REPUBLIC OF KENYA

Privatisation Authority

Unlocking Value, Enhancing Productivity

Strategic Plan

2023-2028

KENYA VISION 2030

Privatisation Authority

Unlocking Value, Enhancing Productivity

Strategic Plan

2023-2028

Vision

A Premier Privatisation Agency.

Mission

To implement the Privatisation Programme in a transparent, collaborative and competitive manner to achieve desired national objectives.

Core Values

Professionalism

Collaboration

Fairness

Integrity

Transparency and Accountability


27,410
26,718
26,190
25,714

FOREWORD

Our previous Strategic Plan 2022-2027 has undergone a comprehensive review to ensure alignment with the guidelines for preparing the fifth-generation Strategic Plan (2023-2027). This review has been necessitated by the revised guidelines issued by the National Treasury and Economic Planning and the enactment of the Privatisation Act, 2023.

This review aimed to enhance the effectiveness and relevance of our strategic initiatives in light of the evolving operating environment and government priorities. We have worked diligently to incorporate these changes, ensuring that our strategic plan remains dynamic and responsive to the challenges and opportunities that lie ahead.

The revised Plan is aligned with the Constitution of Kenya, 2010, Kenya Vision 2030, Fourth Medium Term Plan (MTP IV), Bottom-up Economic Transformation Agenda (BETA) and Privatisation Act, 2023, and international aspirations such as the Sustainable Development Goals (SDGs), African Union Agenda 2063, and East Africa Community (EAC) Vision 2050.

These frameworks have guided the formulation of strategies that empower the Authority to effectively implement the Privatisation Programme in a transparent, collaborative and competitive manner to achieve desired national objectives. In so doing, the Authority will be propelled to a new frontier in operational excellence.

Our Vision is to be a premier privatisation agency, and the Authority's 2023-2028 Strategic Plan sets out the strategic direction for the next five years. It encompasses immediate, medium and long-term strategies to guide the Authority in executing its mandate.

Whilst recognising the importance of clear and concise mission statements and core values for organisational success, we have revised the Authority's mission to align with and inform our strategic direction.

The successful implementation of this Strategic Plan is a shared responsibility of all Authority members and stakeholders. I am confident that our mission is achievable with our dedicated staff, stakeholders, and development partners.

The Board is committed to ensuring the Authority fully realises its vision and mission by enhancing internal capacity to implement the Privatisation Programme. I, therefore, call upon the entire Privatisation Authority family to embrace this Strategic Plan with pride, determination, and a sense of purpose to implement it with zeal.

Mr. Faisal Abass
Board Chairman

PREFACE AND ACKNOWLEDGEMENT

The 2023-2028 Strategic Plan has been developed against the backdrop of a global economy still reeling from the after effects of the Covid-19 pandemic and which has been made worse by the ripple effects of the Russian invasion of Ukraine. That notwithstanding, the long-term strategic focus presented by this Strategic Plan, places us in a steady position to effectively execute our mandate of implementing the Privatisation Programme as we strive to be a Premier Privatisation Agency.

The Plan is anchored on three (3) strategic goals: enhance the effectiveness in the implementation of the Privatisation Programme; promote strategic partnering, visibility and collaboration; and achieve operational excellence. These strategic goals will ably drive the realisation of our intended results and subsequently the desired benefits of privatisation as outlined in Section 6 of the Privatisation Act, 2023, among them; encouraging more participation of the private sector in the economy by shifting the production and delivery of products and services from the public sector to the private sector, reducing the demand for government resources, improving the efficiency of the Kenyan economy by making it more responsive to market forces, and enhancing and developing the capital markets for the government.

Central to the successful implementation of this strategic plan is our talented and skilled workforce leveraging on a professional and focused Board that is result-oriented. Furthermore, the Authority is committed to upholding the set values, #PCFIT, and maintaining a continuous improvement mind-set in the day-to-day operations. Key among the priorities is to optimize on ICT to make the privatisation process simple, efficient and agile.

This Strategic Plan is a culmination of an extensive consultation process both internally and externally. I acknowledge and thank everyone who was involved in one way or another to see the process through. Together, we have laid out a plan to venture forward with a vision and purpose to act in the world and to do what we do best. For your selflessness and commitment to this cause, I say Asante Sana.

Dr. Joseph Koskey
Managing Director/CEO

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KEY CONCEPTS AND TERMINOLOGIES

Africa Agenda 2063: A strategic framework for the socio-economic transformation of the continent over the next 50 years from 2013 to 2063.

Balanced Scorecard (BSC): Is a strategic planning and management tool used to align Authority's activities with its vision and strategy, improve internal and external communications, and monitor performance against strategic objectives. It is based on the balance between leading and lagging indicators, which are respectively, the drivers and outcomes. It provides a framework for tracking and managing the Authority's strategy.

BETA: Stands for Bottom-up Economic Transformation Agenda. It is an economic model designed to stimulate economic recovery and bolster the resilience of the Kenyan economy. The BETA model targets sectors with the most impact to drive economic recovery. These sectors include Agriculture, Micro, Small and Medium Enterprise (MSME), Housing and Settlement, Healthcare, Digital Superhighway, and Creative Industry. It is expected to lead to job creation, competitiveness, improved household welfare, and increased agricultural productivity.

Initial Public Offerings: This is a method of privatisation by which the sale of government shareholding in a public entity is made to the public through securities exchange.

Kenya Vision 2030: A Kenyan long-term development blueprint that aims to transform the country into a newly industrializing middle-income nation providing a high quality of life to all its citizens by 2030 in a clean and secure environment.

Knowledge Management: It is the capacity of organizations/individuals to identify, capture, store, retrieve, share, protect and analyze the knowledge of individuals and groups across the organization.

Monitoring: Refers to the regular measurement of progress towards the objectives of the plan. It involves tracking the implementation of the plan and determining what corrective action is required, when it must occur, and who must do it. It is an oversight of the implementation of the plan.

Privatisation: Means a transaction that results in a transfer, other than to a public entity, of the assets and or liabilities of a public entity including the shares in a public entity.

Privatisation Programme: A list of public entities identified for privatisation with the approval of the Cabinet and National Assembly and published in the Kenya Gazette.

Public entity: A national government-linked corporation or a subsidiary of a national government corporation or a state corporation within the meaning of the State Corporations Act.

Sustainable Development Goals: Also known as 'Global Goals', are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity.

ACRONYMS AND ABBREVIATIONS

AWP	Annual Work Plan
BETA	Bottom-up Economic Transformation Agenda
BPR	Business Process Re-engineering
CAK	Competition Authority of Kenya
CEO	Chief Executive Officer
CMA	Capital Market Authority
CSR	Corporate Social Responsibility
EAC	East Africa Community
ERM	Enterprise Risk Management
ERSWEC	Economic Recovery Strategy for Wealth & Employment Creation
ESTU	Executive Secretariat and Technical Unit
FY	Financial year
GDP	Gross Domestic Product
GLCs	Government-linked corporations
GIMIS	Government Investment Management Information System
HODs	Head of Departments
ICT	Information Communication Technology
IMF	International Monetary Fund
IPO	Initial Public Offer
ISMS	Integrated Management Information system
ISO	International Organization for Standardization
KPIs	Key performance indicators
KRAs	Kenya Result Areas
M&E	Monitoring & Evaluation
MD	Managing Director
MSME	Micro, Small and Medium Enterprise
MTEF	Medium Term Expenditure Framework

MTP	Medium Term Plan
NSE	Nairobi Securities Exchange
NT	National Treasury
PA	Privatisation Authority
PC	Privatization Commission
PESTEL	Political, Economic, Social, Technological, Environmental, Legal
PRPC	Parastatals Reform Programme Committee
QMS	Quality Management Systems
SDGs	Sustainable Development Goals
SP	Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities, Threats
TFP	Total Factor Productivity
WB	World Bank

EXECUTIVE SUMMARY

The Privatisation Authority's Strategic Plan 2023-2028 takes into consideration the functions of the Authority as stipulated in the Privatisation Act, 2023. The Authority is mandated to implement the Privatisation Programme, among other functions. Covering the period from July 2023 to June 2028, this Strategic Plan outlines the strategic direction and roadmap for achieving the Authority's mandate.

Recognising the importance of privatisation in supporting the economic development agenda, this Plan is strategically aligned with the government's development priorities, specifically the Bottom-up Economic Transformation Agenda (BETA). It also considers various local and international priorities, including the Kenya Vision 2030 Fourth Medium Term Plan (MTP IV), the Privatisation Act, 2023, the United Nations' Sustainable Development Goals, the African Union Agenda 2063, and the East African Community (EAC) Vision 2050.

This Strategic Plan has eight chapters whose content is outlined as follows:

Chapter One explains the policies and legislations that underpin the Authority's operations in alignment with the National Development Agenda. These include the Kenya Vision 2030, the Fourth Medium Term Plan (2023-2027), the Bottom-up Economic Transformation Agenda (BETA), the UN Agenda 2030 on Sustainable Development Goals (SDGs), AU Agenda 2063, and EAC vision 2050. Additionally, the chapter provides a brief history of the Authority and outlines the formulation process of this Strategic Plan.

Chapter Two outlines the Authority's mandate, vision, and mission statement, defining its aspirations and providing a clear framework for its objectives. The chapter further highlights the Authority's core values and quality policy statement.

Chapter Three reviews the previous Strategic Plan (2022-2027), outlining the key achievements, challenges faced, emerging issues and the lessons learnt from the implementation process. The chapter provides a thorough analysis of the environmental scan, using the SWOT and PESTEL analytical tools. Additionally, it outlines the relevant stakeholders, describing their respective roles and expectations within the operational framework of the Authority.

Chapter Four outlines the strategic issues, goals, and key result areas that will provide the Authority's aspirations over the next five years (2023-2028). These key result areas are precisely aligned with the Authority's Vision and Mission and apply within the context of the core values and quality policy statement.

Chapter Five outlines the strategic objectives and strategic choices. The Plan has identified eight strategic objectives, formulated by adopting four perspectives of the balanced scorecard.

Chapter Six highlights how the Strategic Plan will be operationalized by developing the implementation and action plans. It also details the coordination framework, including the institutional framework, staff establishment, business process re-engineering, and risk analysis with corresponding risk mitigation measures.

Chapter Seven highlights the financial resource requirements, resource gaps, resource mobilization, and resource management strategies for the Strategic Plan period.

Chapter Eight describes the Authority's approach to monitoring, evaluating, and reporting on the implementation of the Strategic Plan 2023-2028. The main objective is gauging progress towards the key result areas' planned outputs and outcomes. The exercise involves tracking the implementation of policies, programs, and projects throughout the plan period. Monitoring and evaluation (M&E) will serve as tools to aid management in realizing the achievement of the identified strategic goals and objectives.

The plan's overarching goal is to achieve accelerated implementation of the Privatisation Programme and a strengthened Authority anchored on the foundation of Professionalism, Collaboration, Fairness, Integrity, and Transparency & Accountability as Core Values. This will be realised through three (3) strategic goals: enhance the effectiveness in the implementation of the Privatisation Programme, promote strategic partnering, visibility and collaboration, and achieve operational excellence and eight (8) strategic objectives.

The Authority will regularly review this Strategic Plan to assess progress towards meeting the established targets, aiming to enhance the implementation process through recommended improvements. These reviews will be led internally. Additionally, the Authority will conduct mid-term evaluations in 2026 and end-term evaluations in 2028, sharing the findings to evaluate the implementation progress.

Chapter 1

INTRODUCTION

INTRODUCTION

1.0 Overview

This chapter provides an overview of the Privatisation Authority's background, including a brief history. Additionally, the chapter describes national development priorities and regional and international development frameworks, such as the Constitution of Kenya 2010, the Kenya Vision 2030, the Fourth Medium Term Plan (2023-2027), the Bottom-up Economic Transformation Agenda (BETA), the Privatisation Act, 2023, EAC Vision 2050, the African Union Agenda 2063, and the United Nations Agenda 2030 on Sustainable Development Goals (SDGs). The chapter further outlines the methodology the Authority undertook to formulate its 2023–2028 Strategic Plan.

1.1 Strategy as an imperative for organizational success

This plan aligns with several significant policy frameworks, including Kenya Vision 2030, which seeks to transform Kenya into a newly industrialized middle-income country by 2030. Moreover, the development of the 2023-2028 Strategic Plan was guided by the enactment of the Privatisation Act, 2023, the revision of the 5th Generation Guidelines for the Development of Strategic Plans, and the Bottom-Up Economic Transformation Agenda within the National Development Agenda.

The Plan will serve as the guiding framework for the Authority's programs and projects, aiming to address the identified challenges and incorporating lessons learnt from previous strategic plans.

1.2 The Context of Strategic Planning

To ensure alignment with government priorities, the formulation of this Strategic Plan has considered the following policies and legislation that guide the Authority's operations:

1.2.1 United Nations Sustainable Development Goals 2030

The Authority is committed to achieving the Sustainable Development Goals (SDGs). During this Strategic Plan Period, the Authority will contribute to the achievement of the following goals, as explained in Table 1 below:

Table 1: SDGs Relevant to the Authority's Mandate

S. No.	Sustainable Development Goals	Target	Our Role
1.	**SDG 1:** No poverty	**1.a** - Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular the least developed countries, to implement programmes and policies to end poverty in all its dimensions.	Through the implementation of the Privatisation Programme, the Authority will mobilise resources for the government from privatisation proceeds. These resources will be used to implement programs and projects aimed at reducing poverty.
2.	**SDG 8:** Decent work and economic growth	**8.2** - Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value-added and labor-intensive sectors.	Privatisation encourages more participation of the private sector in the economy by shifting the production and delivery of products and services from the public sector to the private sector. Further, privatisation improves the efficiency of the Kenyan economy by making it more responsive to market forces. The Authority is committed to enhance the privatisation process to achieve the intended results.
3.	**SDG 9:** Build resilient infrastructure, promote sustainable industrialization and foster innovation.	**9.a** - Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing States 18.	Privatisation entails the involvement of private capital and expertise, which will improve the infrastructure and the delivery of public services.
4.	**SDG17:** Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	**17.3** - Mobilise additional financial resources for developing countries from multiple sources.	During the plan period, the Authority will focus on strengthening its partnerships and collaborations with all stakeholders to support the implementation of the Privatisation Programme. This will generate additional revenue for the government through compensation for privatisations as well as reduce the demand for government resources from privatised public entities.

1.2.2 African Union Agenda 2063

Africa's Agenda 2063 is a 50-year development blueprint adopted by Africa Heads of State and Governments in 2013. It's anchored in promoting inclusive and sustainable development in Africa. The Authority is committed to playing its role in the continent's socioeconomic transformation through the Kenya Government's commitment to Africa's Agenda 2063. The implementation of this plan will touch on the priority areas of the agenda thus contributing towards the attainment of the two (2) aspirations and the associated goals as outlined in table 2 below.

Table 2: AU Agenda 2063 Aspiration Relevant to the Authority's Mandate

No.	Aspiration	Goal	Authority Role
1	**1.** A Prosperous Africa, based on Inclusive Growth and Sustainable Development	A high standard of living, quality of life and well-being for all citizens.	Privatisation will promote inclusive and sustainable economic growth by injecting private capital and expertise, hence creating decent employment opportunities and consequently raising the standard of living.
		Transformed economies	Implementing the Privatisation Programme will transform the economy by encouraging more participation of the private sector in the economy hence shifting the production and delivery of products and services from the public sector to a more-efficient private sector.
			Through privatisation, the Authority will generate additional revenue for the government to drive development and create job and economic opportunities for all Kenyans.
2	**7.** Africa as a strong, united, resilient and influential global player and partner.	Africa takes full responsibility for financing her development Goals.	Generating additional revenue for the government through compensation for privatisations stands as a key strategy for financing development and reducing aid dependency. The Authority is committed to implementing the Privatisation Programme to facilitate enhanced resource mobilization.

1.2.3 East African Community (EAC) Vision 2050

Vision 2050 lays out a broad East Africa perspective in which the region optimizes the utility of its resources to narrow the social well-being and productivity gap. The agenda articulates the community's desired future state and provides the architecture around which EAC should focus its energies for economic and social development. The Authority's mandate is aligned with the aspirations of the East African Community, as detailed in Table 3 below.

Table 3: EAC's Vision 2050 Target Relevant to the Authority's Mandate

No.	EAC's Vision 2050: Aspirations	Goal	Authority's Role
1.	Enhanced inclusiveness in development and socio-economic transformation.	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Privatisation will encourage more participation of the private sector in the economy by shifting the production and delivery of products and services from the public sector to the private sector. In addition, privatisation will promote inclusiveness by broadening the ownership base of the Kenyan economy.
2.	Access to modern, fast and affordable infrastructure is essential for economic development and the well-being of the population.	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.	Privatisation will improve the infrastructure and the delivery of public services through the involvement of private capital and expertise. Resources mobilized through privatisation will also be used to fund improvement in infrastructure and the delivery of public services.
3.	Achievement of high per capita income to give the population adequate purchasing powers and improved quality of life.	End poverty in all its forms everywhere	Privatisation will generate additional revenue for the government through compensation for privatisations and reduce demand for government resources.
			Privatisation through IPOs will provide opportunities for the citizens to have a stake in the privatised agencies, hence income from these investments will reduce the poverty levels.
4.	Increased partnership between the public and private sectors for economic transformation.	Strengthen the means of implementation and revitalize the global partnership for sustainable development.	Privatisation will broaden the Kenyan economy's ownership base by encouraging private ownership of entities through the privatisation of state agencies.

1.2.4 Constitution of Kenya

In the implementation of its mandate, the Authority will be guided by the national values and principles of governance set out under Article 10 of the Constitution; the principles of public finance provided under Article 201 of the Constitution; the promotion of participation by Kenyans in the sustainable development and protection of the economy; transparency and accountability; efficiency and sustainability; and cost-effectiveness and value for public resources.

1.2.5 Kenya Vision 2030

The Kenya Vision 2030 is a long-term development blueprint that aims to transform Kenya into a newly industrialised, middle-income country by 2030. Emphasizing a high quality of life for all its citizens within a clean and secure environment, the Vision is anchored on economic, social, and political pillars.

Macroeconomic Stability and Growth: One of the foundational aspects of Kenya Vision 2030 is the pursuit of macroeconomic stability. Under the macroeconomic framework, the Vision aspires to achieve an average economic growth rate of 10 per cent annum and sustain the same growth rate until 2030. These growth rates aim to shift Kenya from a low-income to a middle-income country.

Structural Reforms for Efficiency: The Vision underscores the importance of structural reforms beyond macroeconomic stability. It highlights the urgency of accelerating these reforms to boost the efficiency of both physical and human capital, ultimately enhancing total factor productivity (TFP). Such improvements are essential for meeting economic growth objectives. Consequently, the Government is dedicated to ongoing structural reforms across multiple areas to enhance resource allocation, utilisation efficiency, and public sector service delivery.

Economy Policy and State-Owned Corporations: Historically, Kenya adopted a mixed economy policy outlined in Sessional Paper No. 10 of 1965. This policy allowed the government to participate in economic activities traditionally reserved for the private sector. State-owned corporations (SOCs) were established to decolonize the economy, promote development and regional balance, encourage citizen participation, and ensure public control of the economy. However, with the maturation of the private sector, the government initiated public enterprises' reforms, focusing on privatisation and divestiture.

Challenges of State-Owned Corporations: State-owned corporations in Kenya have faced challenges, including bloated payrolls leading to financial burdens on the exchequer. This results in un-serviced statutory obligations and pension liabilities worth billions of Kenya Shillings, creating fiscal risks due to underperformance. The government may have a moral obligation to bail them out, which can be challenging for budget implementation. The stock of risk exposure for FY 2022/23 is estimated to be Ksh. 2,751.8 billion, of which Ksh.2, 661.1 billion is from SOEs and 90.6 billion is from government-linked corporations (GLCs).

Privatisation Authority's Role: The Privatisation Authority focuses on the privatisation of public enterprises, which is part of the broader public enterprises' reforms programme and a key ingredient of the Economic Pillar. It is critical in addressing the fiscal risk and releasing resources for the implementation of critical programmes to support Vision 2030 targets such as food security, affordable housing, universal health care, and manufacturing.

Critical Importance for Vision 2030: Enhancing the effectiveness of the Privatisation Authority is deemed crucial for achieving the Vision 2030 targets. The implementation of this Strategic Plan will enable the Authority to contribute significantly to the realization of Kenya's developmental aspirations.

1.2.6 Fourth Medium Term Plan (MTP IV) -2023-2027

The Medium-Term Plan (MTP) is a successive five-year plan that implements Kenya's Vision 2030. The Authority's 2023-2028 Strategic Plan coincides with the fourth Medium Term Plan 2023-2027 of the Kenya Vision 2030, which focuses on five sectors: finance and Production, infrastructure, social, environment and natural resources, and governance and public administration.

As outlined in its macroeconomic framework, the MTP IV Plan aims to accelerate real GDP growth from 4.8 per cent in 2022 to 7.2 per cent by 2027. Additionally, the Fourth Medium Term Plan seeks to elevate the Kenyan economy to an upper-middle-income status and bolster Kenya's competitiveness. One of the key focuses of the Fourth Medium Term Plan is domestic resource mobilization, among other strategies.

The privatisation of public entities aims to enhance the efficiency of the Kenyan economy by making it more responsive to market forces and generating additional revenue for the government through compensation for privatisation, among other purposes. The Authority's Strategic Plan (SP) for 2023-2028 prioritizes strategies to improve the efficiency of implementing the Privatisation Programme. This initiative will enhance domestic resource mobilization for the government and also increase the realization of both physical and human capital efficiency, thereby significantly contributing to Kenya's overall goal of economic growth.

1.2.7 Bottom-up Economic Transformation Agenda (BETA)

To achieve economic turnaround and foster inclusive growth, the Government is actively addressing constraints to economic growth and enhancing resilience through the Bottom-Up Economic Transformation Agenda (BETA). This transformative agenda aims to target sectors with the most significant impact on economic recovery, focusing on six key objectives: bringing down the cost of living; eradicating hunger; creating jobs; expanding the tax base; improving foreign exchange balances; and fostering inclusive growth. This will be achieved through five core pillars, namely: Agriculture; Micro, Small and Medium Enterprise (MSME) Economy; Housing and Settlement; healthcare; and Digital Superhighway & Creative Economy.

A crucial element of the BETA implementation framework involves prioritising, sequencing, and financing. The Privatisation Authority supports the government's financing needs for prioritised interventions in this context. Leveraging on the proceeds generated from privatisation, the Authority becomes a pivotal contributor to funding critical government initiatives.

Additionally, the impact of privatisation goes beyond financial contributions. The Authority actively supports the government's broader economic agenda by reducing the demand for government resources from privatised entities. This ensures optimal allocation of resources and enhances the overall efficiency and sustainability of public services and projects. The synergy between privatisation and the BETA framework underscores the collaborative efforts toward achieving inclusive and sustainable economic growth.

Recognizing that infrastructure is a fundamental enabler and driver of the Bottom-Up Economic Transformation Agenda, the Authority is poised to contribute significantly. Its role will involve actively supporting the government in enhancing infrastructure and the delivery of public services through the involvement of leveraging private capital and expertise.

The Authority Strategic Plan 2023-2028 strongly emphasises ensuring seamless implementation of the Privatisation Programme, focusing on fast-tracking the process. Thus, the Authority will implement strategies and initiatives to achieve this goal, including establishing strategic partnerships and collaborations. These measures address potential bottlenecks in implementing the Privatisation Programme and accelerate progress towards achieving outlined objectives.

1.3 History of the Privatisation Authority

Since Kenya's Independence in 1963, the nation has undergone significant policy shifts regarding the direct involvement of the public sector in commercial activities. In the initial decades, particularly in the 1960s and 1970s, the government made substantial investments in State Corporations to address regional imbalances, increase local participation in the economy, promote indigenous entrepreneurship, and attract foreign investment through joint ventures.

A pivotal moment in this evolution occurred in July 1992 when the government outlined the parameters of a public sector reform program through the Policy Paper on Public Enterprises Reform and Privatisation. This initiative included guidelines and procedures for privatising Public Enterprises (PEs), overseen by the Parastatals Reform Programme Committee (PRPC) and its secretariat, the Executive Secretariat and Technical Unit (ESTU).

By the year 2002, there was a notable change in the approach, influenced by factors such as the inadequacy of public sector resources for infrastructure investment, the imperative to counter the deterioration in infrastructure services, global lessons from successful infrastructure improvements through Public-Private Partnerships, and restructuring efforts that separated commercial activities from regulatory functions. This shift in thinking led to key privatisation transactions under the Economic Recovery Strategy for Wealth and Employment Creation (ERSWEC) from 2003 to 2007.

Enacting the Privatization Act in 2005 provided a legal and institutional framework for privatising public entities in Kenya. Operationalised in January 2008, the Act established the Privatization Commission, succeeding the ESTU. The inaugural Privatization Programme under the Act, consisting of twenty-six enterprises and projects, was approved by the Cabinet in December 2008 and subsequently gazetted in August 2009.

Despite the legal framework, challenges in implementing the Privatisation Programme prompted a review of the Privatization Act, 2005. The revised legislation led to the enactment of the Privatisation Act, 2023 on October 27, 2023. This Act established the Privatisation Authority, replacing the Privatisation Commission, with a core mandate to implement Kenya's Privatisation Programme and advise the government on all aspects of privatisation of public entities.

1.4 Methodology of Reviewing the Strategic Plan

The Strategic Plan review process was guided by a Strategic Plan Committee consisting of the Heads of Directorates (Directors) and some Heads of Departments (Managers). This comprehensive undertaking involved a detailed assessment of the Authority's mandate and a gap analysis of the previous Strategic Plan (2022-2027), referencing the revised 5th Generation Guidelines for the Development of Strategic Plans. Additionally, a thorough situational analysis was conducted, examining internal and external operating environments to identify pertinent issues requiring attention in the strategy formulation.

To ensure a comprehensive understanding, desk reviews of available data from recent reports, including the Customer Satisfaction Survey reports, were conducted. This data played a crucial role in accurately portraying the current situation as a foundation for the formulation stage. The Plan was subjected to a stakeholder participation process, during which it was shared with stakeholders for feedback. Consultative and validation workshops and meetings were organized to gather valuable input. All these diverse inputs were accurately processed, collated, and integrated into the document, enriching its content and ensuring a well-rounded and inclusive strategic plan for the Authority.

Chapter 2

STRATEGIC DIRECTION

STRATEGIC DIRECTION

2.0 Overview

This chapter provides the overall strategic direction for achieving the intended results, described through the vision, mission, and core values. The key result areas and objectives are aligned with the Vision and Mission statement and are applied within the context of core values and quality statements. Consequently, this chapter establishes the framework and context for the Authority in its endeavors to facilitate the implementation of the Privatisation Programme.

2.1 Privatisation Authority Mandate

The Authority is charged with the key responsibility of implementing the Privatisation Programme in Kenya.

The specific functions of the Authority are:

i. Advise the government on all aspects of privatisation of public entities;
ii. Facilitate the implementation of government policies on privatisation;
iii. Implement the Privatisation Programme;
iv. Implement specific privatisation proposals in accordance with the Privatisation Programme;
v. Collaborate with other organisations, within or outside Kenya, as it may consider appropriate in furtherance of the objects of this Act;
vi. Prepare long-term divestiture sequence plan;
vii. Monitor and evaluate the implementation of privatisation programs in Kenya;
viii. Take such measures as are necessary to ensure that the provisions of this Act are complied with; and
ix. Perform any other functions under this Act or any other legislation as may be conferred, from time to time, on the Authority.

2.2 Vision statement

A Premier Privatisation Agency.

2.3 Mission Statement

To implement the Privatisation Programme in a transparent, collaborative and competitive manner to achieve desired national objectives.

2.4 Strategic Goals

Through various consultative meetings with the stakeholders, the following three strategic goals were determined to guide Authority operations for the plan period:

i. Enhance the effectiveness in the implementation of the Privatisation Programme;
ii. Promote strategic partnering, visibility and collaboration; and
iii. Achieve operational excellence.

2.5 Core Values

To efficiently and effectively implement the Privatisation Programme, the Authority is committed to upholding the following core values, as described in Table 4.

Table 4: The Authority's Core Values

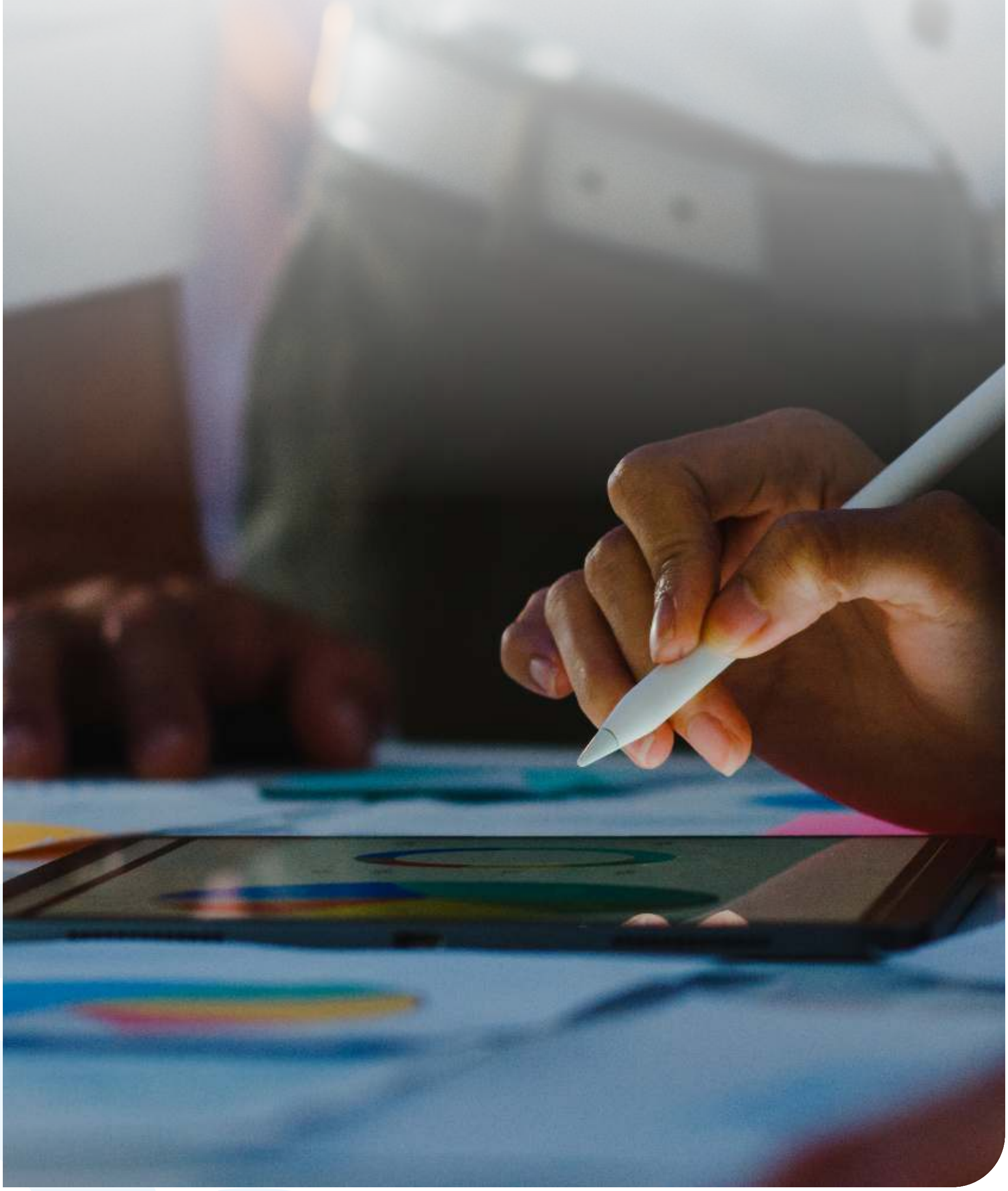
Core value	Description
Professionalism 	We pledge to uphold established professional standards and ensure the privacy and confidentiality of stakeholder information as we carry out our mandate.
Collaboration 	We shall embrace team spirit, work closely with our stakeholders, bond well, and have a unity of purpose and direction.
Fairness 	We shall be impartial and just and treat all without favouritism or discrimination. We shall ensure equitable distribution of resources and opportunities.
Integrity 	We shall employ the highest ethical standards and demonstrate honesty and trustworthiness in our work and personal conduct. We commit to being impeccable and operating above board.
Transparency and Accountability 	We shall create a work culture that values honest behaviour, openness, and willingness to be held accountable for our actions.

2.6 Authority Quality Policy Statement

The Privatisation Authority is committed to implement the Privatisation Programme in a transparent, collaborative and competitive manner to achieve the desired National objective, and shall endeavour to meet the needs and expectations of all its stakeholders. This commitment is translated into the Privatisation Authority Quality Management Systems process requirements.

Chapter 3

SITUATIONAL AND STAKEHOLDER ANALYSIS



SITUATIONAL AND STAKEHOLDER ANALYSIS

3.0 Overview

This chapter presents a situational analysis of the operating environment encompassing internal and external factors that impact the Privatisation Authority's operations and realization of its goals and objectives. The analysis employs various tools, including SWOT, PESTEL, and Stakeholder Analysis. Additionally, it evaluates the performance during the plan period of 2022-2027, highlighting milestones achieved, challenges faced, and lessons learned.

3.1 Situational Analysis

3.1.1 External Environment

The global economy has faced prolonged sluggish growth, attributed to various factors, including rising inflation and interest rates stemming from COVID-19-induced disruptions in the worldwide supply chain, climate change-related disturbances, and the conflict in Ukraine. These factors have led to surges in prices and shortages of essential commodities, including petroleum edible oils, contributing to the ongoing rise in the cost of living in the Country. The war has exacerbated inflationary pressures during the post-pandemic recovery, particularly in energy and food prices. The global economic crisis poses significant challenges to the Privatisation Authority, including budget constraints and delays in privatisation initiatives. To navigate these challenges, the Authority will leverage on careful planning and strategic thinking to ensure continued progress in privatisation efforts amid these challenging times.

3.1.1.1 Macro-environment

1. **Political Factors:** Changes in the political environment will directly affect the implementation of the Authority's activities. The Authority has identified these factors and assessed their likely impact on the Authority. These factors include government structure, shifts in government policies, board appointments, geopolitical issues, and international relations.

2. **Economic Factors:** The state of the Kenyan and global economies directly or indirectly impact the Authority's operations. Factors such as the International Monetary Fund (IMF) and World Bank conditionalities, the narrowing debt headroom, inflation and forex rates change, prioritised national development programmes (infrastructure projects funding), and the rising wage bill can significantly affect the Authority.

3. **Social-Cultural Factors:** The demographics of the country play a crucial role in influencing the lifestyles, spending levels, and investment behaviour of citizens. Factors such as poverty levels, education levels, lifestyles and the expanding middle class have implications for the Authority's operations.

4. **Technological Factors:** The global adoption of technological innovations, including internet and the use of social media, has brought about significant changes in how people live, work, and interact. Technology has revolutionized operations and communication channels for the Authority, but it also poses challenges, especially in terms of security and information security. Therefore, the Authority must implement mechanisms and strategies to counter or harness them

5. **Environmental Factors:** Climate change, mitigation measures, pollution, and waste management directly or indirectly impact the Authority's operations, particularly through the entities in the Privatisation Programme. Entities being privatised are expected to comply with the relevant environmental laws and regulations, and non-compliance may affect their valuation.

6. **Legal Factors:** Court cases related to privatisation matters will directly affect the implementation of the Authority's activities. The Authority has identified these factors and assessed their likely impact on the Authority. However, the Authority is expected to comply with the Kenyan Constitution and all attendant laws and regulations. Articles 232 and 10 of the Constitution obligates the Authority to entrench the Values and Principles of Public Service, and the National Values and Principles of Governance. Other legal issues of impact include but are not limited to employment and environmental laws.

3.1.2 Summary of Opportunities and Threats

The external environment analysis has highlighted the Authority's opportunities and threats, as summarised in Table Five. The forthcoming Strategic Plan will leverage the identified opportunities to enhance the organisation's growth and success. Simultaneously, a robust risk management system will be implemented to effectively address and mitigate potential threats during this strategic planning period. This proactive approach aims to position the Authority to capitalise on favourable circumstances while navigating challenges strategically.

Table 5: Summaries of opportunities and threats

Environmental Factors	Opportunities	Threat
Political Factors	• Changes in Government policy • Political goodwill	• Political (in)stability • Geo political issues • Misconcep tion/misinformation on mat ters of privatisation
Economic Factors	• The narrowing debt ceiling/ narrowing fiscal space • National development programmes (infrastructure projects funding) • The rising wage bill • Government budgetary/funding gap • Large pool/universe of entities for inclusion in the programme • Willing investors to participate in privatisation • IMF/World Bank support for government divestiture	• IMF/WB conditionalities • Inflation/exchange rates • Declining funding from the exchequer
Social Cultural	• Poverty level • Population/demographical • Lifestyles • Education advancements level • Expanding middle class	• Ancestral and communal land issues • Varied interests/ interest groups on privatisation

Technology Factors	• Technology advancement	• Cybercrime/information security concerns
Environmental Factors		• Climate change impacts
Legal Factors		• Court Cases/litigations • Changes in laws • Overlapping policies and laws • Lack of regulations to operationalize the Privatisation Act,2023

3.1.3 Internal Environment

The Authority has analysed internal factors, including resource capabilities, skills, competence, and internal processes, to understand their impact on performance. In the upcoming Strategic Plan period, the Authority aims to capitalise on its strengths and proactively address areas of weakness. This approach involves leveraging existing capabilities, fostering competence, and optimising internal processes to enhance organisational performance. By focusing on internal dynamics, the Authority aims to strengthen its foundation and improve its ability to meet strategic objectives during the defined planning period.

3.1.3.1 Governance and Administrative Structures

The Authority has a robust governance and administrative framework crucial for overseeing the execution of the Privatisation Programme. Governed by a Board with significant responsibilities in setting overall strategy and policy approval, the Board plays a critical role in providing strategic direction and ensuring compliance. Day-to-day operations are managed by the Managing Director/CEO, who leads the formulation and implementation of strategies aligned with the Authority's mandate. Four key functional areas are guided by four Directors—Transaction Services, Corporation Secretary & Legal Services, Corporate Services, Research, Planning & Compliance— supported by various departmental managers to contribute to comprehensive management. This well-defined governance and administrative structure establishes clear lines of responsibility, accountability, and coordination, enabling the organisation to fulfil its mandate in implementing the Privatisation Programme with strategic decision-making at appropriate levels.

3.1.3.2 Internal Business Processes

The Authority has well-documented policies and quality management procedures that will support the implementation of the core mandate. For each privatisation included in a Privatisation Programme, the key processes involved are preparatory work, which entails undertaking due diligence work to inform the preparation of a specific proposal; the proposal is then submitted to the cabinet for approval; after that, the approved proposal moves to implementation phase which entails valuation and execution of the approved method of privatisation.

3.1.3.3 Resources and Capabilities

The Authority has modern technological facilities, equipment, and a robust ICT infrastructure. However, the current staff number is 32, which is below the established count of 63. This potential staffing inadequacy may impact the effective implementation of this Strategic Plan. The Authority relies on a fleet of five vehicles to support staff mobility for stakeholder engagements. Additionally, implementation of an Enterprise Resource Planning (ERP) system reflects the Authority's commitment to enhancing operational efficiency.

3.1.4 Summary of Strengths and Weaknesses

The analysis of the internal environment pinpointed the Authority's strengths and weaknesses. These are summarised in Table Six below.

Table 6: Summary of Strengths and Weaknesses

Factors	Strengths	Weakness
Governance and Administrative structures	• The Authority is anchored on an Act of Parliament • The Authority has a fully constituted board • Operational corporate governance framework is in place	• Lack of autonomy and independence for the Authority
Internal Business Processes	• The Authority has automated most of its processes and has a robust ICT infrastructure • The Authority is ISO 9001:2015 certified • Existence of well-documented and operational policies and proce-dures • Existence of Enterprise Risk Man-agement Framework • Organisations' structure & HR in-struments are in place	• Inadequate knowledge management framework • Low level of awareness • Inadequate collaboration and partnership framework
Resources and capabilities	• Skilled and Competent staff • Government budgetary support	• Low staffing levels • Overreliance on the Ex-chequer as a single source of funding

3.1.5 Analysis of past performance

This section comprehensively reviews the Authority's performance in the first year of its Strategic Plan 2022-2027. The plan, which had three Key Result Areas and seven strategic objectives, played an instrumental role in guiding the Authority's efforts towards fulfilling its mandate.

Key Result Areas for the 2022-2027 Strategic Plan were:

- Implement Privatization Programme
- Strengthen Collaboration, Partnerships and Visibility
- Strengthen Institutional Capacity

3.1.5.1 Key Achievements

KRA 1: Implement Privatization Programme

To implement the Privatization Programme, the Authority undertook the following key activities:

- The Authority's target was to assess five (5) entities for inclusion in the Privatization Programme. Seven (7) entities were assessed and recommended to the National Treasury for approval to be included in the Privatization Programme, surpassing the year-one target. However, no assessed entities were onboarded into the Privatization Programme since approval was not granted.
- The Authority targeted updating preparatory work for the ten (10) entities in the year under review. An update of preparatory work for twelve (12) entities was conducted, thus surpassing the year-one target.
- During the year under review, the Authority targeted to prepare detailed proposals for seven entities and submit them to the National Treasury and Economic Planning. The Authority developed and submitted the specific privatization proposals for seven (7) as targeted to the National Treasury.
- The Authority targeted to implement at least four (4) transactions from the approved Privatizations. The Authority conducted the business valuations for the four transactions. However, the implementation of the transactions was not completed in the review period due to delays in obtaining approvals or challenges in the implementation.
- On the efforts to review the privatization of the five (5) sugar companies, as outlined in our Strategic Plan 2022-2027, the Authority could not proceed with privatizing the specified sugar companies due to litigations initiated by interested parties.
- Further, the Authority targeted reviewing the Privatization Act, 2005 to remove the current bottlenecks and create an enabling legal framework for implementing the Privatization Programme. The proposed amendments were prepared and presented to the National Treasury & Planning, regional stakeholder sensitisation/public participation was undertaken, and the Privatisation Bill 2023 was passed into law in October 2023.

KRA 2: Strengthen Collaboration, Partnerships and Visibility

Under this KRA, the Authority targeted the development and implementation of a Communication and Stakeholder Engagement Strategy to guide its engagements with various stakeholders. During the period under review, the strategy was developed as targeted, and it was implemented by undertaking the following key activities:

- The Authority developed the Stakeholder Engagement Framework for the review of the Privatization Act, 2005;
- The Authority held stakeholder consultative meetings with a team from the British High Commission – UK Department for International Trade to explore areas for collaboration;
- The Authority held stakeholder sessions and consultative meetings with teams comprising the National Treasury; Ministry of Investments, Trade and Industry; Capital Markets Authority; Nairobi Securities Exchange; Kenya Development Corporation; Kenya Prison Services; and leadership of various entities under the Privatization Programme, among others;

- The partnership with the Kenya Prison Services resulted in a partnership to achieve the Presidential directive of accelerating 10% tree coverage;
- Reviewed CSR Policy and undertook two CSR activities that involved planting 20,000 trees and distributing sanitary towels to needy girls in Mukuru kwa Njenga.
- To revamp the corporate brand, the Authority commenced the brand audit but halted it to give way for its rebrand, as envisaged in the Privatisation Bill, 2023.

KRA 3: Strengthen Institutional Capacity

Under this KRA, the Authority targeted implementing initiatives related to fostering research and innovation, ensuring resource availability and optimal utilization, and enhancing corporate governance in the context of implementing a Privatization Programme. The achievements were as follows:

- **Research and Development Policy Development:** The Authority successfully developed a Research and Development Policy designed to guide research activities.
- **Knowledge Management Initiative:** In efforts to implement knowledge management, the Authority took steps to equip its Resource Centre and initiated the development of a comprehensive knowledge management strategy.
- **Staff Recruitment and Training:** To support these initiatives, the Authority made significant human resource investments. It recruited five managers and other staff, including staff for the research department, contributing to the establishment of this crucial unit. Various training programs were provided to all staff, ensuring continuous professional development.
- **Performance Evaluations:** The Authority conducted performance evaluations for its staff, providing a structured approach for assessing individual contributions. This, in turn, informed decisions related to rewards and sanctions.
- **Corporate Governance Enhancement:**
  The Authority prioritized enhanced corporate governance through conducting statutory and legal compliance audits, and reports were accurately prepared for submission to the respective bodies; compliance audits of internal controls and systems were conducted across all departments, and the Board received training on the core mandate and corporate governance principles, the enterprise risk management framework underwent review and was successfully implemented through quarterly risk monitoring and reporting to the Board to ensure effective risk management.

3.1.5.2 Challenges

During the implementation of the Strategic Plan 2022/2027, the Authority encountered the challenges listed below:

i. Litigation-court cases posed significant challenges, hindering the implementation and operationalisation of the programme; notably, the five sugar companies faced legal obstacles.

ii. Review of the Privatization Act, 2005- the pending review of the Privatization Act, 2005, introduced an element of uncertainty. The review process created a challenging environment for decision-making and strategic planning.

iii. Unclear policy direction—the absence of a clear direction on the implementation of the Privatisation Programme impacted both the entities in the programme and those undergoing the privatisation process. The lack of clarity created challenges for effective planning and execution.

Addressing these challenges necessitates adopting strategic approaches, including legal resolutions, proactive response to regulatory changes, and advocating for clear policy guidelines to ensure smoother implementation of the Authority's Strategic Plan.

3.1.5.3 Lessons Learnt

The challenges encountered during the implementation of the Authority's 2022-2027 Strategic Plan yielded valuable lessons for the Authority. These lessons, which are essential for the successful execution of this Plan, include:

i. **Impact of Government Policy Changes:** Recognising that government policy changes can significantly influence the achievement of the Authority's mandate and the successful implementation of the Strategic Plan; hence, adaptability to evolving policies is crucial for strategic success.

ii. **Critical Role of a Fully Constituted Board:** A fully constituted board is critical in effectively implementing the Privatisation Programme and achieving the objectives outlined in the Strategic Plan; hence, the Board composition and functionality are integral to success.

iii. **Significance of Adequate Resources:** Adequate financial and non-financial resources are essential for successfully implementing a Strategic Plan. Resource availability is a critical factor in overcoming implementation challenges.

iv. **Stakeholder-Driven Nature of Privatisation:** Privatisation is more stakeholder-driven, and engaging with stakeholders plays a pivotal role in the success of implementing privatisation initiatives.

v. **Critical Role of an Enabling Legal Framework:** An enabling legal framework is critical to achieving the Authority's mandate and successfully implementing the Strategic Plan. A solid legal foundation is essential for navigating challenges and ensuring compliance.

These lessons provide a foundation for informed decision-making and strategic planning, enhancing the Authority's ability to address challenges effectively and achieve its objectives in implementing its 2023-2028 Strategic Plan.

3.2 Stakeholder Analysis

The Authority undertook an analysis of its stakeholders to identify their needs and expectations as presented in Table 7 below.

Table 7: Stakeholder Analysis

STAKEHOLDER	ROLE	STAKEHOLDERS EXPECTATIONS FROM THE AUTHORITY	AUTHORITY'S EXPECTATIONS FROM STAKEHOLDERS
Parliament (National Assembly and Senate)	• Ratification of the Privatisation Programme • Receive and discuss the Annual report on privatisation (Section 58 (3) of the Act)	• Strict adherence to the law • Consultations and briefings • Value for money • Transparency in the process • Adequate response to invitations by Parliamentary Committees • Advise on privatisation	• Support and advocate for privatisation • Approval of budget • Timely approval of submissions
Cabinet	• Approve the Privatisation Programme and proposals	• Develop privatisation proposals • Implement the approved programme and proposals	• Timely approvals of programmes and proposals
National Treasury	• Provide Policy direction (Section 7a of the Act) • Formulation of the Privatisation Programme • Allocate resources for privatisation transactions • Appointment of the Board • Facilitate approvals	• Implement Privatisation policies • Professional implementation of the Privatisation Programme • Submission of specific privatisation proposals in a timely manner. • Prudent utilization of resources • Timely preparation of budgets, performance contracts and related reports • Timely requests for statutory and other approvals and reports • Adequate time for consultations and submission of required information and clarifications	• Provide policy direction • Timely formulation of the Privatisation Programme • Timely approvals of submissions requiring approval • Timely release of budgeted funds • Timely appointment of Board Members • Timely processing of detailed proposals and subsequent submission to the Cabinet.
Board	• Provide leadership, guidance and strategic/policy direction.	• Accurate, relevant, and timely information and reports • Implementation of the Board's resolutions • Prudent use of resources	• Strategic direction and influence • Facilitation and timely approvals • Support, collaborations, and linkages

STAKEHOLDER	ROLE	STAKEHOLDERS EXPECTATIONS FROM THE AUTHORITY	AUTHORITY'S EXPECTATIONS FROM STAKEHOLDERS
Staff	• Provide timely services	• Favorable terms & conditions of service and a good work environment • Skills development and Job progression • Commitment to their welfare • Excellent performance to be rewarded. • Participatory and fair appraisal	• Improved productivity. • Exhibit good image of the Authority • Efficient and timely services to the citizens and stakeholders. • Adherence to policies, rules, & regulations of the Authority • Efficient utilization of resources allocated.
County Governments	• Support the privatisation process.	• Consultations and active engagement • Recommend on how to undertake socioeconomic investments to the host community where applicable • Value for money • Transparency in the privatisation process.	• Buy in to the implementation of the Privatisation Programme
Ministries responsible for Investments identified for Privatisation	• Support the implementation of privatisation transactions	• Consultations to ensure inclusiveness and ownership of the privatisation process • Timely responses to all queries	• Submission of any required information. • Participation in Steering Committee meetings and activities • Sectoral and administrative support to the process
Public entities Identified for Privatisation	• Provide the required data/ information • Support the privatisation process	• Consultations to ensure inclusiveness and ownership of the privatisation process from the Authority • Confidentiality • Adequate time for consultations and submission of required information and clarification.	• Timely provision of the required information
Investors	• Participate in the privatisation process	• Well structured transactions • Fairness, accountability and transparency • Value for money • Provide adequate information for decision making	• Participation in stakeholder forums • Participation in and investing during privatisation

STAKEHOLDER	ROLE	STAKEHOLDERS EXPECTATIONS FROM THE AUTHORITY	AUTHORITY'S EXPECTATIONS FROM STAKEHOLDERS
Development partners	• Provide financial and technical support	• Develop project proposals and justifications, for funding and technical assistance • Identify areas of support • Efficient use of Resources • Achievement of planned outcomes of initiative implemented. • Timely reporting	• Support specific initiatives aligned with the Authority's objectives • Timely disbursement of committed resources. • Technical assistance to strengthen institutional capacity.
Media	• Provide publicity about Privatisation	• Access to accurate information • Cooperation • Timely clarification of queries	• Disseminate accurate information • Enhanced visibility
Regulatory Agencies (CBK, CMA, CAK, NSE, KRA)	• Provide necessary regulatory approvals during the privatisation process	• Ensure Compliance	• Facilitation of transactions through the provision of necessary regulatory approvals and interactions.
Kenyan Public	• Seek services and provide feedback • Support and participate in the privatisation process	• Value for money/return on investment • Transparency and accountability in implementing the programme • Efficient and effective services	• Participation in stakeholder forums/ consultations. • Participate in the privatisation process • Regular feedback on services.
Other Government Agencies	• Support the privatisation process	• Compliance with relevant laws and guidelines • Timely submission of reports	• Provision of relevant guidelines and circulars
Transaction advisors	• Provision of transaction advisory services	• Honor contractual obligations • Consistency in obtaining information from the privatisation entities	• Quality Reporting • Honor contractual obligations • Independent valuation • Transaction advisory
Service providers and contractors	• Provision of goods and services	• Honor contractual terms	• Goods and services of acceptable quality • Honor contractual terms

Chapter 4

STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

4.0 Overview

This chapter outlines the strategic issues, goals, and key result areas, summarising the Authority's aspirations throughout the Plan's implementation period. The Strategic Plan comprises eight well-defined strategic objectives complemented by corresponding Key Performance Indicators and initiatives. These strategic objectives and initiatives are aligned with the Authority's Vision, Mission, and Core Values, ensuring the organisation's efforts are guided by a goal-oriented approach.

4.1 Strategic Issues

The following are strategic issues that guide this plan:

i. Delays in the implementation of the Privatisation Programme
ii. Delays in approvals
iii. Stakeholder engagements, partnerships and collaborations
iv. Low awareness levels
v. Organisation visibility
vi. Adequate and sustainable resources
vii. Organisational capacity and efficiency
viii. Corporate Governance
ix. Uptake of technology

4.2 Strategic Goal

Building on the identified strategic issues, the following are the overarching strategic goals that the Authority will focus on over the plan period:

i. Enhance the effectiveness in the implementation of Privatisation Programme
ii. Promote strategic partnering, visibility and collaboration
iii. Achieve operational excellence

4.3 Key Result Areas

The Authority will implement the following four Key result areas namely:

i. Seamless privatisation process
ii. Stakeholder involvement, acceptance and buy-in
iii. Enhanced brand visibility
iv. Enhanced internal capacity

Table 8: Summary of Strategic Issues, Goals, and Key Result Areas

Strategic Issues	Strategic Goals	Key Result Area
• Delays in the implementation of the Privatisation Programme • Delays in approvals	Enhance the effectiveness in the implementation of Privatisation Programme	KRA1: Seamless privatisation process
• Stakeholder engagements, partnerships and collaborations • Low awareness levels • Organisation visibility	Promote strategic partnering, visibility and collaboration	KRA 2: Stakeholder involvement, acceptance and buy-in KRA 3: Enhanced brand visibility
• Organizational capacity and efficiency • Corporate Governance • Uptake of technology • Adequate and sustainable resources	Achieve operational excellence	KRA 4: Enhanced internal capacity

Chapter 5

STRATEGIC OBJECTIVES AND STRATEGIES

STRATEGIC OBJECTIVES AND STRATEGIES

5.0 Overview

This chapter describes strategic objectives and strategies aimed at achieving Authority's 2023-2028 Strategic Plan. These objectives and strategies are in alignment with the Authority's Vision, Mission and Core Values.

5.1 Strategic Objectives

The strategic objectives serve as a roadmap to realise the mission and vision of the Authority. In setting the strategic objectives, the Authority adopted the four perspectives of the Balanced Scorecard, including customer focus, financial performance, internal business processes, and organisational capacity, focusing on environmental and governance issues. The Authority will focus on the following strategic objectives:

- Enhance implementation of the Privatisation Programme
- Enhance privatisation advisory capacity
- Improve strategic stakeholder engagement
- Improve corporate image
- Strengthen corporate governance
- Enhance human capital
- Enhance operational efficiency
- Enhance resource mobilisation

Table 9 provides the 5-year outcome projections for the formulated strategic objectives:

Table 9: Outcomes Annual Projections

Strategic Objective	Outcome	Key Performance Indicators	Unit of Measure	Target 2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
KRA 1: SEAMLESS PRIVATISATION PROCESS								
Enhance implementation of Privatisation Programme	Successful implementation of Privatisation Programme	% of proposals developed as per schedule	%	100	100	100	100	100
		% of fully implemented approved proposals as per schedule	%	100	100	100	100	100
		% implementation of the Privatisation Programme	%	40	60	80	90	100
Enhance privatisation advisory capacity	Increased evidence-based decision-making/better privatisation decisions	% of approved proposals	%	100	100	100	100	100
		No of research conducted	No.	0	1	1	1	1
KRA 2: STAKEHOLDER INVOLVEMENT, ACCEPTANCE AND BUY-IN								
Improve strategic stakeholder engagement	Increased cooperation among stakeholders	Lead time period to privatize an entity	Months	Baseline(X)	X-7.5%	X-10%	X-12.5%	X—16%
		% implementation of stakeholder engagement strategy initiatives as per the schedule	%	40	60	100	100	100
		% of targeted stakeholder sensitized (per cluster)	%	75	75	75	75	75
		Privatisation Awareness index	Index	Baseline(X)	X+5	X+7.5	X+10	X+12.5
KRA 3: ENHANCED BRAND VISIBILITY								
Improve corporate image	Increased visibility	Brand perception index	Index	Baseline(X)	X+5	X+7.5	X+10	X+12.5
		Brand awareness index	Index	Baseline(X)	X+5	X+7.5	X+10	X+12.5
		Customer satisfaction index	Index	76	79	82	85	88
KRA 4: ENHANCED INTERNAL CAPACITY								
Strengthen corporate governance	Improved corporate governance	Board performance score	Index	Baseline(X)	X≥96%	X≥96%	X≥96%	X≥96%
		Zero fault audit	Index	0	0	0	0	0
		Performance contract composite score	Index	2.8	2.7	2.5	2.4	2.3
Enhance human capital	Competent and skilled workforce for improved performance	Productivity index	Index	Baseline(X)	X+5%	X+7.5%	X+10%	X+12.5%
		Employee satisfaction index	Index	64	67	70	73	76
		Work environment satisfaction index	Index		71	74	77	80
		% implementation of training plan	%	100	100	100	100	100
		% of staff in-post against establishment	%	70	80	85	90	95
		Staff Turnover rate	%	5	5	5	5	5

Strategic Objective	Outcome	Key Performance Indicators	Unit of Measure	Target				
				2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Enhance operational efficiency	Increased productivity	% of Digital maturity and conformance	%	Baseline(X)	X-5%	50	50	50
		% implementation of ICT strategy	%	25	75	100	100	100
		No. of standard certifications	No	-	1	1	-	-
		% implementation of asset and equipment plan	%	70	75	80	80	85
Enhance resource mobilisation	Increased funding	Kshs Million raised from resource mobilization	Kshs M	0	1,267.09	1,384.57	1,290.52	1,281.83
		Number of partnerships	No	1	1	1	1	1

5.2 Strategic Choices

The Strategic Plan Framework illustrates how the strategic pillars are aligned with the strategic objectives, which will operationalize the pillars (areas of focus), the expected Key Performance Indicators (KPIs), and the activities that will be implemented to achieve the Strategy. The Authority has made key strategic choices to achieve the identified strategic objectives. Table 10 below outlines the Key Result Areas (KRAs), strategic objectives, and corresponding strategies.

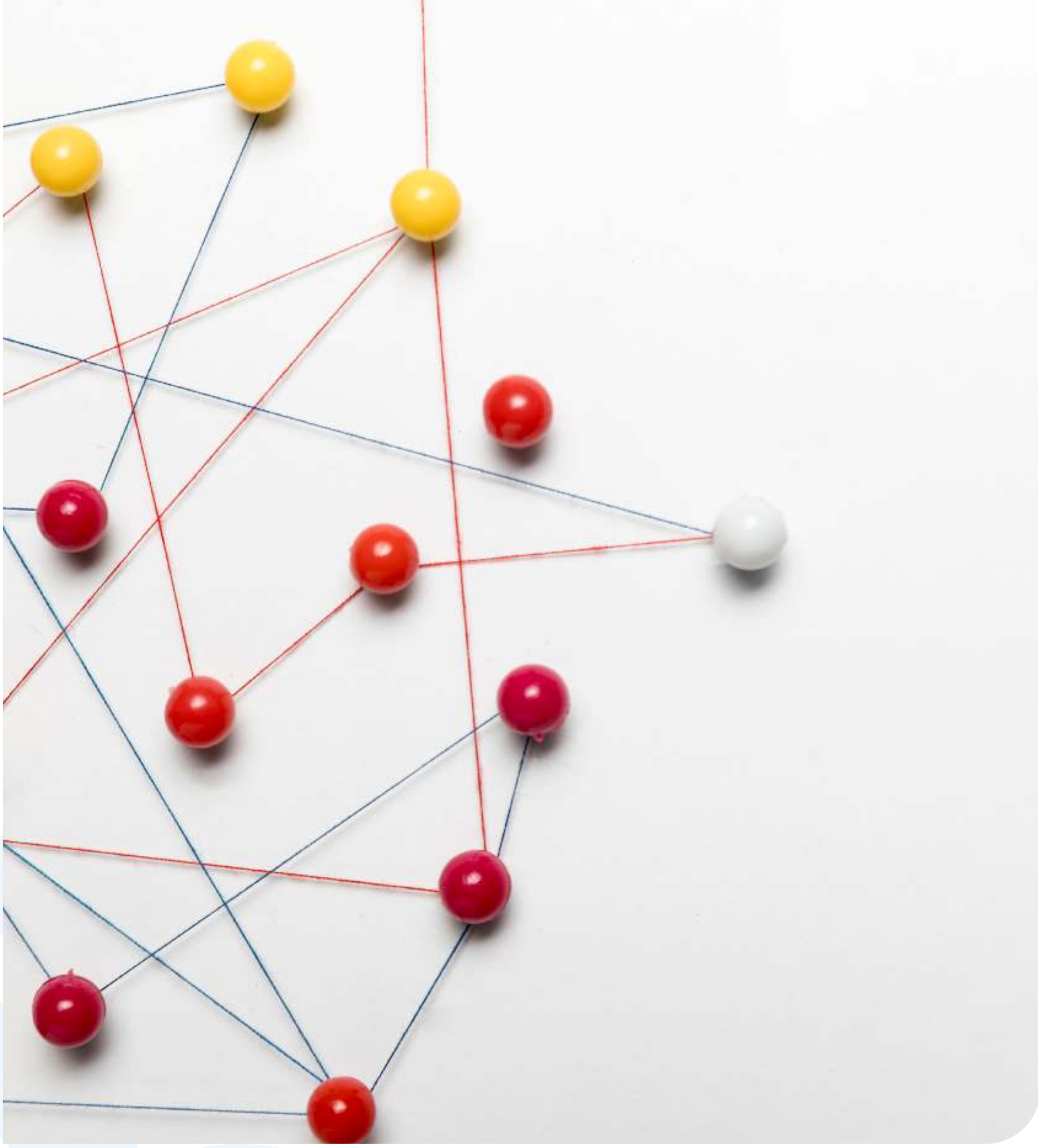
Table 10: Strategic Objectives and Strategies

KRA	STRATEGIC OBJECTIVE (S)	STRATEGIES
KRA 1: SEAMLESS PRIVATISATION PROCESS	**Objective 1:** Enhance the implementation of the Privatisation Programme	S1: Develop and implement a transaction implementation plan S2: Revamp the due diligence process (Access GMIS and establish data-rooms) S3: Capacity building for stakeholders (Board, NT, staff) S4: Develop and implement a transaction-specific Stakeholder Engagement Plan S5: Develop and implement transaction-specific-risks management strategies S6: Develop and maintain a stakeholder portal on the Authority website S7: Review and implement a Monitoring and evaluation framework S8: Establish a baseline for the Lead time period to privatize an entity
	Objective 2: Enhance Privatisation advisory capacity	S1: Align the internal policy with the national privatisation policy S2: Develop Privatisation guidelines S3: Conduct research on emerging privatisation issues S4: Develop and implement a knowledge management strategy S5: Technical Capacity building on privatisation S6: Recommend review of the privatisation policy
KRA 2: STAKEHOLDER INVOLVEMENT, ACCEPTANCE AND BUY-IN	**Objective 1:** Improve strategic stakeholder engagement	S1: Review Stakeholder mapping S2: Review and implement a stakeholder engagement Strategy S3: Conduct Public awareness campaigns
KRA 3: ENHANCED BRAND VISIBILITY	**Objective 1:** Improve corporate image	S1: Develop and implement Corporate Citizenship initiatives. S2: Develop and implement a brand manual S3: Conduct a rebranding of the Authority S4: Review and implement a communication strategy S5: Conduct a customer satisfaction survey and implement recommendations

KRA 4: ENHANCED INTERNAL CAPACITY	**Objective 1:** Strengthen corporate governance	S1: Review and implement Enterprise Risk Management Framework S2: Conduct risk-based audits S3: Review and implement the board charter S4: Undertake Board evaluation and corporate governance audits S5: Conduct legal audits S6: Develop and implement a Board performance improvement plan
	Objective 2: Enhance human capital	S1: Review and implement HR Policy Instruments S2: Review and implement Performance management system S3: Conduct employee satisfaction and work environment surveys biennially and implement recommendations S4: Develop and implement a mentorship and coaching policy S5: Conduct a skill gap analysis and implement recommendations S6: Revamped training programme S7: Develop and implement succession planning guidelines S8: Develop and implement a talent management policy S9: Conduct a workload analysis and implement recommendations S10: Develop and implement a knowledge management strategy S11: Conduct an annual productivity index and implement recommendations
	Objective 3: Enhance operational efficiency	S1: Review and implement the ICT policy S2: Develop and implement an ICT strategy S3: Maintain QMS-ISO 9001:2015 S4: Acquire ISO 270001 Certification S5: Digitalize manual records S6: Implement Business Process Re-engineering (BPR) S7: Develop and implement a cost management strategy S8: Develop and implement an asset and equipment replacement plan
	Objective 4: Enhance resource mobilisation	S1: Develop and implement a resource mobilization strategy S2: Develop and implement a partnership framework

Chapter 6

IMPLEMENTATION AND COORDINATION FRAMEWORK



IMPLEMENTATION AND COORDINATION FRAMEWORK

Overview

This chapter highlights the implementation and coordination frameworks for the Strategic Plan. It encompasses the implementation plan, coordination framework, and risk management framework that the Authority will employ to ensure the successful execution of its 2023-2028 Strategic Plan.

Implementation Plan

The execution of the Authority's Strategic Plan hinges on the operationalisation of an elaborate implementation plan, including a detailed action plan, annual work plans, and budgeting. Performance contracting will also be deployed to operationalise the plan's implementation.

6.1.1 Action Plan

The action plan outlines the strategic objectives within each Key Result Area, featuring well-defined annual targets, corresponding budgets, and designated responsibilities for activity execution. The Action Plan is presented in the form of an implementation matrix, as detailed in Table 11 below.

Table 11: Implementation Matrix

Strategies/ Initiatives	Expected output	Output indicators	5-YearTarget	Target					Budget (Ksh Mn)					Responsibility	
				2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	2023 /24	2024 /25	2025 /26	2026 /27	2027/28	Lead Directorate	Support Directorate/ Department
Strategic Issue: Delays in the implementation of the privatisation															
Strategic Goal: Enhance the effectiveness in the implementation of Privatisation Programme															
Key Result Area 1: Seamless privatisation process															
Outcome 1: Successful implementation of Privatisation Programme															
Strategic Objective 1: Enhance implementation of the Privatisation Programme															
Develop and implement a transaction implementation plan	Approved proposals	% of proposals developed as per the schedule	100	100	100	100	100	100	700	975.3	962.7	956.2	950.3	Transaction Services	Corporation Secretary & Legal Services
	Privatised entities	% of fully implemented approved proposals	100	100	100	100	100	100							
	Implemented programme	% implementation of the Privatisation Programme	100	40	60	80	90	100							
Revamp the due diligence process (Access GMIS and establish data-rooms)	Revamped the due diligence process	No of initiatives to revamp the due diligence process	3	0	0	1	1	1	0	0	5	4	4	Transaction Services	ICT
Capacity building for stakeholders (Board, NT, staff)	Capacity Building reports	No. of workshops/ seminars	4	0	1	1	1	1	0	6	8	8	8	Transaction Services	Corporation Secretary & Legal Services and Corporate Communications
Develop and implement a transaction-specific Stakeholder Engagement Plan.	Implementation reports	% implementation	100%	0	100	100	100	100	0	10	15	15	10	Transaction Services	Corporate Communications
Establish a baseline for the Lead time period to privatise an entity	Established baseline for the lead time	Lead time period to privatise an entity	X-16%	X	X-7.5%	X-10%	X-12.5%	X-16%	0	0	0	0	0	Transaction Services	Research &Planning

Strategies/ Initiatives	Expected output	Output indicators	5-YearTarget	Target					Budget (Ksh Mn)					Responsibility	
				2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	2023 /24	2024 /25	2025 /26	2026 /27	2027/28	Lead Directorate	Support Directorate/ Department
Develop and implement transaction specific- risks management strategies	Implementation reports	% implementation	100%	100	100	100	100	100	0	0	0	0	0	Transaction Services	Research & Planning
Develop and maintain a stakeholder portal on the Authority website	Functional stakeholder portal	stakeholder portal	0	0	1	0	0	0	0	1.5	1	1	1.5	Transaction Services	ICT& Corporate Communications
	Maintenance report	% maintenance	100%	0	10	100	100	100							
Review and implement a Monitoring and evaluation framework	Implementation reports	No. of M&E reports	3	0	1	1	1	1	0	5	1	0.5	0.5	Transaction Services	Research & Planning
Outcome 2: Increased evidence-based decision-making/better privatisation decisions															
Strategic Objective 2: Enhance privatisation advisory capacity															
Align the internal policy with the national privatisation policy	Aligned internal policy with the national privatisation policy	No.of aligned internal policy with the national privatisation policy	1	1	0	0	0	0	0	0	0	0	0	Transaction Services	Research & Planning
Develop privatisation guidelines	Approved privatisation guidelines	No.of privatisation guidelines	1	0	1	0	0	0	0	0	0	0	0	Transaction Services	Research & Planning
Conduct research on emerging privatisation issues	Research reports on emerging privatisation issues	No. of research conducted on emerging privatisation issues	4	0	1	1	1	1	0	2.5	5	5	5	Research, Planning and Compliance	Transaction Services
Develop and implement a knowledge management strategy	Knowledge management strategy	% implementation of knowledge management strategy	100%	0	30	50	70	100	0	1	2	1	1	Research, Planning and Compliance	Transaction Services
Technical Capacity building on privatisation	Technical Capacity building reports on privatisation	No. of Technical Capacity building conducted on privatisation	3	0	0	1	1	1	0	0	14	15	10	Transaction Services	Human Resource & Administration
Recommend review of the privatisation policy	Developed recommendations on eviewed privatisation policy	No. of Recommendations developed	1	0	1	0	0	0	0	0	0.5	0	0	Transaction Services	Research & Planning
TOTAL									**700**	**1001.3**	**1014.2**	**1005.7**	**990.3**		

Strategies/ Initiatives	Expected output	Output indicators	5-YearTarget	Target 2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	Budget (Ksh Mn) 2023 /24	2024 /25	2025 /26	2026 /27	2027/28	Responsibility Lead Directorate	Support Directorate/ Department
Strategic Issue: Stakeholder engagements, partnerships and collaborations															
Strategic Goal: Promote Strategic partnering, visibility and collaboration															
Key Result Area 2: Stakeholder involvement, acceptance and buy-in															
Outcome I: Increased co-operation among stakeholders															
Strategic Objective 1: Improve strategic stakeholder engagement															
Review Stakeholder mapping	Approved reviewed Stakeholder mapping	No. of stakeholder mapping reports	4	0	1	1	1	1	0	0.5	0.5	0.5	0.5	Corporate Services	Transaction Services/Legal Services
Review and implement a stakeholder engagement Strategy	Implementation report	% implementation of stakeholder engagement Strategy	100%	0	40	60	100	100	0	15	25	20	20	Corporate Services	Corporate Communications /Transaction Services/Legal Services
Conduct Public awareness campaigns	Awareness campaign report	No. of Public awareness campaigns	4	0	1	1	1	1	0	12	16	16	16	Corporate Services	Corporate Communications/ Transaction Services
TOTAL									**0**	**27.5**	**41.5**	**36.5**	**36.5**		
Strategic Issue: Low awareness levels and organization visibility															
Strategic Goal: Promote strategic partnering, visibility and collaboration															
Key Result Area 3: Enhanced Brand Visibility															
Outcome 2: Increased visibility															
Strategic Objective 2: Improve corporate image															
Develop and implement Corporate Citizenship initiatives.	Approved Corporate Citizenship initiatives	No. of corporate Citizenship initiatives implemented	15	3	3	3	3	3	0	1	1.5	1	1	Corporate Services	Corporate Communications/ Transaction Services
	Implementation report	% implementation	100%	0	40	60	80	100							
Develop and implement a brand manual	Approved Brand manual	No of brand manual developed	1	0	1	0	0	0	0	5	10	8	5	Corporate Services	Corporate Communications
	Implementation report	% implementation	100%	0	40	60	80	100							
Conduct rebranding of the Authority	Rebranded Authority	% rebranding	100%	80	20	0	0	0	0	58	20	0	0	Corporate Services	Corporate Communications
Review and implement a communication strategy	Implementation report	% implementation	100%	0	50	25	100	100	0	4	4	4	4	Corporate Services	Corporate Communications

Strategies/ Initiatives	Expected output	Output indicators	5-YearTarget	Target					Budget (Ksh Mn)					Responsibility	
				2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	2023 /24	2024 /25	2025 /26	2026 /27	2027/28	Lead Directorate	Support Directorate/ Department
Conduct a customer satisfaction survey and implement recommendations	Survey reports	No. of surveys conducted	4	0	1	1	1	1	0	4	4.5	0.5	4	Corporate Services	Corporate Communications/ Research & Planning
TOTAL									**0**	**72**	**40**	**13.5**	**14**		
Strategic Issue: Organizational capacity and efficiency															
Strategic Goal: Achieve Operational Excellence															
Key Result Area 4: Enhanced Internal Capacity															
Outcome1: Improved Corporate governance															
Strategic Objective 1: Strengthen Corporate Governance															
Review and Implement Enterprise Risk Management Framework	Implementation report	% implementation	100%	0	100	100	100	100	0	1	1	1	1	Research, Planning and Compliance	Legal Services
Conduct risk-based audits	Risk based audits reports	No. of audits	4	0	1	1	1	1	0	1.5	4.5	3.5	3.5	Internal Audits	Corporation Secretary & Legal Services
Review and implement board charter	Implementation reports	% implementation	100%	100	100	100	100	100	0	0	0	0	0	Corporation Secretary & Legal Services	Corporate Services
Undertake Board evaluation and corporate governance audit	Evaluation reports	No. of evaluations	5	1	1	1	1	1	0	0	0	0	0	Corporation Secretary & Legal Services	Corporate Services
	Corporate governance audit reports	No. of audit reports	2	0	0	1	0	1	0	0	2	0	3		
Conduct legal audits	Legal audits reports	No. of legal audits	2	0	0	1	0	1	0	0	3	0	4	Corporation Secretary & Legal Services	Corporate Services
Develop and implement a Board performance improvement plan	Implementation report	% implementation	100%	0	100	100	100	100	0	1	1	1	1	Corporation Secretary & Legal Services	Corporate Services
Outcome 2: Competent and skilled workforce for improved performance															
Strategic Objective 2: Enhance human capital															
Review and implement HR Policy Instruments	Implementation report	% implementation	100%	0	100	0	0	100	0	10	0	0	10	Corporate Services	Human Resource & Administration

Strategies/ Initiatives	Expected output	Output indicators	5-YearTarget	Target 2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	Budget (Ksh Mn) 2023 /24	2024 /25	2025 /26	2026 /27	2027/28	Responsibility Lead Directorate	Support Directorate/ Department
Review and implement Performance management system	Implementation report	% Implementation	100%	0	100	0	100	0	0	4	0	2	0	Corporate Services	Human Resource & Administration
Conduct employee satisfaction and work environment surveys biennially and implement recommendations	Survey reports	No. of surveys	4	0	2	0	0	2	0	2	0	0	2	Corporate Services	Human Resource & Administration and Research & Planning
Develop and implement a mentorship and coaching policy	Implementation report	% implementation	100%	0	0	0	100	100	0	0	3	0	0	Corporate Services	Human Resource & Administration
Conduct a skill gap analysis and implement recommendations	Approved Skills gap analysis report	No.of skill gap analysis conducted	1	0	0	1	0	0	0	0	3.5	0	0	Corporate Services	Human Resource & Administration
	Implementation reports	% Implementation	100%	0	0	0	100	100							
Revamped training programme	Revamped training programme	No.of revamped training programmes	100%	0	100	100	100	100	0	8.6	35	35	30	Corporate Services	Human Resource & Administration
Develop and Implement succession planning guidelines	Approved Succession planning guidelines	No. of succession planning guidelines developed	1	1	0	0	0		0	0	3	0	0	Corporate Services	Human Resource & Administration
	Implementation report	% Implementation	100%	0	100	100	100	100							
Develop and implement a talent management policy	Approved talent management policy	No. of Talent management policy	1	0	0	1	0	0	0	0	3	0	0	Corporate Services	Human Resource & Administration
	Implementation reports	% implementation	100%	0	0	0	100	100							
Conduct a workload analysis and implement recommendations	Approved Work load analysis	No. of workload analysis developed	1	0	0	1	0	0	0	0	3.5	0	0	Corporate Services	Human Resource & Administration
	Implementation report	% Implementation	100%	0	0	0	100	100							
	Implementation report	% implementation	100%	0	100	`100	100	100							
Conduct an annual productivity index and implement recommendations.	Approved annual productivity index	annual productivity index	3	0	0	1	1	1	0	0	1.5	1.5	1.5	Corporate Services	Human Resource & Administration
	Implementation report	%Implementation	100%	0	0	100	100	100							

Strategies/ Initiatives	Expected output	Output indicators	5-YearTarget	Target 2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	Budget (Ksh Mn) 2023 /24	2024 /25	2025 /26	2026 /27	2027/28	Responsibility Lead Directorate	Support Directorate/ Department
Outcome 3: Increased productivity															
Strategic Objective 3: Enhance operational efficiency															
Review and implement the ICT policy	Approved ICT policy	No. of ICT policies reviewed	2	1	0	0	1	0	2.5	0	0	3		Corporate Services	ICT
	Implementation Reports	% implementation	4	1	1	1	1	1							
Develop and implement an ICT strategy	Approved ICT strategy	No. of ICT strategy developed	1	0	1	0	0	0	0	3.5	60	55	50	Corporate Services	ICT and Research & Planning
	Implementation Reports	% implementation	100%	0	0	50	70	100							
Maintain QMS	IS0 9001:2015 Re-certification	IS0 9001:2015 Re-certificate	1	0	0	1	0	0	1	1	1	1	1	Research, Planning & Compliance	Risks & Compliance
Acquire IS0 270001 Certification	IS0 270001 Certification	IS0 270001 Certificate	1	0	1	1	1	1	0	3.5	1.5	0.5	0.50	Corporate Services	ICT and Risks & Compliance
Digitalize manual records	Digitalized records/ digitalization report	% of digitalized records	100%	0	40	60	80	100	0	3	1.5	1	1	Corporate Services	ICT and Human Resource & Administration
Implement Business Process Re-engineering (BPR)	Implementation report	% implementation	100%	0	0	100	0	0	0	0	3	0	0	Corporate Services	ICT and Research & Planning
Develop and implement a cost management strategy	Approved cost management strategy	No. of cost management strategy	1	0	0	1	0	0	0	0	6	0	0	Corporate Services	Finance, Human Resource & Administration, ICT & Supply Chain Management
	Implementation reports	% implementation	100%	0	0	0	50	100							
Develop and implement an asset and equipment replacement plan	Approved asset and equipment replacement plan	asset and equipment replacement plan	1	0	1	0	0	0	0	10	25	12	15	Corporate Services	ICT, Finance, Supply Chain Management, Human Resource &Administration
	Implementation reports	% implementation	100%	0	30	50	70	100							

Strategies/ Initiatives	Expected output	Output indicators	5-YearTarget	Target					Budget (Ksh Mn)					Responsibility	
				2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	2023 /24	2024 /25	2025 /26	2026 /27	2027/28	Lead Directorate	Support Directorate/ Department
Outcome 4: Increased funding															
Strategic Objective 4: Enhance resource mobilization															
Develop and implement a resource mobilization strategy	Approved resource mobilization Strategy	No. of Resource mobilization Strategies developed	1	1	0	0	0	0	0	1	0.5	0.5	0.5	Research, Planning & Compliance	Research & Planning & Finance &Corporate Communications
	Funding proposals implemented	No. of funding proposals implemented	1	0	1	1	1	1							
Develop and implement a partnership framework	Approved partnership framework	No. of partnership framework developed	1	0	1	0	0	0	0	1	0	0	0	Research, Planning & Compliance	Research & Planning & &Corporate Communications
	Signed Partnership agreements	No. of partnerships implemented	5	1	1	1		1	0	0	0.5	0.5	0.5		
TOTAL									**3.5**	**51.1**	**163**	**117.5**	**124.5**		
GRAND TOTAL									**703.5**	**1151.9**	**1258.7**	**1173.2**	**1165.3**		

6.1.2 Annual Work plan and Budget

The Authority will develop an annual work plan for each financial year within the plan period. This plan will be cascaded across departments and individual employees. The cost of these work plans will align with the corresponding activities and available resource allocations.

6.1.3 Performance Contracting

To enhance accountability and ensure efficient service delivery, the Authority will develop annual performance contracts using performance contracting guidelines for each performance cycle within the plan period. Subsequently, these performance contracts will be cascaded to departmental and individual work plans.

6.2 Coordination Framework

6.2.1 Institutional Framework

The Board

The Board consists of 9 members, and the Managing Director (MD) of the Authority is an ex-officio member. The Board is responsible for setting and overseeing the overall strategy and approval of policies of the Authority.

The Managing Director

The day-to-day operation of the Authority is delegated to the MD, who is responsible for providing leadership in the formulation, promotion, and implementation of the Authority's strategies and policies in line with the mandate. The MD chairs the management and reports to the Board on behalf of the management.

Management

The MD is assisted by four Directors (Transaction Services, Corporation Secretary & Legal Services, Corporate Services and Research, Planning & Compliance) as well as Departmental Managers. The approved organizational structure is illustrated in Figure One below:

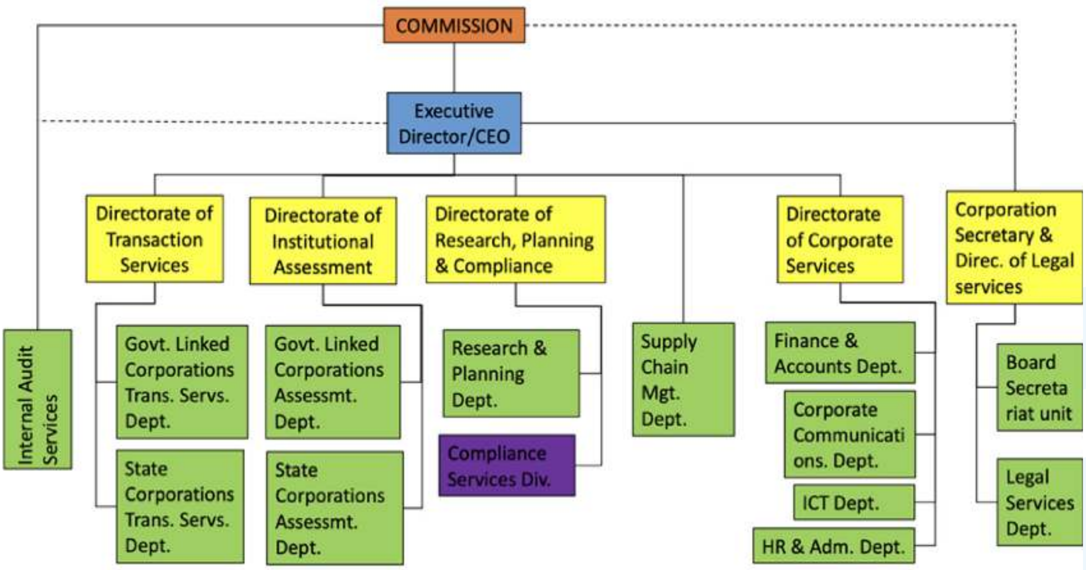


Figure 1:Privatisation Authority Approved Structure

6.2.2 Staff Establishment, Skills set and Competence Development

The approved staff establishment comprise of 63 officers, with only 34 currently in-post, resulting in a deficit of 29 officers. Figure 1 above illustrates the approved organization structure. Notably, formulating and managing the Privatisation Programme is a function designated to the National Treasury as per the Privatisation Act, 2023. In light of this, the Authority will align its organizational structure with the requirements stipulated in the Act.

Table 12: Staff Establishment

Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In-Post (C)	Variance D = (B-C)
Managing Director/CEO	1	1	1	0
Director, Transactions	1	1	1	0
Director Institutional Assessment	1	1	0	1
Director Research, Planning & Compliance	1	1	0	1
Corporation Secretary & Director Legal Services	1	1	1	0
Director Corporate Services	1	1	1	0
Transaction Managers	4	4	2	2
Manager Research and Planning	1	1	1	0
Manager Supply Chain Management	1	1	1	0
Internal Audit Manager	1	1	1	0
Legal Manager	1	1	1	0
Manager Finance	1	1	1	0
Manager Human Resource and Administration	1	1	1	0
Manager ICT	1	1	1	0
Manager Corporate Communication	1	1	1	0
Personal Assistant	0	0	0	0
Principal Transactions Officers	4	4	2	2
Principal Legal Affairs Officer	1	1	0	1
Principal Assessment Officers	2	2	0	2
Principal Research and Planning Officer	1	1	1	0
Principal Compliance Officer	1	1	0	1
Principal Supply Chain Officer	1	1	1	0
Senior Legal Officer	1	1	1	0
Senior Office Administrator	1	1	0	1
Drivers	1	1	1	0
Senior Office Assistant	1	1	1	0
TOTAL	**63**	**63**	**34**	**29**

Table 13: Skills Set and Competence Development

Cadre	Skills set/Recognized qualification	Skills Gap	Competence Development
Managing Director	■ A degree in either economics, accounting, finance, or any other relevant degree from a recognized institution; ■ At least ten years of work experience of which five shall be at senior management level in a relevant field ■ Fulfil the requirements of Chapter 6 of the Constitution	NIL	NIL
Transaction Officers	■ Bachelor's Degree in any of the following disciplines: Finance, Accounting, Economics, Strategic Management, Actuarial Science, Engineering or equivalent qualifications from a recognized institution; ■ Master's Degree or equivalent qualification from a recognized institution; ■ CPA(K) or CFA or relevant professional qualification and membership; ■ Leadership course lasting not less than four (4) weeks; ■ Management course lasting not less than four (4) weeks; ■ Supervisory course lasting not less than two (2) weeks; ■ Demonstrated results in work performance; ■ Proficiency in Computer applications and ■ Fulfil the requirements of Chapter Six of the Constitution.	NIL	NIL
Institutional Assessment Officers	■ Bachelor's Degree in any of the following disciplines: Finance, Accounting, Economics, Actuarial Science, Engineering or equivalent qualification from a recognized institution; ■ Master's Degree or equivalent qualification from a recognized institution; ■ At least twelve (12) years of work experience; ■ At least five (5) years' experience in senior management; ■ Professional qualification and membership; ■ Leadership course lasting not less than four (4) weeks; ■ Management course lasting not less than four (4) weeks; ■ Supervisory course lasting not less than two (2) weeks; ■ Demonstrated results in work performance; ■ Proficiency in computer applications; and ■ Fulfil the requirements of Chapter Six of the Constitution of Kenya, 2010	NIL	NIL

Cadre	Skills set/Recognized qualification	Skills Gap	Competence Development
Legal Affairs Officers	▪ Master's Degree in Law or a relevant field from a recognized university; ▪ Bachelor of Laws Degree from a recognized university; ▪ Advocate of the High Court of Kenya; ▪ Member, Law Society of Kenya in good standing; ▪ Management Course lasting not less than four (4) weeks; ▪ Post Graduate Diploma in Law from the Council of Legal Education; ▪ Supervisory course lasting not less than two (2) weeks; ▪ Relevant experience; ▪ Fulfil the requirements of Chapter 6 of the Constitution of Kenya, 2010	NIL	NIL
Research and Planning Officers	▪ Bachelor's degree in Economics, Public Policy, Statistic, Mathematics, Strategic Management, Public Administration, Project planning and Management, Information Science/Library Science/knowledge Management or related disciplines; ▪ Master's degree in Economics, Public Policy; Statistic, Mathematics; Strategic Management, Public Administration, Project planning and Management, Information Science/Library Science/knowledge Management or related disciplines; ▪ Supervisory Course not lasting less than two (2) weeks from a recognized institution; ▪ Certificate in a Management Course from a recognized institution; ▪ Certificate in a Leadership Course from a recognized institution; ▪ Membership of a relevant professional body in good standing where applicable; ▪ Proficiency in computer applications; and ▪ Fulfill the requirements of Chapter Six of the Constitution	NIL	NIL
Compliance Officers	▪ Bachelor's degree in Economics, Public Policy; Statistics, Mathematics; Strategic Management, Public Administration, Project planning and Management, Information Science/Library Science/Knowledge Management or related disciplines; ▪ Master's degree in Economics, Public Policy; Statistics, Mathematics; Strategic Management, Public Administration, Project Planning and Management, Information Science/Library Science/Knowledge Management or related disciplines; ▪ Certificate in QMS/Risk Management; ▪ Relevant work experience; ▪ Certificate in a Management Course from a recognized Institution;	NIL	NIL

Cadre	Skills set/Recognized qualification	Skills Gap	Competence Development
	▪ A good team player, maintains high work standards, reliable, easily adapts to new environments, pays attention to detail and self-motivated; ▪ Ability to set measurable quality goals; ▪ Membership of a relevant professional body in good standing; ▪ Certificate in a management course from a recognized institution; ▪ Problem-solving and decision-making abilities; ▪ Analytical skills and a good eye for detail; ▪ Ability to cope under pressure; ▪ Good communication and presentation skills; ▪ Proficiency in computer applications; and ▪ Compliance with Chapter six of the Constitution of Kenya.		
Knowledge Management Officers	▪ Bachelor's degree in Economics, Public Policy; Statistics, Mathematics Strategic Management, Public Administration, Project planning and Management, Information Science/Library Science/Knowledge Management or related disciplines; ▪ Master's degree in Economics, Public Policy; Statistics, Mathematics Strategic Management, Public Administration, Project planning and Management, Information Science/Library Science/Knowledge Management or related disciplines; ▪ Certificate in Management Course from a recognized institution; ▪ Certificate in Leadership Course from a recognized institution; ▪ Membership of a relevant professional body in good standing where applicable; ▪ Proficiency in computer applications; and ▪ Fulfill the requirements of Chapter Six of the Constitution	NIL	NIL
Accountants	▪ Bachelor's degree in Commerce, Business Administration, Finance and Accounts; or equivalent ▪ Master's degree in Finance, Accounts, Economics, Business Administration or any other related disciplines; ▪ Professional accounting qualifications of CPA (K)/ACCA or its equivalent; ▪ Membership of a relevant professional body in good standing; ▪ Management Course; ▪ Supervisory Course; ▪ Proficiency in computer applications; ▪ Proficiency in accounting packages; and ▪ Fulfil the requirements of Chapter Six of the Constitution	NIL	NIL
Cadre	**Skills set/Recognized qualification**	**Skills Gap**	**Competence Development**

Human Resource Management Officers	■ Bachelor’s degree in Human Resource Management; Personnel Management; Human Resource Development or a related field OR a Bachelor’s Degree in Social Sciences with a postgraduate diploma in Human Resource Management or equivalent qualification from a recognized institution; ■ Master’s degree in Business Administration/Office Management or any other relevant discipline; ■ Post Graduate Diploma in Human Resource Management/Development or equivalent qualification from a recognized institution; ■ Must have attended a management course lasting not less than four (4) weeks; ■ Must have attended a supervisory course not lasting less than two (2) weeks; ■ Member of a relevant Human Resource professional body; ■ Demonstrated competence in work performance and results; ■ Proficiency in computer applications; and ■ Fulfil the requirements of chapter six of the constitution.	NIL	NIL
Administration Officers	■ Bachelor’s degree in any of the following disciplines: Public Administration; Business Administration; Office Management or equivalent qualification from a recognized institution. ■ A Master’s Degree in a related field ■ Diploma in Office Administration; Office Management or any other related field from recognized institution. ■ Must have attended a supervisory course not lasting less than two (2) weeks ■ 4 years’ experience ■ Demonstrated results in work performance; ■ Proficiency in computer applications and ■ Fulfil the requirements of chapter six of the constitution.	NIL	NIL
Records Management Officers	■ Bachelor’s Degree in any of the following disciplines: Information science/library science or equivalent qualifications from a recognized institution; ■ Master’s degree is an added advantage ■ Diploma in Information Systems/Library services or Records Management / Information Management or other relevant and equivalent qualifications from a recognized Institution; ■ Supervisory Skills course lasting not less than two (2) weeks from a recognized institution; ■ Good communication and interpersonal skills; ■ Proficiency in computer applications; and ■ Fulfil the requirements of chapter six of the constitution.	NIL	NIL
Cadre	**Skills set/Recognized qualification**	**Skills Gap**	**Competence Development**

Cadre	Skills set/Recognized qualification	Skills Gap	Competence Development
Auditors	▪ Bachelor's degree in Accounting, Finance or Business Administration (Finance and Accounting option) or relevant field from a recognized university; ▪ Master's degree in Business Administration or relevant field from a recognized institution; ▪ Relevant professional qualifications such as Certified Public Accountant (CPA-K) or Association of Chartered Certified Accountants (ACCA) or Certified Internal Auditor (CIA) or Certified Information Systems Auditor (CISA); ▪ Membership to relevant professional bodies such as the Institute of Certified Accountants of Kenya (ICPAK) or Institute of Internal Auditor (IIA)in good standing or any other relevant professional body; ▪ Supervisory course not lasting less than two (2) weeks; ▪ Management course not lasting less than four (4) weeks; ▪ Proficiency in computer applications; and ▪ Fulfil the requirements of Chapter 6 of the Constitution	NIL	NIL
Office Assistants	▪ 4 years relevant experience; ▪ KCSE D+ or equivalent from a recognized institution; ▪ Proficiency in computer applications; and ▪ Fulfil the requirements of chapter six of the Constitution	NIL	NIL
Information and Communication Technology Officers	▪ Bachelor's degree in Computer Science, Information Communication Technology, or equivalent from a recognized university; ▪ Master's degree in Computer Science, Information Communication Technology or equivalent from a recognized university; ▪ Membership to a relevant professional body in good standing; ▪ Management Course lasting not less than four (4) weeks from a recognized institution; ▪ Supervisory Course lasting not less than two (2) weeks from a recognized institution; ▪ Demonstrated results in work performance; and ▪ Fulfil the requirements of chapter six of the Constitution	NIL	NIL
Corporate Communication Officers	▪ Master's degree in Communication, Journalism, Business Administration or its equivalent; ▪ Bachelor's degree in Journalism and mass communication, public Relations, or its equivalent from a recognized institution; ▪ Membership of a relevant professional body in good standing; ▪ Management course lasting less than four (4) weeks; ▪ Senior Management Course; and ▪ Supervisory Course lasting not more than (2) weeks. ▪ Fulfil the requirements of Chapter 6 of the Constitution	NIL	NIL

Supply Chain Officers	▪ Bachelor's degree in Procurement, Purchasing, logistics, Business Administration, Commerce, Economics or its equivalent from a recognized institution; ▪ Master's degree in Supply Chain Management, Logistics, Business administration or equivalent qualifications from a recognized institution; ▪ Diploma in Procurement, Purchasing and Supplies Management, Logistics or its equivalent; ▪ A member of the Kenya Institute of Supplies Management (KISM) or Chartered Institute of Supplies in good standing; ▪ Management course lasting not less than 4 weeks from a recognized Institution; ▪ Demonstrated results in work performance; ▪ Proficiency in computer applications: and ▪ Fulfil the requirements of chapter six of the constitution.	NIL	NIL
Drivers	▪ KCSE D+ or equivalent from a recognized institution; ▪ Relevant driving experience; ▪ Valid driving license; ▪ Trade Tests for Drivers; ▪ Demonstrated results in work performance ▪ FirstAid Certificate Course lasting not less than one (1) week from a recognized institution; ▪ Defensive Driving lasting not less than one (1) week from a recognized institution; ▪ Refresher Driving Course lasting not less than one (1) week from a recognized institution; and ▪ Fulfill the requirements of chapter six of the constitution.	NIL	NIL
Office Administrators	▪ Bachelors' degree in any of the following disciplines: Public Administration; Business Administration; Office Management or its equivalent from a recognized institution; ▪ Diploma in Secretarial Services from the Kenya National Examinations Council (KNEC); ▪ Demonstrated results in work performance; ▪ Fulfil the requirements of Chapter Six of the Constitution; ▪ Proficiency in computer applications; ▪ Planning skills; ▪ Communication and reporting skills; ▪ Interpersonal and negotiation skills; ▪ Team player.	NIL	NIL

6.2.3 Leadership

The MD/CEO oversees the implementation of the Strategic Plan with assistance from directors of various directorates. Additionally, the Heads of Departments will play a crucial role in expediting the implementation of their key strategic issues and reporting progress to the MD/CEO, who will then report to the Board. The Strategic Theme Teams categorized by Key Result Areas (KRAs) are included in Table 19 as an annex.

6.2.4 Systems and Procedures

The Authority shall use the applicable technologies and infrastructural development, such as the digitization of manual registers, to enhance service delivery and efficiency.

6.3 Risk Management Framework

The Authority has formulated a risk management framework and policy to steer risk management processes and facilitate the achievement of its strategic objectives. During the review of the 2022-2027 Plan, attention was paid to the risks that could impede the realization of desired outcomes, and mitigation measures were delineated. The identified risk categories encompass strategic, legal & regulatory, operational, financial, and technological aspects. Integrating this plan with a risk management policy ensures the seamless implementation of outlined interventions. A risk-based approach will be adopted in programs and project planning and execution to ensure effective risk management in accordance with the risk management framework. Table 14 displays the Risk Analysis Matrix for various risk categories and the corresponding mitigation measures.

Table 14: Risk Analysis Matrix

Risk Category	Risk	Likelihood	Severity / Impact	Overall Risks Levels	Mitigation Strategies
Strategic Risks	Failure to achieve the desired benefits of privatisation due to market instability, economic downturns, or unfavourable industry trends.	Medium	High	High	• Continuously monitor market conditions and adapt the appropriate privatisation option for the prevailing conditions or do market timing.
	Delays in the privatisation process due to changes in the political landscape or regulatory frameworks can lead to policy shifts.	High	High	High	• Engage with the relevant Parliamentary Committee and government stakeholders to understand policy directions and anticipate changes. • Proactive engagement with key stakeholders such as advocacy groups to advocate for support for the Privatisation Programme and privatisation in general. • Maintain a continuous dialogue with the National Treasury to ensure timely approvals and alignment of the Privatisation Programme with evolving government policies.
	Lack of Privatisation Programme	Low	High	High	• Actively engage the National Treasury to ensure the development of the Privatisation Programme starts in good time.
	Delays in implementing the Privatisation Programme due to lack or inadequate essential information from the entity being privatised	High	High	High	• Establish clear and open communication channels with the entity being privatised at the kickoff meeting to emphasis the importance of timely information provision for the success of the privatisation process.

Risk Category	Risk	Likelihood	Severity / Impact	Overall Risks Levels	Mitigation Strategies
					• Conduct regular meetings with the Transaction Advisor and the entity being privatised to address any challenges. • Clearly define and communicate the specific information and documentation required from the entity to facilitate the privatisation process. • Clearly outline legal and regulatory requirements for information disclosure by the entity being privatised. • Implement a consistent follow-up mechanism to remind the entity about the deadlines for providing information. • Involve the National Treasury and the line ministry to prevail on the entity to provide the information.
	The Public challenging the Privatisation Act, 2023 thus derailing the implementation of the Privatisation Programme	High	High	High	• Sensitization of the public on the Privatisation Act in liaison with the National Treasury. • Continuous collaboration with key stake-holders in the implementation of the privatisation.
Legal and Regulatory Risk	Non-compliance with legal requirements or unresolved legal disputes may lead to legal complications and suspension of privatisation transactions.	High	High	High	• Engage legal experts to conduct a thorough legal review of all aspects of the privatisation process. • Ensure compliance with all relevant laws, regulations, and contracts.

Risk Category	Risk	Likelihood	Severity / Impact	Overall Risks Levels	Mitigation Strategies
Financial Risks	Declining funding from the Exchequer.	High	High	High	• Lobbying with National Treasury. • Develop and implement a resource mobilisation strategy. • Source for funding from partners for strategic initiatives.
Technological Risks	Information security risk/ unauthorized access to the Authority's systems.	Low	High	Medium	• Review and implement the ICT policy. • Develop and implement an ICT strategy. • Develop ISMS framework and obtain ISO 270001 Certification.

Chapter 7

RESOURCE REQUIREMENTS AND MOBILISATION STRATEGIES

RESOURCE REQUIREMENTS AND MOBILISATION STRATEGIES

This chapter highlights the financial resource requirements, resource gaps, resource mobilization strategies and resource management strategies for the Strategic Plan period.

7.1 Financial Requirements

To achieve the Authority's strategic objectives, various key initiatives have been identified in the Strategic Plan period (2023/24 – 2027/28). The budget estimates for each objective and related initiatives are detailed in the implementation matrix. The total amount projected for the period is about Ksh. 8,206.31 million financed mainly through forecasted exchequer revenues from the National Government. The table below shows the estimated budget for each Key Result Area.

Table 15: Financial Requirements for Implementing the Strategic Plan Initiatives

Cost Item	Projected Resources Requirements (Ksh. Mn)					
	2023/24	2024/25	2025/26	2026/27	2027/28	Total
KRA1	700.0	1,001.30	1,014.20	1,005.70	990.3	4,711.50
KRA2	0	27.5	41.5	36.5	36.5	142.0
KRA3	0	72.0	40.0	13.5	14.0	139.5
KRA4	3.5	51.1	163.0	117.5	124.5	459.6
Administrative Cost (10%)	70.35	115.19	125.87	117.32	116.53	545.26
Total	**773.85**	**1,267.09**	**1,384.57**	**1,290.52**	**1,281.83**	**5,997.86**

The estimated allocation for the plan period 2023/24-27/28, based on MTEF Budget estimates, is Kshs. 2,982.3 million. Table 16 below details the financial gaps for each plan period based on these estimates.

Table 16; Resource Gaps

YEAR	ESTIMATED FINANCIAL REQUIREMENTS (Ksh. Mn)	ESTIMATED ALLOCATION(MTEF) (Ksh. Mn)	VARIANCE (Ksh. Mn)
2023/24	1,159.30	1,159.3	0
2024/25	1,743.79	476.7	1,267.09
2025/26	1,831.77	447.2	1,384.57
2026/27	1,739.52	449.0	1,290.52
2027/28	1,731.93	450.1	1,281.83
TOTAL	**8,206.31**	**2,982.3**	**5,224.01**

7.2 Resource Mobilization Strategies

To mobilize more resources, the Authority will employ strategies like increased engagement with the National Treasury for increased exchequer allocation, engaging development partners for funding and any other available opportunities

7.2.1 Government Financing

The Authority will actively pursue increased resource allocation by participating in bids within the Medium-Term Expenditure Framework Budgets. Priority will be given to programs aligned with the goals of Kenya Vision 2030, Medium Term Plan IV, the Bottom-up Economic Transformation Agenda, and other relevant policy documents.

7.2.2 Development Partners

The Authority will develop a resource mobilization strategy to oversee activities related to raising funds, including preparing proposals for donor funding. It will actively seek partnerships with potential development partners to expand funding opportunities.

7.2.3 Other Resources

The Authority will seek additional resource opportunities by partnering with other government departments, agencies, and the private sector. This includes collaborating for capacity-building and other initiatives.

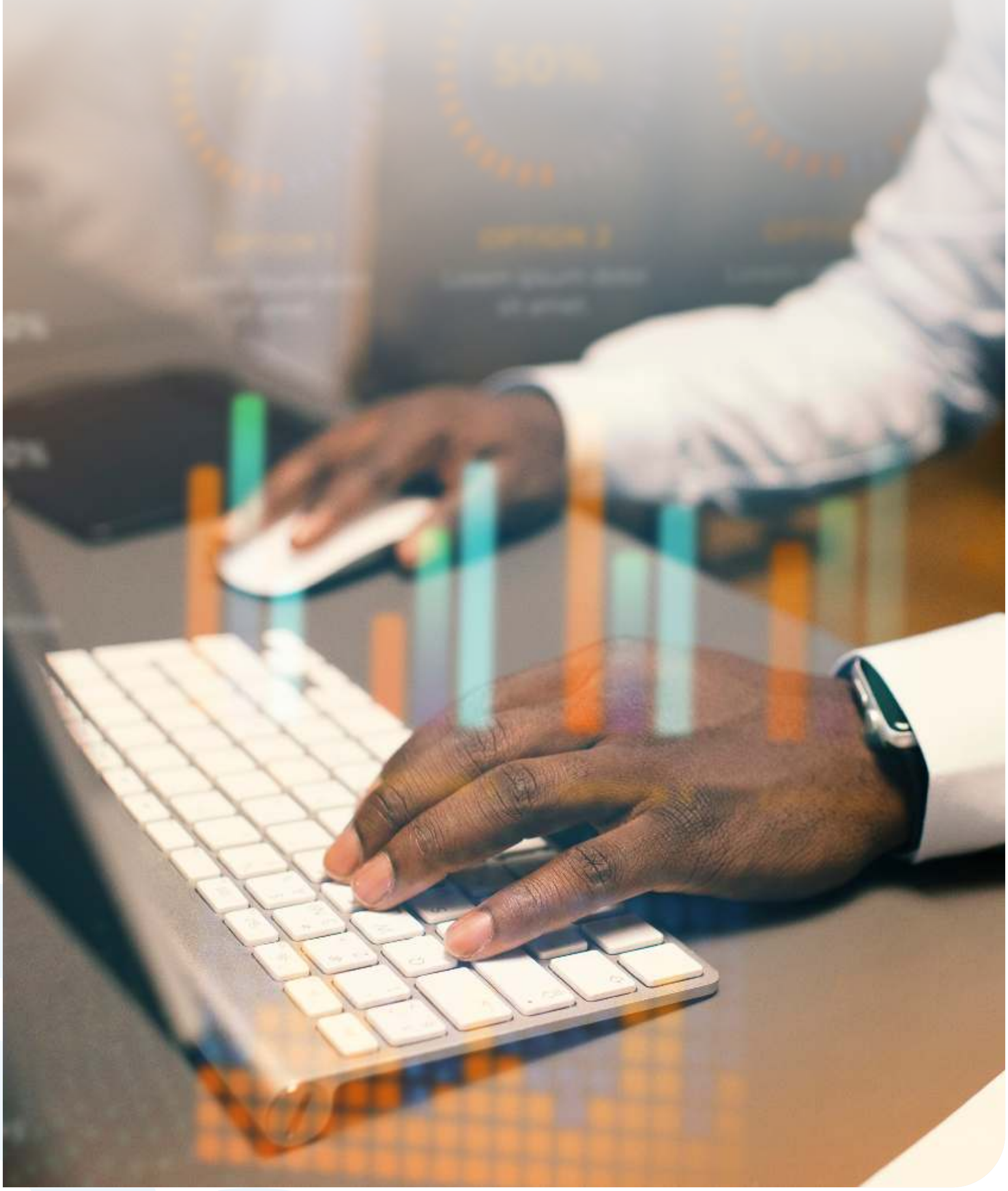
7.3 Resource Management

The following measures will be put in place to ensure prudent and efficient utilization of resources:

i. Ensure adherence to the approved budget
ii. Monitoring and reporting on utilization of the approved budget

Chapter 8

MONITORING, EVALUATION AND REPORTING FRAMEWORK



MONITORING, EVALUATION AND REPORTING FRAMEWORK

8.0 Overview

This section details the Authority's monitoring and evaluation framework; performance assessment and reporting structure; critical success factors, and the process of carrying out periodic reviews. These frameworks will enable the Authority to identify and address challenges encountered in Plan implementation and assess the extent to which strategic results are achieved.

8.1 Monitoring Framework

Routine monitoring and reporting on the progress of the SP implementation will be done quarterly by the 15th day of the subsequent quarter. The Research and Planning function will be responsible for monitoring the implementation of the Strategic Plan. To ensure continuous monitoring and reporting, departments will be expected to prepare periodic reports on the activities and key performance indicators. This will involve the systematic collection and analysis of information continuously to determine and address deviations as implementation progresses. Data from monitoring will help the Authority to answer the following questions:

i. Are activities and initiatives in line with timelines and set targets?
ii. Are budgets being released and spent in line with allocations?
iii. Are the activities implemented producing the planned outputs?

The Plan's successful monitoring will be facilitated through the following methods:

1. Utilize the Strategic Plan Committee:

- The Strategic Plan Committee and Research and Planning function will collate and critically review the achievements against Key Performance Indicators (KPIs) across all departments.
- They will produce Monitoring and Evaluation (M&E) reports, facilitate discussions on these reports, and ensure the implementation of remedial actions.

2. Cascade the Plan:

- In a bid to translate high-level strategy into aligned lower-level objectives and measures, the Authority will adopt a three-tier cascading framework comprising of: Annual Work Plan (AWP); Directorate/Departmental/Unit work plan; and Individual work plan.
- Detailed work plans will be developed across all departments, outlining clear deliverables, roles, and responsibilities.
- Reports will be made available on the shared point for departmental review anytime, ensuring transparency and accessibility.

3. **Utilize the Staff Performance Appraisal System Approach:**

    - The staff performance appraisal system (SPAS) approach will ensure that employee KPIs are aligned with the overall strategy, promoting efficient implementation of the strategy.

4. **Board and Management Review Meetings:**

    - Progress reporting on the Strategic Plan and its implementation will be a quarterly agenda item in Board Meetings.
    - Before these board meetings, scheduled quarterly review meetings at the management level and monthly reviews at the departmental level will provide a platform for receiving and giving feedback.

8.2 Performance Standards

The initiatives outlined in the Strategic Plan will undergo assessment both mid-term and at the end of the plan period. This assessment will aim at gauging the extent to which the Authority has achieved the intended Key Result Areas (KRAs) and to document any challenges encountered during the implementation of the strategies. The evaluation exercise will particularly focus on efficiency, relevance, effectiveness, sustainability, and impact measures.

To facilitate this assessment, the Authority will utilize a logical framework designed to track and monitor the progress of the Plan's implementation. This framework will include KRAs, outcomes, outcome indicators, baselines, targets, and key achievements.

8.3 Evaluation Framework

Implementation of the Strategic Plan implementation will be evaluated twice, mid-term (2025/2026) and end-term. The evaluation reports will be used to improve the subsequent periods' plans.

The outcome indicators, baseline, mid-term and end-term targets are summarized in Table 17 Below:

Table 17: Outcome Performance Matrix

KRA	Outcome	Key Performance Indicators	Unit of Measure	Baseline		Target	
				Value	Year	Mid-Term Period	End-Term Period
KRA 1: Seamless Privatisation Process	Successful implementation of Privatisation Programme	% of proposals developed as per schedule	%	100	2022/23	100	100
		% of fully implemented approved proposals	%	0		100	100
		% implementation of the Privatisation Programme	%	-		80	100
	Increased evidence-based decision-making/better privatisation decisions	% of approved proposals	%	100		100	100
		No of research conducted	No.	0	2022/23	1	4
KRA 2: Stakeholder Involvement, Acceptance And Buy-In	Increased cooperation among stakeholders	Lead time period to privatize an entity	Months	Baseline(X)	2023/24	X-10%	X—16%
		% implementation of stakeholder engagement strategy initiatives as per the schedule	%	10	2022/23	100	100
		% of targeted stakeholder sensitized (per cluster)	%	0	2022/23	75	75
		Privatisation Awareness index	Index	Baseline(X)	2023/24	X+7.5	X+12.5
KRA 3: Enhanced Visibility	Increased visibility	Brand perception index	Index	Baseline(X)	2023/24	X+7.5	X+12.5
		Brand awareness index	Index	Baseline(X)	2023/24	X+7.5%	X+12.5%
		Customer satisfaction index	Index	73	2022/23	82	88
KRA 4: Enhanced Internal Capacity	Improved Corporate governance	Board performance score	Index	Baseline(X)	2023/24	X≥96%	X≥96%
		Zero fault audit	Index	0	2022/23	0	0
		P.C Composite score	Index	2.9	2022/23	2.5	2.3
	Competent and skilled workforce for improved performance	Productivity index	Index	Baseline(X)	2023/24	X+7.5%	X+12.5%

KRA	Outcome	Key Performance Indicators	Unit of Measure	Baseline		Target	
				Value	Year	Mid-Term Period	End-Term Period
		Employee satisfaction index	Index	61	2022/23	70	76
		Work Environment Satisfaction Index	Index	68	2022/23	74	80
		% implementation of training plan	%	100	2022/23	100	100
		% of staff in-post against establishment	%	54	2022/23	85	95
		Staff Turnover rate	%	0	2022/2023	5	5
	Increased productivity	% of Digital Maturity and Conformance	%	Baseline(X)	2023/24	50	50
		% implementation of ICT strategy as per the schedule	%	0	2022/23	100	100
		No. of standard certifications	No	1	2022/23	2	2
		% implementation of asset and equipment plan	%	0	2022/23	80	85
	Increased funding	Kshs Million raised from resource mobilisation	Kshs M	0	2022/23	787	1,313
		Number of partnerships	Number	0	2022/23	3	5

8.4 Reporting Framework and Feedback Mechanism

The Monitoring and Evaluation (M&E) framework will produce the following reports:

- Quarterly Progress Reports on implementation: Each department will need to submit quarterly progress reports on the indicators and initiatives to the Research and Planning unit, following the Authority's reporting timelines. These reports will detail the performance against the Strategic Objectives outlined in this Strategic Plan at all levels. The Strategic Planning Committee will review the reports, and the finalized report will then be submitted to the Board.
- Annual Strategic Plan Performance Report: After each financial year, an Annual Strategic Plan performance report will be developed and submitted to the Board. This report will encompass the challenges encountered and the lessons learned throughout the financial year.

ANNEXES

Table 18: Strategic Theme Teams by Key Result Areas (KRAs)

KRA	Strategic Theme Team
KRA1: Seamless privatisation process	1. Director, Transaction Services- Team Leader 2. Corporation Secretary & Director Legal Services 3. Manager, Transaction Services 4. Manager, Research and Planning 5. Manager, ICT
KRA2: Stakeholder involvement, acceptance and buy-in	1. Director, Corporate Services- Team Leader 2. Director, Transaction Services 3. Manager, Corporate Communication 4. Manager, Legal Services
KRA 3: Enhanced brand visibility	1. Director, Corporate Services- Team Leader 2. Manager, Transaction Services 3. Manager, Corporate Communication 4. Manager, Legal Services
KRA4: Enhanced internal capacity	1. Director, Corporate Services- Team Leader 2. Manager, Human Resource & Administration 3. Manager, ICT 4. Manager, Finance 5. Manager, Research and Planning

Table 19: Quarterly Progress Reporting Template

PRIVATISATION AUTHORITY QUARTERLY PROGRESS REPORT
QUARTER ENDING……………………………

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

Table 20: Annual Progress Reporting Template

PRIVATISATION AUTHORITY ANNUAL PROGRESS REPORT
YEAR ENDING...............................

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

Table 21: Evaluation Reporting Template

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

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