5.1.1 Effective and timely implementation of the privatization programme.

Strategic Issue 1: There is a need to remove bottlenecks that slowdown the privatization programme to enhance efficiency of the process.

Strategic Goal 1: Fast track the privatization programme.

Strategic Objective 1: Finalize implementation of the current privatization programme by 2020.

Strategy 1.1: Update/Complete preparatory work for three enterprises

Activities:

- a) Complete/Update preparatory work for three enterprises each year.
- b) Finalise detailed proposals for three enterprises each year.
- c) Submit detailed proposals for three enterprises to the National Treasury each year.

Strategy 1.2 Engage National Treasury on Cabinet Approvals

Activities:

- a) Engage the National Treasury on all outstanding approvals annually.
- b) Establish an M&E framework for tracking progress

Strategy 1.3 Implementation of approved transactions and review of the privatization programme

Activities:

- a) Implement privatization of three companies.
- b) Review the privatization programme.
- c) Engage the National Treasury on the review.
- d) Implement the review recommendations.

5.1.2 Legal Framework

Strategic Issue 2: The need to review the Privatization Act and other related laws so as to create an enabling legal framework for the privatization process.

Strategic Goal 2: Enhanced enabling legal framework for the privatization process.

Strategic Objective 2: To achieve a harmonious legal framework for the privatization programme.

Strategy 2.1: Review current legal framework to in conformity with emerging issues

Activities:

- a) Follow-up with the National Treasury on implementation of recommendations for review of the Act;
- b) Conduct a review of the legal framework and additional areas requiring update;
- c) Ensure harmonization of the various laws affecting the Privatization Programme;
- d) Submit to National Treasury a draft revised Act for approval and onward submission to Parliament;
- e) Enhance stakeholder participation in and support for Legislative changes.

5.1.3 Stakeholder Engagement

Strategic Issue 3: The need for continuous engagement of key stakeholders for a successful privatization process.

Strategic Goal 3: Well developed and strong stakeholder engagements.

Strategic Objective 3: To enhance linkages and maintain working relationships with stakeholders and partners

Strategy 3.1: Build and strengthen strategic alliances with key partners/institutions

Activities:

- a) Review and update the stakeholders database;
- b) Review and update the stakeholders engagement Strategy;
- c) Implement the Engagement Strategy for various Transactions;

- d) Continuous engagement with relevant stakeholders for various Transactions.

5.1.4 Organizational Capacity

Strategic Issue 4: The need to recruit and retain an adequate human resources base as well as ensuring the continuity of the Board.

Strategic Goal 4: A strong and assured Human Resource Base.

Strategic Objective 4: To build and retain adequate capacity for an efficient and effective implementation of the Privatization Programme.

Strategy 4.1: Enhance skills and competences for Board and Staff through training

Activities:

- a) Carry out training needs analysis;
- b) Develop and implement appropriate training programmes;
- c) Undertake a training effectiveness assessment.

Strategy 4.2: Strengthen performance management culture.

Activities:

- a) Revise and update the performance management system;
- b) Implement and monitor organizational performance through the PMS.

Strategy 4.3: Motivate Board and Staff

Activities:

- a) Conduct team building activities;
- b) Conduct employee satisfaction and work environment surveys.

Strategy 4.4: Recruit and retain competent staff

Activities:

- a) Implement recommendations of the existing job evaluation report;
- b) Implement the internship and apprenticeship policies.

5.1.5 Corporate Image

Strategic Issue 5: The need to create a positive image of as well as awareness on the Commission's mandate, the Privatization Programme as well as celebration of key milestones.

Strategic Goal 5: A sustainable positive corporate image

Strategic Objective 5: To enhance public awareness, image and perception

Strategy 5.1: Improve and uphold the corporate Image of the Commission

Activities:

- a) Develop the Commission's branding strategy;
- b) Conduct a branding need analysis and identify branding gaps at the Commission;
- c) Procure branding elements identified in gap analysis;
- d) Implement other elements of the branding strategy.

Strategy 5.2: Showcase and celebrate the Commission's successes

Activities:

- a) Procure Consultant to provide the Commission Public Relations services;
- b) Revise and update the Communication Strategy;
- c) Implement the Communication Strategy at the Commission;
- d) Disseminate information to generate positive publicity;
- e) Implement the CSR strategy at the Commission.

Strategy 5.3: Develop and adopt an appropriate corporate culture

Activities:

- a) Select a Transformation Committee to spearhead the Transformation Agenda;
- b) Develop the Transformation Agenda work plan and seek Board approval;
- c) Implement the approved Transformation Agenda work plan.

Strategy 5.4: Embrace and uphold good Corporate Governance

Activities:

- a) Implement the Mwongozo Code of Corporate Governance for State Corporations;
- b) Build capacity for corporate governance at the Commission;
- c) Enforce compliance with the Leadership and Integrity Act, 2012;
- d) Enforce compliance with the Commission's Code of Conduct and Ethics.

5.1.6 Infrastructure and Innovations

Strategic Issue 6: The need to ensure availability of adequate and effective physical resources within the Commission so as to streamline the Commission's internal processes. There is also need for continuous research within the Commission so as to enhance innovation in the privatization process, whilst preserving knowledge accumulated over the years for future reference.

Strategic Goal 6: Updated Infrastructure and improved innovation.

Strategic Objective 6: To improve on existing infrastructure and foster innovation.

Strategy 6.1: Upgrade existing physical infrastructure

Activities:

- a) Identify physical infrastructure that requires upgrade;

- b) Upgrade identified physical infrastructure (ICT and fixed Assets);
- c) Identify and adopt new opportunities to leverage on IT.

Strategy 6.2: Fostering Innovation at the Commission

Activities:

- a) Carry out research on various aspects of transaction management annually;
- b) Create a database of prioritized recommendations for innovation from the research results;
- c) Implement the recommendations for innovation.

Strategy 6.3: Enhance operational efficiency

Activities:

- a) Review and update Commission's policies, procedures and work instructions;
- b) Carry out quality internal and surveillance audits to ensure continued ISO 9001:2008 certification.

5.1.7 Knowledge Management

Strategic Issue 7: Preservation of privatization knowledge accumulated over the years

Strategic Goal 7: Have a body of knowledge within the commission for reference purposes

Strategic Objective 7: Establish a functional resource centre by 2021

Strategy 7.1: Enhance Knowledge management systems

Activities:

- a) Conduct research and document best practices
- b) Revise and update the Commission's KM Policy;
- c) Implement the KM policy to promote the use of KM at the Commission.

5.1.8 Risk Management

Strategic Issue 8: The need to strengthen the risk management and business continuity practices at the Commission, and ensure a functional Enterprise Risk Management (ERM).

Strategic Goal 8: A robust Risk Management Framework.

Strategic Objective 8: To strengthen the risk management and business continuity practices at the Commission.

Strategy 8.1: Enhance the practice of risk management and business continuity

Activities:

- a) Review the Commission's ERMF every two years;
- b) Train the Board and staff on ERM every two years;
- c) Incorporate ERM in the Commission's induction program;
- d) Review risk occurrence and escalate to the Board's HR & Risk Committee regularly;
- e) Conduct business continuity tests annually.

CHAPTER 6: MONITORING AND EVALUATION

This chapter presents the Monitoring and evaluation framework for the implementation of the Strategic Plan.

6.1. Introduction

Monitoring and Evaluation (M&E) is a critical component geared towards ensuring that the various strategies are implemented.

Monitoring is an ongoing process of data collection that allows managers in an organisation to examine positive and negative trends and adjust their strategies accordingly. It focuses on measuring all aspects of an organisation's strategy including inputs, processes, outputs and impact/consequences. The Strategic Plan has been designed to ensure that the Commission fulfils its mandate and Mission.

Evaluation is the process of assessing the value of an activity, project or programme. Evaluation helps the programme participants answer the critical question 'what is the value of this activity'?

The Commission will put in place an adequate Monitoring & Evaluation framework, right at the onset to ensure that the implementation of the Strategic Plan is successful.

6.2. Monitoring and Evaluation Framework

Monitoring, follow up and control systems will be established at all levels. These will include progress reports, review meetings and reports, budgets and budgetary control systems and reports.

At the management level, the following M&E measures will be considered:-

- Performance standards and targets: The annual performance contracts of the management team will include targets drawn from the Strategic Plan.

Review meetings will be held between the management and the Board. During these meetings, the Board will receive and review progress reports from management indicating overall progress made on key strategic objectives. The nature and scope of reporting will include:

- Progress made against Plan;
- Causes of deviation from Plan;
- Areas of difficulties and alternative solutions that may adversely affect implementation.

The reviews meetings between management and the Commission's Board will be conducted half yearly, with midterm and end of period reviews to measure the outcomes and impact of the Strategic Plan. In the half year reviews, the Commission will engage a facilitator to give the process an external and objective review.

APPENDIX: IMPLEMENTATION MATRIX

STRATEGIC THEME 1: EFFECTIVE AND TIMELY IMPLEMENTATION OF THE PRIVATIZATION PROGRAMME

Strategic Goal 1: Fast track the privatization programme.

Strategic Objective 1: Finalize implementation of the current privatization programme by 2020.

Strategy	Activities	Expected Output	Responsible Person	Time Frame	Expected Budget (KES. M)					
					FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	TOTAL
Update/Complete preparatory work for three enterprises Activities:	Complete/Update preparatory work for three enterprises	Due diligence & Options reports	CMT	2016/2017 to 2020/2021	123	123	123	123	123	616
	Finalise detailed proposals for three enterprises	Detailed Proposal	CMT	2016/2017 to 2020/2021	Nil	Nil	Nil	Nil	Nil	Nil
	Submit detailed proposals for three enterprises to the National Treasury	Detailed Proposal	CMT	2016/2017 to 2020/2021	Nil	Nil	Nil	Nil	Nil	Nil
Engage National Treasury on Cabinet Approvals	Engage the National Treasury on all outstanding approvals	Cabinet Approvals	CMT	continuous	Nil	Nil	Nil	Nil	Nil	Nil
	Establish an M&E framework for tracking progress	Cabinet Approvals	CMT	continuous	Nil	Nil	Nil	Nil	Nil	Nil

Strategy	Activities	Expected Output	Responsible Person	Time Frame	Expected Budget (KES. M)					
					FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	TOTAL
Implementation of approved transactions and review of the privatization programme	Implement privatizations of three companies	Transaction Close	CMT	2016/2017 to 2020/2021	184	185	184	185	184	923
	Review the privatization programme	Approved privatization programme	CMT	continuous	Nil	Nil	Nil	Nil	Nil	Nil
	Engage the National Treasury on the review.	Approved privatization programme	CMT	continuous	Nil	Nil	Nil	Nil	Nil	Nil
	Implement the review recommendations.	Transaction Close	CMT	2016/2017 to 2020/2021	32	32	32	32	32	160

STRATEGIC THEME 2: LEGAL FRAMEWORK

Strategic Goal 2: Enhanced enabling legal framework for the privatization process.

Strategic Objective 2: To achieve an enhanced enabling legal framework in the privatization process.

Strategy	Activities	Expected Output	Responsible Person	Time Frame	Expected Budget (KES. M)					
					FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	TOTAL
Review current legal framework to in conformity with emerging issues	Follow-up with the National Treasury on implementation of recommendations for review of the Act;	Revise Privatization Act	CMLA	June 2017	Nil	Nil	Nil	Nil	Nil	Nil
	Conduct a review of the legal framework and additional areas requiring update;		CMLA	June 2017	5	Nil	Nil	Nil	Nil	5
	Ensure harmonization of the various laws affecting the Privatization Programme.	Revise Privatization Act	CMLA	June 2017	Nil	Nil	Nil	Nil	Nil	Nil
	Submit to National Treasury a draft revised Act for approval and onward submission to Parliament;	Draft proposed Privatization Act	CMLA	June 2017	Nil	Nil	Nil	Nil	Nil	Nil
	Enhance stakeholder participation in	Stakeholders participation	CMLA	June 2017	Nil	Nil	Nil	Nil	Nil	Nil

					Expected Budget (KES. M)					
Strategy	Activities	Expected Output	Responsible Person	Time Frame	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	TOTAL
	and support for Legislative changes									

STRATEGIC THEME 3: STAKEHOLDER ENGAGEMENT

Strategic Issue 3: The need for continuous engagement of key stakeholders for a successful privatization process.

Strategic Goal 3: Well developed and strong stakeholder engagements.

					Expected Budget (KES. M)					
Strategy	Activities	Expected Output	Responsible Person	Time Frame	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	TOTAL
Build and strengthen strategic alliances with key partners/institutions	Review and update the stakeholders database;	Updated stakeholders database	CAO/CMT	Annually	Nil	Nil	Nil	Nil	Nil	Nil
	Review and update the stakeholders engagement Strategy;	Revised stakeholders engagement Policy and Strategy;	CAO/CMT	June 2017	Nil	Nil	Nil	Nil	Nil	Nil
	Implement the Engagement Strategy for various Transactions;	Implementation reports for different Transactions	CAO/CMT	Continuous	10	10	10	10	10	50

					Expected Budget (KES. M)					
Strategy	Activities	Expected Output	Responsible Person	Time Frame	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	TOTAL
	Continuous engagement with relevant stakeholders for various Transactions.	Implementation reports for different Transactions	CAO/CMT	Continuous	2	2	2	2	2	10

STRATEGIC THEME 4: ORGANIZATIONAL CAPACITY

Strategic Goal 4: A strong and assured Human Resource Base.

Strategic Objective 4: To build and retain adequate capacity for an efficient and effective implementation of the Privatization Programme

					Expected Budget (KES. M)					
Strategy	Activities	Expected Output	Responsible Person	Time Frame	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	TOTAL
Enhance skills and competences for Board and Staff through training.	Carry out training needs analysis;	Training needs analysis report	HRAM	Annually	Nil	Nil	Nil	Nil	Nil	Nil
	Develop and implement appropriate training programmes	Training programme	HRAM	Continuous	12	12	12	12	12	60
	Undertake training effectiveness assessments.	Training effectiveness assessment report	HRAM	Annually	Nil	Nil	Nil	Nil	Nil	Nil

Strategy	Activities	Expected Output	Responsible Person	Time Frame	Expected Budget (KES. M)					
					FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	TOTAL
Strengthen performance management culture	Revise and update the performance management system;	Approved PMS	HRAM	2017	Nil	Nil	Nil	Nil	Nil	Nil
	Implement and monitor organizational performance through the PMS.	Annual appraisals	HRAM	Annually	Nil	Nil	Nil	Nil	Nil	Nil
Motivate Board and Staff	Conduct team building activities	Team building report	HRAM	Annually	1	1	1	1	1	5
	Conduct employee satisfaction and work environment surveys	Employee satisfaction and work environment surveys reports	HRAM	Annually	2	2	2	2	2	10
Recruit and retain competent staff	Implement recommendations of the existing job evaluation report	No of staff recruited and deployed	HRAM	Continuously	3	3	3	3	3	15
	Implement the internship and apprenticeship policies	No of interns recruited and deployed	HRAM	Continuously	1	1	1	1	1	5

STRATEGIC THEME 5: CORPORATE IMAGE

Strategic Issue 5: The need to create a positive image of as well as awareness on the Commission's mandate, the Privatization Programme as well as celebration of key milestones.

Strategic Goal 5: A sustainable positive corporate image

Strategy	Activities	Expected Output	Responsible Person	Time Frame	Expected Budget (KES. M)					TOTAL
					FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	
To enhance public awareness, image and perception	Develop the Commission branding strategy;	Updated Branding strategy	CAO	June 2017	Nil	Nil	Nil	Nil	Nil	Nil
	Conduct a branding need analysis and identify branding gaps at the Commission;	Branding need analysis and gap report	CAO	June 2017	Nil	Nil	Nil	Nil	Nil	Nil
	Procure branding elements identified in gap analysis;	Branding elements in place	CAO	Continuous	10	10	5	5	10	40
	Implement other elements of the branding strategy.	Branding Implementation report.	CAO	Continuous	Nil	Nil	Nil	Nil	Nil	Nil
Showcase and celebrate the Commission's successes	Procure Consultant to support the Commission public relation services;	Consultant in place	CAO	June 2017	11	11	15	15	16	68
	Revise and update the communication	Revised communication strategy	CAO	June 2017	Nil	Nil	Nil	Nil	Nil	Nil

Strategy	Activities	Expected Output	Responsible Person	Time Frame	Expected Budget (KES. M)					TOTAL
					FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	
	strategy;									
	Implement the communication strategy at the Commission;	communication strategy Implementation report	CAO	Continuous	5	5	5	5	5	25
	Disseminate information to generate positive publicity.	Implementation report	CAO	Continuous	5	5	5	5	5	25
	Implement the CSR strategy at the Commission;	CSR Implementation report	CAO	Continuous	2	3	3	4	5	17
Develop and adopt an appropriate corporate culture	Select a Transformation Committee to spearhead the Transformation Agenda;	Transformation committee in place	HRAM	December 2016	Nil	Nil	Nil	Nil	Nil	Nil
	Develop the Transformation strategy work plan and seek Board approval;	Transformation work plan	HRAM	March 2017	Nil	Nil	Nil	Nil	Nil	Nil
	Implement the approved Transformation strategy work plan.	Implementation report	HRAM	December 2017	10	10	Nil	Nil	Nil	20
Embrace and uphold good	Implement the Mwongozo Code of Corporate	Mwongozo Implementation report	CMLA	continuous	Nil	Nil	Nil	Nil	Nil	Nil

Strategy	Activities	Expected Output	Responsible Person	Time Frame	Expected Budget (KES. M)					TOTAL
					FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	
Corporate Governance	Governance for State Corporations;									
	Build capacity for corporate governance at the Commission;	Capacity building on corporate governance	HRAM	Continuous	Nil	Nil	Nil	Nil	Nil	Nil
	Enforce compliance with the Leadership and Integrity Act, 2012;	Compliance reports on LIA	RCM	Continuous	Nil	Nil	Nil	Nil	Nil	Nil
	Enforce compliance with the Commission's Code of Conduct and Ethics	Compliance reports on the Code of Conduct and Ethics	RCM	Continuous	Nil	Nil	Nil	Nil	Nil	Nil

STRATEGIC THEME 6: INFRASTRUCTURE AND INNOVATIONS

Strategic Goal 6: Updated Infrastructure and improved innovation.

Strategic Objective 6: To improve on existing infrastructure and foster innovation.

Strategy	Activities	Expected Output	Responsible Person	Time Frame	Expected Budget (KES. M)					
					FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	TOTAL
Upgrade existing physical infrastructure	Identify physical infrastructure that requires upgrade;	Gap analysis report	ICT /HRAM	Annually	Nil	Nil	Nil	Nil	Nil	Nil
	Upgrade identified physical infrastructure (ICT and fixed Assets);	Upgraded infrastructure	ICT /HRAM	Continuous	11	18	15	13	5	62
	Identify and adopt new opportunities to leverage on IT;	Implemented automation initiatives	ICT /HRAM	June 2017 & Continuous	5	5	Nil	Nil	10	20
Fostering Innovation at the Commission	Carry out research on various aspects of transaction management annually;	Research papers	CMT	Annually	Nil	Nil	Nil	Nil	Nil	Nil
	Create a database of prioritized recommendations for innovation from the research results;	Database of recommendations	CMT	Annually	Nil	Nil	Nil	Nil	Nil	Nil
	Implement the recommendations for innovation.	Implementation results and innovation initiatives	CMT	Annually	5	5	5	5	5	25
Enhance operational	Review and update	Revised policies and	All HODs	Continuous	Nil	Nil	Nil	Nil	Nil	Nil

					Expected Budget (KES. M)					
Strategy	Activities	Expected Output	Responsible Person	Time Frame	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	TOTAL
efficiency	Commission's policies, procedures and work instructions;	procedures								
	Carry out quality internal and surveillance audits to ensure continued ISO 9001:2008 certification.	Recertification in ISO 9001:2008	RCM	Annually	Nil	Nil	Nil	Nil	Nil	Nil

STRATEGIC THEME 7: KNOWLEDGE MANAGEMENT

Strategic Goal 7: Have a body of knowledge within the commission for reference purposes

Strategic Objective 7: Establish a functional resource centre by 2021

					Expected Budget (KES. M)					
Strategy	Activities	Expected Output	Responsible Person	Time Frame	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	TOTAL
Enhance Knowledge management systems	Conduct research and document best practices	Research report	CMT	2017	1	Nil	Nil	Nil	Nil	1

					Expected Budget (KES. M)					
Strategy	Activities	Expected Output	Responsible Person	Time Frame	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	TOTAL
	Revise and update the Commission's KM Policy;	Updated KM policy	CMT	2018	Nil	Nil	Nil	Nil	Nil	Nil
	Implement the KM policy to promote the use of KM at the Commission.	Operational resource centre	HRAM	Continuous	Nil	Nil	Nil	Nil	Nil	Nil

STRATEGIC THEME 8: RISK MANAGEMENT

Strategic Goal 8: A robust Risk Management Framework.

Strategic Objective 8: To strengthen the risk management and business continuity practices at the Commission.

					Expected Budget (KES. M)					
Strategy	Activities	Expected Output	Responsible Person	Time Frame	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	TOTAL
Enhance the practice of risk management and business continuity	Review the Commission's ERMF every two years;	Revised ERMF	RCM	2017 & 2019	Nil	3	Nil	3	Nil	6
	Train the Board and staff on ERM every two years;	Capacity building report	RCM	2017 & 2019	Nil	3	Nil	3	Nil	6

Strategy	Activities	Expected Output	Responsible Person	Time Frame	Expected Budget (KES. M)					TOTAL
					FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	
	Incorporate ERM in the Commission's induction program;	Updated induction program	RCM	Annually	Nil	Nil	Nil	Nil	Nil	Nil
	Review risk occurrence and escalate to the Board's HR & Risk Committee regularly;	Regular risk reports	RCM	Quarterly	Nil	Nil	Nil	Nil	Nil	Nil
	Conduct business continuity tests annually;	BC test results	RCM	Annually	Nil	1	Nil	1	Nil	2

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