

**COUNTY GOVERNMENT OF KAKAMEGA**

**KAKAMEGA COUNTY INVESTMENT DEVELOPMENT AGENCY**

**STRATEGIC PLAN 2020 – 2024**

***Investment hub for a vibrant and prosperous county***

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**STATEMENT FROM CEC-FINANCE, PLANNING & ICT**

The role of Investment Promotion across the Globe is undertaken by Investment Promotion Agencies (IPAs), which are typically government institutions mandated through legislation to do so. The national investment promotion authority in Kenya, KenInvest, and the County Government Act, encourages counties to create Investment units and undertake investment ventures respectively for successful investment promotion, attraction, and facilitation in the Country.

**Kakamega County Investment and Development** **Agency** was created through an Act of the County Assembly of Kakamega, known as The Kakamega County Investment and Development Agency Act, 2018 which was to provide for the establishment of a legal and institutional framework for promotion and co-ordination of investment by the county government of Kakamega. This will provide a way for investment decisions to be made as quick as possible

Kakamega County is an agricultural-based economy. Developed countries are industrialized and for Kakamega to grow, we have to industrialize as a county. Industrialization offers great growth opportunities, builds skills, and also creates quality jobs. Partnerships with relevant stakeholders will complement efforts by the county in marketing itself as an investment destination.

My Government has therefore taken steps to create an enabling environment for investment to enhance industrialization. With relevant networking and partnerships with the private sector and other institutions, we have set aside several incentives such as land for an Industrial park and we are equally constructing factories such as the dairy processing plant in Malava, fish processing factory in Lurambi proposed maize milling factory in Lugari, a Tea Factory in Shinyalu and we seek investors to equip and operationalize these investments under a public-private partnership.

This Strategic Plan willguide the Investment Agency in realizing its full investment potential by helping to establish seamless, well-coordinated and dedicated facilitation services to investors across the entire county of Kakamega

**H.E. Hon. FCPA. Wycliffe Ambetsa Oparanya, EGH, CGJ**

**Governor, Kakamega County**

**STATEMENT FROM THE CEC-FINANCE, PLANNING & ICT**

For a county to progress, it must have a clear idea of its long-term aspirations. Without this clarity, it will neither be able to prepare a coherent roadmap for action nor adopt and implement the policies that would lead to the achievements of its objectives. Kakamega County Investment Agency has developed a strategic plan 2020-2024 to provide clarity to our shared vision of the future as a county.

The growth of Investment in the County has been slow because investors were not keen on dealing directly with the County Government in terms of joint ventures and partnerships. As a result, H.E the Governor, through the Department of Trade, Industrialization supported the establishment of an agency through an ACT of the County Assembly, which came into force in August 2018, to specifically handle investments and investors in the county. Recognizing the fact that investment cuts across all departments, The Investment Agency after the establishment was moved to the Department of Finance, Economic Planning and Investment to enhance coordination of investment across all departments of the County by creating awareness of existing investment opportunities and attract investors who can foster job creation and productivity growth.

The Department of Finance, Economic Planning, and ICT through the Agency has the primary responsibility of ensuring that all investments both domestic and foreign are coordinated and facilitated in an efficient manner. In this regard, the Agency has the responsibility to source for investors on the key priority projects in the CIDP 2018-2022

We recognize that generating maximum development benefits from investments will not be without challenges. However, the Department of Finance remains committed to the provision of all necessary support to facilitate the implementation of Agency programs.

We look forward to continued support from the National and County Government, the private sector, development partners, the general public, and all the stakeholders to achieve objectives and targets set in this strategic plan. The Agency should remain committed to delivering on its mandate of promoting and facilitating investments in our county.

**Dr. Beatrice Sabana**

**CECM-Finance, Planning & ICT**

**STATEMENT FROM THE BOARD CHAIRMAN**

Investment is central to growth and sustainable development. It expands an economy’s productive capacity and drives job creation and income growth. Recognizing this, the County Government of Kakamega established Kakamega County Investment and Development Agency (KCIDA) to create awareness of existing investment opportunities, attract investors that can foster job creation and productivity growth, and facilitate their establishment and expansion in the County.

This document highlights the strategic direction KCIDA will take in its efforts to spearhead the implementation of key policies relating to its mandate of promoting investments in the County. The implementation of the plan anticipates new levels of creative and entrepreneurial thinking, collaboration, partnership, and resource mobilization.

Our aspiration through the commitment of the Board, employees, and collaboration with stakeholders, is to expand our services to reposition the Agency as the preferred investment hub in Kenya. In fact, we will rethink, in very fundamental ways, what being “an investment hub” ought to be: today, tomorrow, and into the future.

In this strategic plan, we have written our vision, mission, and values to reflect the future we want to see as an investment Agency. We have analyzed our environment, strengths, weaknesses, opportunities, and threats. Based on this analysis, we developed objectives and strategies that address critical issues such as investment promotion, investment services, asset management, Small Medium Enterprises (SMEs) development, institutional excellence, as well as networking and partnership.

To attain the targets set in the Strategic Plan, the Agency aims to promote the twin spirit of cooperation and consultation, while encouraging staff to work closely with investors, development partners, and stakeholders especially KenInvest, National and County Government of Kakamega.

Situations and trends may change, making it necessary to review and if need be, revise the plan. The Agency will oversee such reviews and provide guidance as necessary while ensuring that it remains focused not only on set strategic objectives but also true to the vision, mission, and the realization of the Kenya Vision 2030.

I wish to express my deep gratitude and appreciation to H.E. The Governor, Hon. Wycliffe Ambetsa Oparanya, Chief Officers, Advisors and CEC members for their technical and financial support, the Board, staff and all those who participated in the preparation of this Strategic Plan

**Prof. Nelson H.W Wawire**

**Chairman - KCIDA**

## ACKNOWLEDGEMENT FROM THE CEO

(Insert photo of CEO)

This strategic plan is aimed at guiding Kakamega County Investment and Development Agency (KCIDA) to deliver on its mandate of attracting, promoting and facilitating investments in the County. It is a product of extensive collaboration and comprehensive feedback from our internal and external stakeholders. The strategic plan is anchored on Kakamega County Integrated Development Plan 2018-2022, and Kenya Vision 2030.

I wish to take this opportunity to express special gratitude and appreciation to the CECM Roads, Energy & Public Works, Mr Geoffrey Omulayi and CECM Social services, Youth and Culture, Mr Kassim Were. I also thank the Technical team in particular The County Attorney, CS Moses Sande, Mr. Musa Chibole, Ambassador James Ochami,Mr Lawrence Omuhaka, Mr Fanuel Wemali and the strategic planning team which included the Planning, Budget and Industrialization units led by Mr. Kennedy Lumbe, Mr. Samson Otieno and Mr. George Mbakaya, respectively, for their contribution and dedication for their input and support.

I particularly wish to thank KCIDA Chairman, Prof. Nelson Wawire and the Board members of the Agency for their valuable inputs especially the board sub-committee for Investment Promotion led by Dr. Wilfred Buyema for their commitment and support during the planning process. Special thanks goes to Ms Elizabeth Asichi-Senior Economist at the Investment Agency who has supported the coordination and development of this Strategic Plan. I encourage them to put even greater effort in championing the implementation of this Strategic Plan.

We also acknowledge as a team with deep gratitude the support of our former CEO, the Late Madam Ebby Kavai who was supported the development of this strategic plan and gave her full support to the operationalization of the Investment Agency.

Similarly, special gratitude goes to Dr Bani Orwa of Stirling Consultants for facilitating the process and guiding the planning team.

I am confident this Strategic Plan will serve as the Agency’s framework for decision-making, and as a basis for planning, resource mobilization and utilization, performance management, monitoring and evaluation over the next five years.

**Mr.Joseph Ogonyo Indire**

**Ag. Chief Executive Officer-KCIDA**

## Executive Summary

This Strategic Plan (2020-2024) represents the collective and objective views of the Agency, staff and stakeholders. It outlines existing and emerging challenges and sets out strategic direction for the next five years. During this period, much improvement is expected in promotion of investments in the County of Kakamega.

The plan formulation process presented an opportunity for the Agency to review and align its functions and resources with the Governor’s Manifesto, Kenya Vision 2030 and Kakamega County Integrated Development Plan (CIDP). It also enabled the Agency to develop its vision, mission and core values. This plan seeks to provide direction in attracting, promoting and facilitating investments in the County.

The development of the strategic plan was preceded by a comprehensive situation analysis using diverse models including Institutional Performance Review; SWOT and PESTEL Analysis, Capacity Needs Assessment, Stakeholders/Partnerships Analysis and Risks Assessment. Extensive document(s) reviews were undertaken to clarify matters relating to the law and best practices in investment promotion; and the outcome of the situation analysis formed the basis for developing this blue print. The process also included a comprehensive and participatory strategic planning workshop by the Agency, post-workshop consultations as well as stakeholder’s validation workshop prior to the finalization of this strategic plan.

While formulating this plan, a number of social, political, economic and regulatory framework issues were considered. The plan articulates the Agency’s operations and outlines programs and activities to be implemented to achieve the set objectives. The proposed measures and activities are not only expected to promote invests but make Kakamega County the preferred investment hub in Kenya.

The key elements of the plan are: -

Vision

To be the preferred investment hub in Kenya

Mission

To attract, promote and facilitate investments in the County.

Core Values:

* Professionalism
* Teamwork
* Integrity
* Diversity
* Investor focused

The strategies and objectives set out in this plan aim to strengthen the core activities of the Agency, as well as invest in strategic initiatives that will focus on the following priority areas:

Priority Area 1: Investment promotion

Priority Area 2: Investment services

Priority Area 3: Networking and partnerships

Priority Area 4: Institutional capacity of the Agency

Priority Area 5: Asset management

Priority Area 6: Financial growth and sustainability of the Agency

The Strategic Plan will be implemented as per the details presented in the Implementation Matrix in Appendix I which details out:

* Key activities for each strategy
* Performance indicators
* Expected outputs/results
* Responsibility centers within the Board
* Key stakeholders outside the Agency
* Time frame – the target date within which the activities of the strategic plan will be implemented and outputs/results realized

The Implementation Matrix will also be used as a management tool during the Plan execution as follows:

* Management and coordination of activities and work plans
* Preparing budgets and allocation of funds and resources
* Developing and operationalizing comprehensive Monitoring and Evaluation (M&E) framework
* Monitoring progress and feedback reporting for decision making

An organizational structure for the Agency will provide both institutional and functional framework for implementation of the Strategic Plan. The offices of Board Chairperson and the Chief Executive Officer will provide the governance and leadership oversights in ensuring proper implementation of the Plan.

The success of this Strategic Plan is subject to prudent utilization of resources and implementation of all initiatives outlined in this plan. This requires active involvement of the Board Committees, Secretariat Staff, stakeholders and ongoing guidance from top County leadership and management.

The successful implementation of the Plan will be borne out of the results of the M&E. In this regard, the Agency will develop and implement a comprehensive M&E system aligned to its priorities and strategic objectives as well as County Government aspirations. The mid-term and end-of-term evaluation of the Plan implementation will be crucial to provide accurate data for the review of the five (5) year period of implementation and be a basis for preparation of subsequent board strategic plans.

**Structure of the Strategic Plan**

The layout of this plan is as follows: -

* Executive Summary
* Chapter One: Introduction - outlines the Overview of the Investment initiatives, establishment of the agency,performance of the county government in terms of investment in various sectors, rationale for the preparation of the Strategic Plan andStrategic planning process
* Chapter Two: Situation Analysis - Presents a situational analysis of both internal and external environment using a number of frameworks.
* Chapter Three: Strategic direction- provides the strategic direction indicating the vision and mission statements, strategic objectives and strategies and summary of the priority areas
* Chapter Four Organizational structure - gives the details of staffing need and the organization structure of the Agency
* Chapter Five: Implementation, Monitoring and Evaluation- Presents a five-year implementation matrix showing financial requirements as per the plan objectives.

# INTRODUCTION

## 1.0 BACKGROUND

Kakamega County is located in the Western part of Kenya and is one of the 47 counties established under the Constitution of Kenya, 2010.The County covers an area of 3,054.3 Km2 and it is the most populous rural county with a population of 1,867,579 as per 2019 National Population and Housing Census.

The county borders Vihiga County to the South, Siaya and Busia Counties to the West, Bungoma and Trans-Nzoia Counties to the North and Nandi and Uasin Gishu Counties to the East. It has 12 sub-counties, 60 electoral wards and 400 Community Areas.

The introduction of devolved government has created opportunities for Counties to engage in activities that would promote development.

## 1.1 WHY INVEST IN KAKAMEGA COUNTY?

1. Strategically Located: Kakamega County is located in Western Kenya near Lake Victoria, the largest fresh water Lake in Africa. The County easily connects to the major towns through the transnational highways that connect Tanzania to South Sudan and Cape Town to Cairo. The County also neighbors two international airports of Eldoret and Kisumu and has an airstrip. Kakamega also has good road network across the County
2. Market potential: Kakamega has a population of 1,867,579 which offers ready market for goods and services produced within and neighboring counties which have high population. The County is also a member of the Lake Region Economic Bloc (LREB) comprising of 14 Counties. The Lake Region is one of the most densely populated regions of Kenya with over 10 million people which constitute about 25% of the population in Kenya
3. Availability of Natural Resources: The County enjoys abundant natural resources such as Kakamega Forest which is Kenya’s only tropical rain forest, tourist cultural attraction sites such as the Crying Stone, Na-bongo Shrines and Mawe Tatu. There also exists mineral deposits such as gold
4. Investor Support and Incentives: The County has established an Investment & Development Agency to guide investors through the investment process. The county can provide incentives in form of land, access to water and 3-Phase Electricity, Investor friendly policies, pre-feasibility studies and environmental impact assessment
5. Good governance: The County has well established administrative structures up to the community level as well as a County Assembly that provides an oversight role, legislation and representation of the people
6. Labor: The County has both skilled and unskilled labour force
7. Energy: The County is well connected to reliable source of electricity. The county also has potential for hydro-power, solar and bio-energy
8. Agriculture: Kakamega has high potential for agriculture and blue economy because of its favorable weather conditions, which creates potential for value addition and manufacturing
9. Information Technology:The County has 4G Network coverage
10. Safe, peaceful and attractive location for investors
11. All sectors open to investors with no restrictions.

## AN OVERVIEW OF THE AGENCY

The County Government of Kakamega established the Kakamega County Investment and Development Agency through an Act of the County Assembly of Kakamega referred to as the Kakamega County Investment and development Agency Act, 2018

to provide for the establishment of a legal and institutional framework for promotion and co-ordination of investment by the county government of Kakamega and for connected purposes.

The Agency is a semi-autonomous county corporation under the Department of Finance, Economic Planning and ICT. It is a body corporate with perpetual succession

and a common seal and shall, in its corporate name, be capable of—

1. taking, purchasing or otherwise acquiring, holding, charging or disposing of movable and immovable property;
2. borrowing money or making investments;
3. entering into contracts; and
4. doing or performing all other acts or things for the proper performance of its functions under the Act which may lawfully be done or performed by a body corporate

## VISION, MISSION AND CORE VALUES

## Vision

“The hub of choice for investments in Kenya”

## Mission

“To attract, promote and facilitate investments in the County”

## Core Values:

To achieve the Vision and Mission, the Agency has adopted the following core values that will form the foundation of its culture and guide decision making in all matters regarding investment.

1. **Professionalism:** We exhibit highest standards of professionalism in our engagement with stakeholders. We seek to provide quality services that meets expectations of stakeholders at all times.
2. **Teamwork:** We contribute fully to the activities of the Agency to address shared challenges through common effort by sharing information and resources to create a workplace that fosters cooperation, networking and collaboration.
3. **Integrity:** We show impartiality, fairness and honesty while upholding the highest ethical standards. We seek to remain accountable and transparent in all our dealings as we deliver services to the public. We encourage our clients to provide feedback on the quality of services we provide.
4. **Diversity:** We recognize rights of all individuals to mutual respect; acceptance of others without biases based on differences of any kind.
5. **Investment focused**: We put our investors at the centre of our operations and strive to continuously meet and exceed their expectations.

## AN OVERVIEW OF THE INVESTMENT INITIATIVES



### County Government of Kakamega Initiatives

The County intends to increase the level of investment and strengthen investor confidence as elaborated in the CIDP 2018-2022 and other county development plans.

To achieve the desired investment, the county has adopted the following initiatives:

1. Legislation in support of Investment to attract and promote investors in the County - The County has established The Kakamega County Investment and Development Agency through an Act of the County Assembly in August, 2018.
2. Flagship projects that will create an impact in the County’s economic growth and the projects include and are not limited to the following;
3. **Construction of the Kakamega County Teaching and Referral Hospital(KCTRH**) that is being constructed in three Phases. Once completed, KCTRH will offer specialised medical services and will be one of the largest referral hospitals in Kenya. The first Phase is almost complete and the county wants a PPP with an investor or development partner to equip the hospital
4. **Construction of the dairy factory in Malava** and seeks an investor to equip and operationalise the milk plant. The County through the One-Cow Initiative program has distributed over 2000 in-calf heifers to households to improve milk production and also invested in Smart Dairy farms that will supply milk to the Dairy factory.
5. **Tea Factory in Shinyalu**- The County Government has purchased and fenced land in Shinyalu for the construction of the Tea factory and has also supplied tea seedlings to farmers in the tea growing areas to improve the availability of the raw materials. The County government is looking for an investor to construct, equip and operationalise the tea factory
6. **Maize milling plant in Lugari**- The county has supported farmers in maize production through subsidised farm inputs such as input fertilizer and quality seeds which has improved the production of maize. To minimize losses through middlemen, the County government wants to create market for its farmers by constructing a maize milling plant in Lugari that will produce not only maize flour but also fortified flour from grain amaranth
7. **Industrial park**- The County Government has purchased over 200 acres of land in Mumias for the purpose of developing an Industrial park. The County has provided 3-phase power, Water and developed the road network in the area and is calling for investors to put up industries. The County has signed an MOU with EPZA to gazette the area as an industrial park
8. **Revival of the sugar industry** – The county government through the department of agriculture is supporting cane development as sugarcane is the largest cash crop grown in western region especially Kakamega which has 3 factories namely, Mumias Sugar, Butali and West Kenya Sugar Factories. The County has put in effort to revive Mumias Sugar whose collapse has affected the livelihoods of the many farmers in Kakamega.

(INSERT PHOTOS OF FLAGSHIP PROJECTS)

### Regional Blocs- Lake Region Economic Bloc (LREB)

Lake Region Economic Bloc (LREB) was established in 2015 comprising of 14 Counties of which Kakamega County is a member. The Lake Region is one of the most densely populated regions of Kenya with over 10 million people which constitute about 25% of the population in Kenya. This regional bloc presents the socioeconomic aspirations of 14 counties in the Lake Basin Region and seeks to secure and shape the region’s economic growth and development. It is designed to guide development efforts by leveraging on existing assets, addressing constraints and defining key steps that leaders and citizens of the region can take to transform the shared vision of prosperity into reality.

The large population within the lake region provides wide market and affordable labor which the agency will leverage on to attract investors.

### Investment Initiatives in Kenya

Since independence, the Government of Kenya has formulated strategies and policies that focus on investment growth and support, stipulated in various policy documents such as National Development Plans, Session Papers and Master Plans. In 1964, the Foreign Investment Protection Act was passed putting in place basic investor protection. This Act was enacted as a statutory guarantee for the protection of certain approved investments in the country.

In 1982, the Investment Advisory and Promotion Centre under the then Ministry of Finance was set up; it was later converted to the Investment Promotion Centre (IPC) in 1986. The IPC was established by the Government of Kenya through the Investment Promotion Centre Act, Cap 485 of 1986 with the mandate of promoting private investments in Kenya by both local and foreign investors. The Act was further amended in 1992 to empower IPC to issue a Certificate of General Authority to investments that have no policy, planning, security, health or environmental implication, and are not on the restricted list, such as mining, forest products, Manufacturing under Bond (MUB), export processing zones, excisable goods, petroleum operations, tourism, ferries, insurance, banks, financial institutions and mortgages.

In 2004, the Investment Promotion Act was enacted, seeking to improve investment promotion and facilitation. This Act transformed the IPC and created the Kenya Investment Authority, with an expanded mandate under the Act in executing its role of investment promotion, investment facilitation and policy advocacy.

The Agency will collaborate with Kenya Investment Authority and Export Promotion and Branding Agency to promote Kakamega County as an investment destination for investors.

### Regional Initiatives

Over the last two decades, Kenya has actively participated in regional integration through various regional trading arrangements including the East African Community (EAC), the Common Market for Eastern and Southern Africa (COMESA), The Inter-Governmental Authority on Development (IGAD), The Tripartite Free Trade Area (TFTA) and the African Continental Free Trade Area (AfCFTA).

The EAC is a major market for Kenya’s products, creates opportunities for cross-border investment as well as platform for creation of a unified voice in the international arena.

The objectives of the EAC under the Customs Union include;

1. To promote efficiency in production within the Community
2. To enhance domestic, cross border and foreign investment in the Community
3. To promote economic development and diversification in industrialization in the Community

Regional integration through various regional trading arrangements especially EAC provides a potential market for investors.

### Alignment of the Strategic Plan with CIDP and other plans

The strategic plan is prepared as required by the Agency Act, 2018. The document has been aligned to key National and County Planning and Policy documents which include Kenya Vision 2030, Kakamega County Integrated Development Plan (CIDP 2018-2022) and Kenya Investment policy (2019) among others.

The Kakamega County Integrated Development Plan 2018-2022 gives a road map for the development programs for five years and highlights key priority areas for investment while Vision 2030 aims to transform Kenya into a newly industrializing, middle income economy providing a high quality of life to all its citizens by 2030.

This Strategic Plan intends to identify investors in the key strategic areas outlined in the CIDP which includes food security, transport infrastructure, energy, manufacturing, affordable housing, quality health care, education and training, water and sanitation. Others include ICT, Social protection, trade and tourism. All these strategic areas are an extract of Vision 2030 pillars.

The plan is also aligned to Kenya Investment policy that requires counties to establish investment unit to facilitate investment and provide investor aftercare services.

### Strategic planning process

Phase 3

Monitor Implementation of the plan

Phase I

Planning and research

Phase 2

Define direction and develop plan

* Appointed committee members
* Literature review
* Data collection and analysis
* Situation analysis
* Developed vision, mission and values
* Developed priorities, objectives, strategies and key result areas
* Finalize strategic plan
* Present to the board for validation
* Present to Executive Committee for Approval
* Launch the SP
* Implement the plan
* Develop annual work plans
* Develop individual work plans
* Monitor implementation of the plan
* Evaluate implementation of the plan
* Implement the plan
* Develop annual work plans
* Develop individual work plans
* Monitor implementation of the plan
* Evaluate implementation of the plan

Figure : Strategic Planning process

### Rationale for the preparation of the Strategic Plan

Lack of a coordinated investment unit in the County during the first term of County government posed many challenges of attracting investors. Departments were unable to undertake investments initiatives leading to lost opportunities. The rationale behind the establishment of KCIDA arose from the need to enhance investment promotion, facilitation and coordination of County Government initiatives

The Kakamega County Investment and Development Agency Act, 2018 states that the investment strategy and plan shall provide for source of investment capital; targeted investment opportunities; investment portfolio; expected return on capital or investment; specific investment projects and their respective projects appraisals including rate of return on investment or capital employed; estimated cost of the investments; and any other matter as the Executive Committee may prescribe

Therefore, this strategic plan will help the agency to:

1. Envision its future over the next 5 years
2. Create a sense of direction
3. Increase operational efficiency
4. Mobilize resources
5. Allocate resources
6. Align its programs with the County Integrated Development Plan.

# SITUATIONAL ANALYSIS

## 2.0 Introduction

This chapter presents all the related areas and provides the challenges realized in achieving the following development blue prints in regard to investment. The situational assessment was focused on achievements, challenges and emerging issues. In identifying its future thematic focus, the various factors that impact on sustainable delivery of services were analyzed as being either internal or external. PESTEL, SWOT, Institutional capacity, Stakeholder Analysis and risk assessment were used to analyze both internal and external environment of the Agency.

## 2.1 Achievements

Table 1: Achievements and Proposed Actions

|  |  |
| --- | --- |
| **Achievement** | **Proposed Action** |
| Establishment of the Agency Board | Capacity build the board of directors  Prepare a board charter |
| Operationalization of the Agency | Mobilize resources  Appointment of substantive CEO  Recruitment of technical staff |
| Establishment of legal framework (Kakamega County Investment and Development Act 2018) | Develop relevant investment policies |
| Leased office space | Acquire own premises |

## 2.2 Challenges

Table 2: Challenges and how they will be addressed

| **CHALLENGES** | **HOW THE CHALLENGES CAN BE ADDRESSED IN THE STRATEGIC PLAN** |
| --- | --- |
| Inadequate staff | Recruitment of staff |
| Inadequate budget/resource allocation | Mobilization of resources  Initiate Public Private Partnership  Lobby for increased funding from the county treasury |
| Inadequate operational policy manuals and guidelines | Developing policy manuals and guidelines  Domesticate national policies |
| Lack of adequate information on investment opportunities and location | Develop and investment master plan for Kakamega County |
| Lack of investors database | Develop an investor database |
| Political interference on county investment projects | Consultation with the political class. |
| Inadequate public awareness on the role of the agency | Sensitize the public on the role of the Agency. |
| Poor coordination amongst county departments in identification of investors. | Strengthen the coordination of investor identification |
| Inadequate infrastructure -the county has not fully developed the required infrastructure to attract investors (Electricity, water, etc.) | Promote investments in infrastructural development |
| High cost of doing business in the county | Provide investment incentives |

## 2.3 Emerging Issues

Table 3: Emerging Issues and Proposed Actions

|  |  |
| --- | --- |
| **Emerging Issues** | **Proposed Action** |
| Existence of regional Blocs such as LREB | Take advantage for investment opportunities in the regional Blocs |
| Constitutional reforms e.g. BBI | Monitor closely the changes in the constitutional reforms and align itself strategically |
| Cross-border diseases e.g. COVID-19 | Monitor and take precautionary measures as per MOH guidelines  Incorporate virtual meetings with investors to minimize contact and exposure |
| Counterfeit goods | Liaise with the relevant regulatory bodies to eliminate counterfeit goods |
| Climate change | Climate mitigation measures |
| Inflow of funds from the diaspora | Collaborate with Kenya Diaspora Alliance |

## 2.4 SWOT Analysis

Table 4: Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

| **SWOT Analysis Issue** | **Current Situation** | **Proposed Strategic Actions** |
| --- | --- | --- |
| 1. **Internal Strengths** | * Favorable investment climate * Availability of investment incentives * Political goodwill * Competent Board of Directors * Political stability * Available public land for investment * Available development and spatial plans * Favorable investment policy that will transform investment promotion and facilitation in the County | * Strengthen implementation of investment policies * Strengthen collaboration with stakeholders to implement investment promotion strategy |
| 1. **Internal Weaknesses** | * Inadequate staff * Low budgetary allocation/ resource allocation * Overreliance on funds from the exchequer * Weak industrial and entrepreneurial base * Lack of database of investors * Inadequate operational policy manuals and guidance * Inadequate ICT resources * Low visibility among stakeholders | * Develop a database of investors * Recruit agency staff * Develop resource mobilization strategy * Capacity building programs for SMEs * Strengthen governance structure * Develop image building strategy |
| 1. **External Opportunities** | * Kenya is an attractive investment destination * Easy access to skilled labor due to proximity to higher learning and research institutions * Easy access to factors of production such as land for lease, access to electricity and water * Networking opportunities through business membership organisations * High population * Goodwill from development partners * Advancement in ICT * Wide access to regional markets * Proximity to International Airports, Regional Port of Lake Victoria and major Highways * Availability of investors looking for business opportunities. | * Develop and implement investment promotion strategy * Identify financial and non-financial incentives for investors * Strengthen collaboration with LREB * Enhance utilization of ICT infrastructure. |
| 1. **External**   **Threats** | * Insecurity leading to high cost of insurance * Political instability, especially during electioneering period * Unpredictable global economic shocks * Dumping of cheap and counterfeit goods in the market. | * Collaborate with security agents * Strengthen collaboration with business regulatory authorities |

## 2.5 PESTEL Analysis

Table 5: Political, Economic, Socio-cultural, Technological Environmental and Legal Analysis

| **PESTEL Analysis Issue** | **Current Situation** | **Proposed Strategic Actions** |
| --- | --- | --- |
| 1. Political – Governmental | * Political stability * Transition after national and County elections * Perception of poor governance and high corruption in the management of public affairs * Inadequate public awareness about revenue collection * Investors have confidence in Kenya because of its membership in regional and international organizations and subscribes to relevant treaties e.g. UN, WTO, AU, COMESA and EAC. | * Create public awareness about revenue collection * Adherence to rule of law * Promotion of agency image and governance |
| 1. Economic | * High poverty level * High taxes, fees and levies * Large informal sector * Low industrial base (employment, small businesses) * Low entrepreneurial base * Collapse of Mumias sugar Company. * High levels of unemployment * Globalization presents economic opportunities for the County | * Participate in revival of Mumias sugar Company * Develop linkages between investors and SMEs * Capacity building programs for SMEs |
| 1. Socio- Cultural | * Increased public awareness of their rights * Cultural inclinations – resistance to change * Poor investment culture especially from the locals * Drugs and substance abuse * Prevalence of chronic diseases | * Sensitize communities on saving culture * Train communities on entrepreneurship * Sensitize communities on effects of drug and substance abuse * Sensitize communities on retrogressive cultural practices * Enhance access to universal health care |
| 1. Technological | * Slow uptake of technology * Security risk in use of technology * Increased access to the internet, use of mobile money and internet banking drives e-commerce in Kenya | * Adopt new technology for investment promotion * Invest in prevention of cyber-crime |
| 1. Environmental (Climatic, Geographical, Physical etc.) | * Favourable climate * Availability of natural resources – mineral (gold), forest and rivers * Poor utilization of resources (land titles, mining) * High environmental awareness in the County | * Embrace green economy * Conduct resource mapping * Optimal utilization of resources * Advocate for increased forest cover |
| 1. Legal and Ethical | * Available Investment and development Agency Act * Available business enabling laws provides conducive environment for investors. | * Advocate for regulations that improve business climate for investors |

## 2.6 Institutional Capacity Analysis / Assessment

Table 6: Capacity Issues, Current situation and proposed strategic Actions

| **Capacity Issues** | **Current Situation** | **Proposed Strategic Actions** |
| --- | --- | --- |
| Staffing and Staffing Levels | Inadequate staff | Recruit staff |
| Physical Infrastructure e.g. buildings, vehicles etc. | Currently operating from a rented office | Acquire own office premises  Procure vehicles |
| Office equipment and tools | Inadequate equipment and tools | Procure office equipment and tools |
| ICT Support (Infrastructure and Software) | Structured cabling on-going  Available ERP system | Develop and implement ICT policy  Develop agency website |
| Finances/ Funding Sources | Inadequate funds allocation | Develop resource mobilisation strategy  Lobby for increased funding |

## 2.7 Stakeholder Analysis

Stakeholders are individuals or groups or institutions that may be affected by the strategic choices made by the Agency or can affect the outcome of the proposed strategies. Therefore, understanding stakeholder concerns is critical to the success of the Agency’s strategies. The Agency’s stakeholders whose collaboration and partnerships are needed to implement priorities in this plan include: Investors, The Governor, CGK, CA, Financial institutions, secretariat staff, Board members, SMEs among others. The areas of collaboration and strategic actions that the Agency may take are summarized below:

Table 7: stakeholders, areas of Interest, stakeholder expectations and Strategic actions

| **Stakeholders** | **Area(s) of Interest or Collaboration with the Agency** | **Stakeholder Expectations as perceived by the Agency** | **Strategic Actions or Proposals to Obtain Support or Collaboration from the Stakeholder** |
| --- | --- | --- | --- |
| Investors | * Joint ventures * Incentives * Legal issues * Technology | * Facilitation * Timely delivery of services * Competitive return on investment | * Provide appropriate incentives * Conduct feasibility/prefeasibility studies and project appraisals * Participate in annual investment forums and workshops. * Develop investor database * Develop One Stop Shop |
| County Government of Kakamega | * Finance * Infrastructure * Legal issues * Technology * Training | * Economic growth and development * Job creation | * Investor facilitation and aftercare services * Coordinate with relevant departments to develop pre-requisite infrastructure * Establish a liaison unit * Enhance partnership and collaboration with stakeholders * Coordination of investment promotion |
| National Government | * Technical Support * Regulation | * Adherence to regulations * Sharing of information * Fair practices in investment promotion and facilitation | * Coordination of investment promotion and facilitation between investment actors within the country |
| Development Partners | * Financial * Technical support * Community mobilization | * Improved investment environment * Professional service delivery * Updated Investment profiles * Professional handling of investor delegations | * Develop investment profiles * Establish One stop shop |
| County law office | * Legal framework * Policy framework | * Adherence to the legal and policy provisions | * Review of County investment policy and laws * Development of relevant guidelines and regulations |
| Governor | * Policy formulation * Political stability | * Adherence to the legal and policy provisions | * Collaboration in policy formulation |
| The public | * Job creation * Environmental protection * Social amenities * Public participation | * Evenly distributed investments with strong impact in the county * Economic growth and development * Job creation * Increased public participation. | * Facilitative environment * Employment opportunities to locals * Infrastructure improvement * Corporate social responsibilities * Continuous involvement of the public in agency activities. |
| Employees/Staff | * Work environment * Remuneration | * Adherence to employer ethics * Proper practices | * Capacity building * Organization structure |
| Board of Directors | * Good governance | * Assist agency to perform as agreed performance contracts | Effective implementation of policies |
| Suppliers/  Merchants | * Payments * Information | * Timely payments * Fair trade practices | Establishment of financial and supply chain management section |
| Research/academic institutions | * Research * Funding * Training | * Information sharing * Research and policy formulation | Collaboration with research institutions |
| Media | * Information * Community Mobilization | * Right information * Prompt Payment | * Proper dissemination of correct information * Fair coverage * Objective reporting |
| Kenya National Audit Office | * Expenditure management * Compliance to PFMA | * Adherence to PFM Act * Sharing information on internal audits | * Establishment of audit committee * Periodic audits |
| Regulatory bodies (NEMA,KEBS,etc) | Quality assurance | * Compliance with set standards * Timely submission of reports | Collaboration with the regulatory bodies |
| Kakamega County Assembly | * Oversight * Legal framework * Policy framework | * Adherence to the legal and policy provisions * Implementation of enacted laws and policies * Timely implementation of programs/ projects * Accountability and transparency | Regular progress reports |
| Non-State actors (NGOs, CBOs, FBOs) | * Funding * Community mobilization | * Provision of reliable information on development indicators * Collaboration to incorporate their issues in policy documents | * Development of regulations for information sharing * Adherence to the Public participation regulations |
| Financial institutions | * Funding * Financial regulation | Prudent investment of funds | Collaboration with financial institutions |
| Cooperative societies | * Investment of funds | Prudent investment of funds | Collaboration with financial institutions |

## 2.8 Stakeholder interactions

Stakeholders of the Agency were further analyzed in terms of those who directly or indirectly interact with the Agency as follows: those who directly impact on the operations of the Agency, those who participate in the affairs of the Agency, those who need to be consulted, those who need to be informed about operations of the Agency and those who need services from the Agency.

Table 8: Stakeholder Interactions

|  |  |
| --- | --- |
| **Item** | **Stakeholder** |
| Those who need to be consulted | CGK, Investors, National Government, Regulatory bodies e.g. NEMA, Public, Research institutions,  CA, Governor, Cooperative societies |
| Those who need to be informed about the operations of the Agency | Development partners, media, National Government,  Public, NGOs, investors, Research institutions, CA, Cooperative societies |
| Those who directly impact on the operations of the Agency | CA, CGK, Public, Regulatory bodies, investors, development partners, National Government, Staff  Board of Directors, financial institutions |
| Those who participate in the affairs of the Agency | Staff, investors, regulatory bodies, CGK, National Government, Board of Directors, financial institutions |

## 2.9 Risk Assessment

Table 9: Risk Issues, Current Situation and Proposed Strategic Actions

| **Risk Issue** | **Current Situation** | **Proposed Strategic Actions** |
| --- | --- | --- |
| Strategic Risks | Political interference  Pressure in identifying and selecting investors  Lack of staff in key areas is likely to affect delivery of services | Develop and implement investment promotion strategy  Strong Legal and policy framework  Develop and implement investment policy |
| Human resource Risks | Inability to attract, retain and develop staff  Poor succession planning | Schemes of service for staff  Adherence to laid down HR manuals. |
| Operational Risks | Lack of operation policies  Weak information sharing among County departments  Breach of contracts  Failure to adhere to laid down laws, policies and regulations | Develop Agency operation policies  Develop regulations on communication and information sharing  Enhance Compliance mechanisms to laid down laws, policies and regulations |
| Financial Risks | Delay or inadequate funding may affect the implementation of the Board’s programs  The Board may also be affected by national economic crisis  Fraud  Uncertainty in funding | Adhere to Anti-corruption mechanisms  Adherence to Statutory obligations |
| Technological Risks | Dynamic changes in technology may have an impact on the work of the Agency  Cyber crime | Compliance with laid down ICT security procedures |
| Reputation risk | Unfavourable public perception of the agency | Develop image building strategy  Enhance Positive publicity |

## 2.10 Mitigation and Monitoring of Risks

To mitigate the effects of the above risks on this plan, the Agency will implement the

following measures:

* Enhance M & E for early detection of formative risk
* Carrying out appropriate consultation with stakeholders
* Enhance Agency’s management capacities
* Foster optimal utilization of resources
* Enhance use of ICT
* Purchase appropriate tools and equipment
* Lobby for increased funding
* Promote creativity and innovation
* Diversify sources of funding

# STRATEGIC DIRECTION

## 

## Introduction

This chapter outlines the strategic direction for the Agency in the next five years. The strategic direction is presented in the form of areas of focus (priority areas, strategic objectives and key result areas).

## Priority Areas

The six broad priority areas that the Agency seeks to focus on in the next five years include:

* Priority Area 1: Investment promotion
* Priority Area 2: Investment services
* Priority Area 3: Institutional capacity
* Priority Area 4: Networking and partnerships
* Priority Area 5: Asset management
* Priority Area 6: Financial growth and sustainability

## Strategic Direction

The Strategic Direction tabled below and subsequent Plan Implementation Matrix is presented within the framework of the seven priority areas.

Table 10: Strategic Direction

| **Priority Areas** | **Strategic Objectives** | **Key Result Areas** | **Strategies** |
| --- | --- | --- | --- |
| Investment Promotion | Attract Investors to the County | Improved economic development | Strengthen investment promotion programs  Develop PPP framework |
| Investor services | Reduce the cost of doing business in the county  Provide post investment support services | Improve competitive advantage | Improvement in retention of investors |
| Institutional Capacity | Strengthen institutional capacity | Effective and efficient operations of the Agency | Develop policy, systems and procedures  Improve working environment |
| Networking and partnerships | Promote partnerships and collaboration with stakeholders | Increased level of investments | Develop and implement partner engagement strategy  Develop B2B matchmaking forums for SMEs |
| Asset management | Manage investment assets in the county | Optimal utilization of assets | Development of asset management system |
| Financial growth and sustainability | Enhance financial growth and sustainability of the Agency. | Increased level of investments | Diversification of sources of income |

## 3.7 Plan Implementation Matrix

The Strategic Plan will be implemented within the logical framework (Log frame) or matrix presented below which details out:

* Key activities for each strategy
* Performance indicators
* Expected outputs/results
* Responsibility centers within the Agency
* Key partners/stakeholders outside the Agency
* Targeted Dates

It is important to note that the Implementation Matrix will be an important management tool during strategic plan implementation in the context of:

* Preparing annual budgets and allocation of funds and resources
* Management and coordination of plan implementation
* Developing and operationalising comprehensive Monitoring and Evaluation (M & E) System
* Monitoring progress and feedback reporting during plan implementation
* Evaluating outputs/results and outcome or impact as well as reporting and disseminating the outputs and outcome as appropriate.

Below is the KCIDA Strategic Plan, 2020-2024 Implementation Matrix.



### Priority Area 1: Investment Promotion

**Objective 1: Attract Investors to the County**

**Key Result Area: Strengthen investment promotion programs**

**Develop PPP framework**

Table 11: Priority Area 1- Investment Promotion

| **Strategy** | **Key Activities** | **Expected Outputs/Results** | **Performance Indicators** | **Responsibility Centre** | **Key Partners** | **Target Date** |
| --- | --- | --- | --- | --- | --- | --- |
| Strengthen investment promotion programs | Develop County Investment Website and social media sites | County Investment Website  Social Media platforms on investment | % Completion  No. | Deputy Director Investment | CGK, KenInvest, ICDC, NGK, NCCI, Media | Annually |
| Develop investment promotion materials | Investment promotion materials | No. | Deputy Director Investment | CGK, KenInvest, NGK, NCCI, CGK, Media | Annually |
| Conduct investment promotional campaigns (documentaries, radio talk shows and TV interviews) | Documentaries  Radio Talk shows  Tv interviews  Adverts on call for proposals | No. | Deputy Director Investment | County communication, Media houses, CGK | Annually |
| Develop County Investment masterplan | Investment masterplan | % Completion | Deputy Director Investment | KenInvest, NGK, KNCCI, CGK | Q2 2021 |
| Preparation of Sub-County Investment profiles | Sub-county Investment profiles | No | Deputy Director Investment |  |  |
| Develop investment promotion strategy | Investment promotion strategy | % Completion | Principal Research and Development Officer | CGK, Development partners | Q2 2020/21 |
| Prepare investor information roadmap | Investor information roadmap | % Completion | Principal Research and Development Officer | CGK | Q2 2020/21 |
| Prepare Agency image building strategy | Image building strategy | % Completion | Deputy Director Investment | CGK | Q2 2020/21 |
| Develop an investment policy advocacy agenda | Investment policy advocacy agenda | % Completion | Deputy Director Investment | CGK | Q2 2020/21 |
| Organize investment forum | Annual Investment Forum  Sector based B2B Investment forum  Round table investor meetings | No. | Deputy Director Investment | KenInvest, KNCCI, ICDC, NGOs, CGK | Annually |
| Identify investors for Key Investment projects including the following flagship projects   * 1. KCTRH   2. Tea Factory   3. Dairy factory   4. Maize milling   5. Industrial Park   6. Affordable Housing | Increased level of investment | No of Investors  No of MOUs  No of PPPs | CEO | KenInvest, KNCCI, ICDC, NGOs, CGK, Embassies and Missions abroad, COG, KCB 2jiajiri, | Q3 2020 |
| Establish a call center for investment inquiries | Established call centre | % Completion | CEO | CGK | Q3 2020 |
| Conduct investment Research | Investment data for Kakamega | No. | Principal research officer | Ken Invest, KNCCI, ICDC, CGK,  Research Institutions | Annually |
| Conduct study tours | Improved knowledge base on investment | No. of study tours conducted  Study tour reports | Directorate Research | Ken Invest, KNCCI, ICDC, CGK, Embassies and Missions abroad | Annually |
| Develop an outreach investment program for Kenyans in the Diaspora | Partnerships with Investors in Diaspora | No. | CEO | KenInvest, KNCCI, ICDC, CGK, Research Institutions, Diaspora Alliance of Kenya | Annually |
| Sign MOUs with Kenyan embassies abroad to promote investments in Kakamega County | MOUs with Embassies and missions abroad | No. | CEO | Embassies and Missions abroad |  |

### Priority Area 2: Investor services

**Objectives 2: Reduce the cost of doing business in the county**

**Objectives 3: Provide post investment support service**

Table 12: Priority Area 2- Investor services

| **Strategy** | **Key Activities** | **Expected Outputs/Results** | **Performance Indicators** | **Responsibility Centre** | **Key Partners** | **Target Date** |
| --- | --- | --- | --- | --- | --- | --- |
| **Objectives 2: Reduce the cost of doing business in the county** | | | | | | |
| Improvement in retention of investors | Establish one stop investment centre | One-Stop Centre for Investment | % Completion | CEO | KenInvest, KNCCI, CGK, | Q2 2021/22 |
| **Objectives 3: Provide post investment support services** | | | | | | |
| Improve investor relationship management | Provide aftercare service | Investors retained in the county | No. | Directorate Investment Promotion | CGK | Q2 2020/21 |
| Conduct investor satisfaction surveys | Investor satisfaction surveys | No. | Directorate Investment Promotion | CGK | Q2 2020/21 |

| **Strategy** | **Key Activities** | **Expected Outputs/Results** | **Performance Indicators** | **Responsibility Centre** | **Key Partners** | **Target Date** |
| --- | --- | --- | --- | --- | --- | --- |
|  | Develop Investor Relationship Management (IRMS) system | IRM System | % Completion | Directorate Investment Promotion | CGK | Q2 2020/21 |
| Develop investment service delivery charter | Service delivery charter | No | Directorate Investment Promotion | CGK | Q2 2020/21 |
| Establish mechanism for handling investor inquiries | Guideline on how to handle investors  Inquiries handled | No | Directorate Investment Promotion | CGK | Q3 2020/2021 |

### Priority area 3: Institutional Capacity

**Objective 4: To strengthen the institutional capacity**

Table 13: Priority area 3 - Institutional Capacity

| **Strategy** | **Key activities** | **Expected outputs/results** | **Performance indicators** | **Responsibility centre** | **Key partners** | **Target date** |
| --- | --- | --- | --- | --- | --- | --- |
| Development and implementation of Human Resource policy | Recruit CEO and staff | Staff recruited | No. | Board | CPSB | Q2 2021 |
| Conduct training needs assessment | Training needs identified. | No. | CEO | Public Service and Administration | Q2 2021 |
| Capacity build Board of directors and staff | Trainings attended by the board of directors and staff | No | HR | Public Service and Administration | Q2 2021 |
| Develop organization structure | Approved Organogram | organogram | Board | CPSB | Q2 2021 |
| Develop performance management system | Signed Performance Contract  Signed Performance Appraisal forms | No. | Board  CEO | Public Service and Administration | Q2 2021 |
| Improve work environment | Acquire office space | Leased office space | Office space | CEO  PSA | CGK | Q4 2021 |
| Procure equipment and tools | Furniture and equipment procured | No. | CEO  Finance | CGK | Q4 2021 |
| Procure utility vehicles | Vehicles procured | No. | CEO  Finance | CGK | Q3 2021 |
| Enhance communication with stakeholders | Develop communication strategy | Communication strategy developed | %completion | CEO | CGK | Q3 2021 |
| Establish a resource centre | Established resource centre | %completion | CEO | CGK | Q3 2021 |

### Priority area 4: Networking and partnerships

**Objective 5: To promote partnerships and collaboration with stakeholders**

Table 14: Priority area 4 - Networking and partnerships

| **Strategy** | **Key activities** | **Expected outputs/results** | **Performance indicators** | **Responsibility center** | **Key partners** | **Target date** |
| --- | --- | --- | --- | --- | --- | --- |
| Development of partnership framework | Develop PPP engagement guidelines | PPP engagement guidelines | No. | CEO | Stakeholders | Q2 2021 |
| Participate in Diaspora Annual events | diaspora investment forums held | No | CEO | Kenya Diaspora Alliance  Ken Invest | Q3 2021 |
| Organize networking forums and matchmaking events | Networking forums and matchmaking events held | No. | CEO | Investment Institutions | Q3 2021 |
| Promote investor confidence | Prepare regulations and guidelines on conflict resolution and management | conflict resolution guidelines and policies | No. | CEO | Ken Invest | Q3 2021 |

### Priority Area 5: Asset Management

**Objective 6: Manage investment assets in the county**

Table 15: Priority Area 5 - Asset Management

| **Strategy** | **Key activities** | **Expected outputs/results** | **Performance indicators** | **Responsibility centre** | **Key partners** | **Target date** |
| --- | --- | --- | --- | --- | --- | --- |
| **Objective: Manage investment assets in the county** | | | | | | |
| Development of asset management system | Prepare a comprehensive master plan showing land use and the locations of various key investments the county | Optimal utilization of land | % Completion | CEO | CGK | Q1 2021 |
| Design asset management system | Asset Management system | % Completion | Finance  CEO | ICT  ICTA  Development Partners | Q3 2021/22 |
| Identify investment assets | Asset register | No | Finance  CEO | CGK | Q3 2020/21 |
| Carrying out asset tagging and coding | Tagged and coded assets | No | Finance | CGK | Ongoing |

### Priority area 6: Financial Growth and sustainability

**Objective 7: Enhance financial growth and sustainability of the Agency**

Table 16: Priority area 6 - Financial Growth and sustainability

| **Strategy** | **Key activities** | **Expected outputs/results** | **Performance indicators** | **Responsibility centre** | **Key partners** | **Target date** |
| --- | --- | --- | --- | --- | --- | --- |
| **Objective: Enhance financial growth and sustainability of the Agency** | | | | | | |
| Diversification of sources of income | Investing in bonds and shares on behalf of the County | Bonds and Shares | Amount | CEO | CGK | Q3 2021/22 |
| Organize Annual trade fairs and exhibitions | Trade fairs and exhibitions | No | CEO | KenInvest  KNCCI | Annually |
| Resource Mobilization  3 | Develop Resource Mobilization Strategy | Increased resources for investment | % Completion | Deputy Director Investment |  | Q1 2020/21 |
| Map development partners | Development partners mapping report | No | Deputy Director Investment | CGK  Kenya  Embassies and Missions Abroad, Diaspora Alliance (KDA)  NGOs  Development Partners  KNCCI  KenInvest  ICDC | Ongoing |
| Prepare investment proposals for funding | Proposals  Concept notes | No | CEO  Deputy Director Investment | CGK  Development Partners  Financial Institutions | ongoing |
| Lobby for increased budgetary allocation | Budget allocation for development and recurrent | % | CEO  Board of Directors | CGK | ongoing |

## 3.8 Financial Requirements

The financial resources required for implementation of this 5-year strategic plan is estimated at Kshs. **822,200,431** over the period 2020-2025. The resources will be mobilized from the exchequer, development partners, and from internal diversified sources of income.

The Table below indicates the breakdown of activities and the budgetary requirement for each financial year.

Table 17: Activities and budget summary

| **Strategy** | **Key activities** | **Budget 2020-21**  **KSHS** | **Budget 2021-22**  **KSHS** | **Budget 2022-23**  **KSH** | **Budget 2023-24**  **KSH** | **Budget 2024-25**  **KSH** | **Total (5yrs)** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Objective: Manage investment assets in the county** | | | | | | | |
| Development of asset management system | Acquire asset management software | 700,000 |  |  |  |  | **700,000** |
| Identify investment assets | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | **2,500,000** |
| Carrying out asset tagging and coding | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | **1,000,000** |
| Prepare asset register | 300,000 | 300,000 | 300,000 | 300000 | 300000 | **1,500,000** |
| **Total (Manage investment assets in the county)** | **1,700,000** | **1,000,000** | **1,000,000** | **1,000,000** | **1,000,000** | **5,700,000** |
|  |  |  |  |  |  |  |
| **Objective: Enhance financial growth and sustainability of the Agency** | | | | | | | |
| Diversification of sources of income | Invest in bonds and shares |  |  |  | 200,000,000 |  | **200,000,000** |
| Organize Annual trade fairs and exhibitions |  | 30,000,000 | 30,000,000 | 30,000,000 | 30,000,000 | **120,000,000** |
| Resource Mobilization | Develop and Implement Resource Mobilization Strategy |  | 5,000,000 |  | 3,000,000 |  | **8,000,000** |
| Map development partners |  | 1,000,000 | 500,000 | 500,000 | 500,000 | **2,500,000** |
| Prepare investment proposals for funding | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | **25,000,000** |
| Conduct feasibility studies | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | **25,000,000** |
| **Total (Enhance financial growth and sustainability of the Agency)** | **11,000,000** | **47,000,000** | **40,500,000** | **243,500,000** | **40,500,000** | **380,500,000** |
| **Objective: Attract Investors to the County** | | | | | | | |
|  | Develop County Investment Website and social media sites and maintenance | 1,000,000 | 1,000,000 | 500,000 | 500,000 | 500,000 | 3,500,000 |
| Develop investment promotion materials | 2,000,000 | 4,000,000 | 2,000,000 | 1,000,000 | 1,000,000 | 10,000,000 |
| Conduct investment promotional campaigns (documentaries, radio talk shows and TV interviews) |  | 5,000,000 | 5,000,000 | 5,000,0 0 | 5,000,000 | 20,000,000 |
| Develop County Investment masterplan | 2,000,000 | 2,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 7,000,000 |
| Preparation of Sub-County Investment profiles | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 7,500,000 |
| Develop investment promotion strategy |  | 5,000,000 |  | 3,000,000 |  | 8,000,000 |
| Prepare investor information roadmap | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 5,000,000 |
| Prepare Agency image building strategy | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 25,000,000 |
| Develop an investment policy advocacy agenda |  | 2,000,000 | 2,000,000 |  |  | 4,000,000 |
| Organize investment forum | 20,000,000 | 20,000,000 | 20,000,000 | 20,000,000 | 20,000,000 | 100,000,000 |
| Identify investors for Key Investment projects including the following flagship projects   * 1. KCTRH   2. Tea Factory   3. Dairy factory   4. Maize milling   5. Industrial Park   Affordable Housing | 5,000,000 | - |  |  |  | **5,000,000** |
| Establish a call center for investment inquiries |  | 5,000,000 |  |  |  | **5,000,000** |
| Conduct investment Research |  | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | **4,000,000** |
| Conduct study tours |  | 3,000,000 | 3,000,000 | 3,000,000 | 3,000,000 | **12,000,000** |
| Develop an outreach investment program for Kenyans in the Diaspora |  | 10,000,000 |  | 5,000,000 |  | **15,000,000** |
| Sign MOUs with Kenyan embassies abroad to promote investments in Kakamega County | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | **5,000,000** |
| **SUB-TOTAL** | **38,500,000** | **66,500,000** | **43,000,000** | **57,000,000** | **40,000,000** | **236,000,000** |
| **Objectives: Reduce the cost of doing business in the county** | | | | | | | |
|  | Establish one stop investment centre |  | 50,000,000 | 50,000,000 |  |  | **100,000,000** |
| **SUB-TOTAL** |  | **50,000,000** | **50,000,000** |  |  | **100,000,000** |
| **Objectives: Provide post investment support services** | | | | | | | |
|  | Provide aftercare service | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | **2,500,000** |
| Conduct investor satisfaction surveys |  |  | 3,000,000 |  |  | **3,000,000** |
| Develop Customer Relationship Management (CRM) system |  |  | 5,000,000 |  |  | **5,000,000** |
| Develop investment service delivery charter |  | 1,000,000 |  |  |  | **1,000,000** |
| Establish mechanism for handling investor inquiries |  | 500,000 |  |  |  | **500,000** |
| **SUB-TOTAL** | **500,000** | **2,000,000** | **8,500,000** | **500,000** | **500,000** | **12,000,000** |
| **Objective: Strengthen institutional capacity** | | | | | | | |
| Development and implementation of Human Resource policy | Recruit CEO and staff | 19,000,000 | 19,760,000 | 20,550,400 | 21,372,416 | 22,227,313 | **102,910,129** |
| Conduct training needs assessment | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | **100,000** |
| Capacity build Board of directors and staff | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | **25,000,000** |
| Develop organization structure | 1,000,000 |  |  |  |  | **1,000,000** |
| Develop performance management system | 2,000,000 |  | 500,000 |  | 500,000 | **3,000,000** |
| Improve work environment | Procure equipment and tools | 2,000,000 | 1,000,000 | 1,000,000 | 500,000 | 500,000 | **5,000,000** |
| Procure utility vehicles |  | 6,000,000 |  |  |  | **6,000,000** |
| Enhance communication with stakeholders | Develop communication strategy | 2,000,000 | 1,000,000 |  |  |  | **3,000,000** |
| Establish a resource centre |  |  | 2,000,000 |  |  | **2,000,000** |
| **Total Activity costs** | **31,020,000** | **32,780,000** | **29,070,400** | **26,892,416** | **28,247,313** | **148,010,129** |
| **Objective: Promote partnerships and collaboration with stakeholders** | | | | | | | |
| Development of partnership framework | Develop PPP engagement guidelines |  | 3,000,000 |  |  |  | **3,000,000** |
| Participate in Diaspora Annual events | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | **25,000,000** |
| Organize networking forums and matchmaking events | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | **25,000,000** |
| Promote investor confidence | Prepare regulations and guidelines on conflict resolution and management |  | 1,000,000 |  |  |  | **1,000,000** |
|  | **Total Activity Cost** | **10,000,000** | **14,000,000** | **10,000,000** | **10,000,000** | **10,000,000** | **54,000,000** |

Table 18: Summary of Financial Requirement for the Planning Period

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Strategic Objective** | **Budget 2020-21** | **Budget 2021-22** | **Budget 2022-23** | **Budget 2023-24** | **Budget 2024-25** | **Total (5yrs)** |
| 1. Manage investment assets in the county | **1,700,000** | **1,000,000** | **1,000,000** | **1,000,000** | **1,000,000** | **5,700,000** |
| 1. Enhance financial growth and sustainability of the Agency | **11,000,000** | **47,000,000** | **40,500,000** | **243,500,000** | **40,500,000** | **380,500,000** |
| 1. Attract Investors to the County | **38,500,000** | **66,500,000** | **43,000,000** | **57,000,000** | **40,000,000** | **236,000,000** |
| 1. Strengthen institutional capacity | **31,020,000** | **32,780,000** | **29,070,400** | **26,892,416** | **28,247,313** | **148,010,129** |
| 1. Reduce the cost of doing business in the county | **-** | **50,000,000** | **50,000,000** | **-** | **-** | **100,000,000** |
| 1. Provide post investment support services | **500,000** | **2,000,000** | **8,500,000** | **500,000** | **500,000** | **12,000,000** |
| 1. Promote partnerships and collaboration with stakeholders | **10,000,000** | **14,000,000** | **10,000,000** | **10,000,000** | **10,000,000** | **54,000,000** |
| **TOTAL** | **92,720,000** | **213,280,000** | **182,070,400** | **338,892,416** | **120,247,313** | **936,210,129** |

## 3.9 Key Assumptions

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

* The country will continue to enjoy socio-political and economic stability in the long run. A stable environment is a prerequisite for sustainable economic growth and development.
* The Kakamega Cunty Investment and Development Agency (KCIDA) policy will be implemented
* The Agency will be recognized as the body responsible for promoting and facilitating local and foreign investments in the County
* The country will continue improving its ranking in ease of doing business and global competitiveness indices.
* The Agency will receive adequate funding to support implementation of this strategic plan.
* Development partners will support Agency programs
* The Agency will attract and retain investors

# ORGANIZATION STRUCTURE

## 4.1 Introduction

The organisational structure will provide both institutional and functional framework for implementation of the Strategic Plan. The Agency Board will provide critical governance and leadership oversights in ensuring proper implementation of the plan. The Executive Director /CEO will provide continuous functional leadership supported by teams of both technical and administration staff of the Agency.

The organogram illustrates key functional organs that will spearhead implementation of the strategic plan i.e.

* The Board - Providing strategic direction, policy guidelines and oversight role in management and operations of the Agency.
* Executive Director/CEO - Providing day-to-day leadership, governance, management and operations of the Board as well as providing technical advice to the Board as appropriate.
* Key Departments directly responsible for management and operations of the core functions of the Agency
* Support Departments - Responsible for providing administrative and operational support
* The structure will enhance effective delegation, control and decision making;
* The structure will facilitate timely and efficient management information for decision making;
* The structure will allow effective control of the management process;
* The structure is adequately staffed to facilitate implementation;
* The structure is cost-effective

KCIDA organizational structure (Organogram) is shown below.

## 4.2 Composition of the Board of Directors

The first Board of directors was inaugurated on 30th July, 2019. The Board of Directors consisting of the following members as stipulated in the Kakamega County Investment and Development Agency: -

1. A non-executive chairperson appointed by the Governor
2. Chief officer responsible for planning and investment
3. Chief officer responsible for trade
4. The county attorney
5. Four members appointed by the Executive Committee Member responsible for Trade
6. The Chief Executive officer who shall be an ex officio member

## 4.3 Function of the Board

1. Ensure proper and efficient exercise of the powers and performance of the functions of the Agency
2. Approve the estimates of the revenue and expenditure of the Agency
3. Subject to approval of the Executive Committee, invest or divest in any venture
4. Subject to the approval of the Executive Committee, borrow money for investment ventures
5. Perform such other functions as are provided for under the Act or any other written law.

## 4.4 Staffing and Staffing Levels

Human resource (staff) capacity of the Agency will be a critical requirement for plan implementation. Consequently; during the plan implementation period, the Agency will endeavour to utilize the capacity of personnel through focused deployment of qualified and experienced staff as well as training and competency development. The Agency will collaborate with various institutions and partners in providing training in highly specialized areas both nationally and internationally.

Currently the Agency has a staff of 2 officers, seconded from the Economic Planning department to assist on the daily operations of the Agency. The analysis shows clearly that there is need for the agency to recruit staff to enable it carry out its mandate and functions.

Summary of staff establishment is shown below:

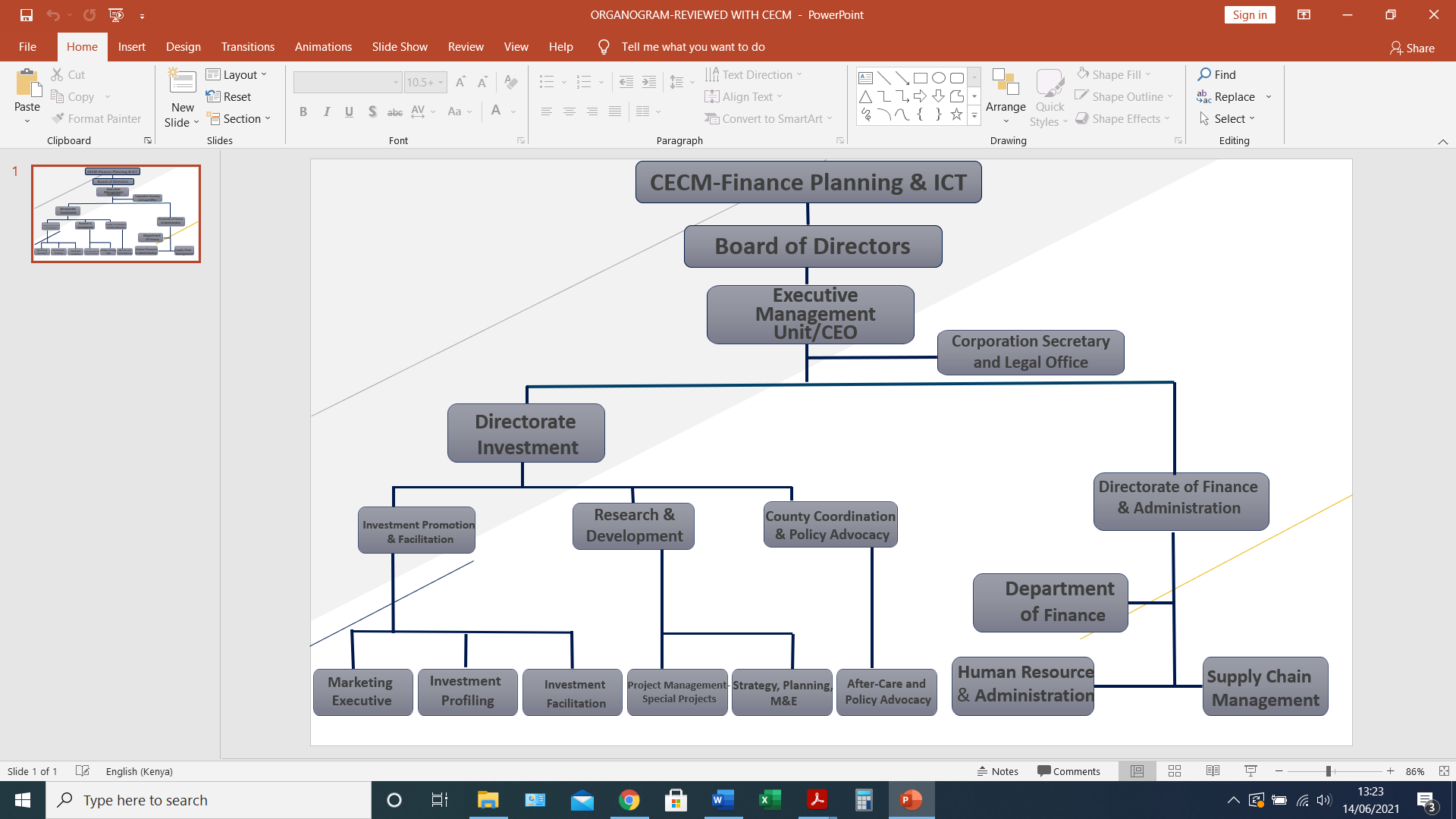
Table 19: Proposed Investment Agency Staff Establishment

| **Job Title** | **Job group** | **In-post** | **Proposed** | **Variance** |
| --- | --- | --- | --- | --- |
| **Executive Management Unit** | | | |  |
| 1. Chief Executive Officer | R | 0 | 1 | -1 |
| **Office of the Corporation Secretary** | | | |  |
| 1. Board Secretary/ Legal Advisor | N | 0 | 1 | -1 |
| **Directorate Investment** | | | |  |
| 1. Deputy Director Investment | Q | 0 | 1 | -1 |
| 1. Principal Research & Development Officer | P | 0 | 1 | -1 |
| 1. Principal Investment Promotion Officer | P | 0 | 1 | -1 |
| 1. Principal Investment Liaison Officer | P | 0 | 1 | -1 |
| 1. Senior Research & Development Officer | M, N | 0 | 2 | -2 |
| 1. Senior Investment Promotion Officer | M, N | 0 | 2 | -2 |
| 1. Project Managers | M,N | 0 | 2 | -2 |
| **Directorate Finance and Administration** |  |  |  |  |
| 1. Deputy Director, Finance & Administration | P,Q | 1 | 1 | 0 |
| 1. Human Resource Officer | K,L | 0 | 1 | -1 |
| 1. Procurement Officer | K,L | 0 | 1 | -1 |
| 1. Administrative Assistant | K, L | 1 | 1 | -1 |
| 1. Accountant | K, L | 0 | 1 | -1 |
| 1. ICT | G,H,J | 0 | 1 | -1 |
| 1. Secretary | G,H,J | 0 | 2 | -2 |
| 1. Office Assistant / Clerk | F,G, H | 1 | 2 | -1 |
| 1. Driver | F,G, H | 0 | 1 | -1 |
| **Totals** |  | **2** | **23** | **21** |

## 4.5 Coordination Framework

Development, implementation and management of Agency functions will obviously demand involvement and participation of diversified partners and other stakeholders at different stages and levels. Consequently, the Agency will play an instrumental role in ensuring efficient and effective coordination of all the stakeholders. This will be achieved through establishment and maintaining strong linkages with the investors, partners and county departments through various forums. The Agency will therefore be looking forward to integrated coordination of all stakeholders that guarantees efficient and effective implementation of the Strategic Plan.

## 4.6 Organogram for Kakamega County Investment and Development Agenc





# MONITORING AND EVALUATION

## 5.0 Introduction

A comprehensive implementation matrix for this strategic plan is summarized in chapter three. Implementation of the plan will be spearheaded and coordinated by the Investment Agency’s Finance and Administration Committee. This chapter provides a monitoring and evaluation plan for the strategic plan’s implementation

## 5.1 Monitoring and evaluation (M&E)

The Purpose of Monitoring, Evaluation and Reporting is to ensure that the Strategic Plan implementation progresses according to the required schedule and in the event of any deviation, appropriate and timely remedial action is taken. The Monitoring, Evaluation and Reporting process will be undertaken at both the Board and Management levels.

## 5.1.1 Board Level

Implementation of the Strategic Plan will be closely monitored by the Board to ensure its accomplishment. The monitoring process will help determine whether the implementation is on course. Monitoring, follow-up and control systems will be established at all levels. These will include review meetings, budgets, budgeting control systems and progress reports from the organization’s Monitoring, Evaluation and Reporting Committee, through the Chief Executive Officer (CEO)

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

1. Progress made in implementation against what was planned
2. Causes of deviation from Plan, if any
3. Areas of difficulties and suggested solutions to challenges that may adversely affect implementation
4. Proposed corrective measures.

The input of these quarterly Board meetings will be the output from the Monitoring, Evaluation and Reporting Committee reports and fortnightly Management meetings.

## 5.1.2 Management Level

The Strategic Plan alone does not mean the achievement or implementation of the objectives. Monitoring, Evaluation and Reporting provides the back-up necessary to ensure that the set objectives are achieved. During the formulation of the Strategic Plan, the implementation plan indicators and projections are sometimes based on past experiences. These, however, may change in the course of the implementation and thus a management control system will be necessary to ensure the Plan stays on course.

Monitoring will involve routine data collection and analysis on the progress in implementation of the Strategic Plan. The results from the analysis will then be used to inform decision-making, including taking corrective action where deviations in implementation have been noted. The Head of Inward investment will coordinate collection of M&E data, analysis and reporting. It will provide technical support and facilitate M and E capacity building in liaison with other functions. Monitoring, Evaluation and Reporting mechanisms will be institutionalized by establishing an M&E Committee, consisting of all heads of departments and chaired by the CEO. Funds will be allocated for M&E activities.

The Monitoring and Evaluation Committee will oversee implementation of the Plan over the entire Strategic Planning period. The Committee will continuously monitor and evaluate all strategies, activities and outcomes with a view to advising the Agency’s Management on the implementation status as well as offer feasible policy and strategy alternatives. This will be done on quarterly basis.

All staff will be required to keep records of the lessons learnt during implementation of the Plan and to the largest extent possible ensure this information is available on real-time basis. A system of disseminating the lessons learnt to users will be developed as part of the M&E Strategy. The M&E Committee, as part of its overall M&E coordination, will be expected to monitor the documentation and effective utilization of lessons learnt. Annual service delivery/customer and stakeholder satisfaction surveys will be undertaken to gauge the achievement of the set objectives and evaluate the extent of service delivery.

The Agency will also cascade the Strategic Plan downwards to facilitate ownership by all departments and downwards to sub-county, ward and the individual level. The Departments will monitor programmes and projects administered within their respective jurisdictions and subsequently submit quarterly and annual M&E reports to the Head of Investment, who will in turn submit the same to the Agency’s M&E Committee. These reports will be reviewed regularly against the set targets to measure progress.

The Strategic Plan will be evaluated during and after implementation to gauge the extent of achievement of the intended results. The evaluation will be carried out using relevance, efficiency, effectiveness, sustainability and impact measures. A mid-term review will also be carried out. The implementation matrix will help track and monitor progress in the implementation of the Plan.

## 5.2 Management Control Function

In carrying out the management control function, the Agency will consider the following initiatives:

1. Setting of clear performance standards and targets
2. Setting of clear performance indicators and measures
3. Regular performance monitoring, evaluation/appraisal
4. Linkage of rewards to performance
5. Budgets and expenditure review
6. Management reports
7. Implementation programme/matrix
8. Strategic plan review meetings.

## 5.3 Strategic control mechanism

The control mechanisms that the Agency will deploy include:

1. Development of annual work plans
2. Assessment of whether results produced by the implemented activity were those forecasts as outputs and, whether they were achieved to the expected performance standards/measures.

## 5.4 Review of the Strategic Plan

Annual review of the implementation status of the Strategic Plan will be undertaken to inform the development of the subsequent Annual Work Plans over the Strategic Planning period. A Mid-Term review of the Strategic Plan will be carried out in Mid-2022 to assess progress in implementation. The report of this review will guide implementation of programs during the remaining duration of the Plan. Towards the end of the Strategic Plan implementation period, a terminal or End-Term review will be carried out to assess overall implementation status and provide critical learning points that will inform development of the next KCIDA Strategic Plan.

## 5.5 Measurement of KCIDA’s Success

This Plan sets the course and direction for KCIDA’s business for the next five years. It prioritizes the Agency’s forward programs through successive Business Plans, annual work plans and other delivery mechanisms. To assess whether the Agency will have realized its Vision, meaningful performance measures have been defined for each of the Strategic Themes. Progress will be monitored through annual targets emanating from the Strategic Plan, which will be set out within the annual work plans, and achievements against which will be published in quarterly, half yearly and Annual Reports.

## M & E Indicators

A list of indicators relating to the overall strategic objectives of this strategic plan has been developed. This will enable the monitoring of the activities of the projects and programmes being implemented and provide information on whether the aims are being met.

The following are the indicators developed;

Table 5: Key performance Indicators to be measured

| **Strategies** | **Key performance**  **Indicator** | **Target Date** |
| --- | --- | --- |
| Strengthen investment promotion program | Complete Investment promotion strategy | Q4 2021/22 |
| Complete Investor information roadmap report | Q4 2021/22 |
| Complete Agency image building strategy | Q4 2021/22 |
| Complete Investment policy advocacy agenda | Q4 2021/21 |
| No. of investment forums organised | Annually |
| No. of Investment forums held | Annually |
| No. of Round table investor meetings held | Annually |
| No. of B2B Investor meetings organised | Annually |
| No. of investors identified | Ongoing |
| No of MOUs signed with investors | Q2 2021/22 |
| Value of incentives provided | Annually |
| Complete Investment profile | Q2 2021 |
| No. of promotional materials developed | Annually |
| No. of social media platforms developed | Q3 2020 |
| Established Call centre | Q3 2020 |
| No. of research proposals/feasibility studies conducted | Annually |
| No. of study tours conducted  (Study tour reports) | Annually |
| No. of MOUs signed with investors | Annually |
| No. of investment campaigns conducted | Annually |
| Improvement in retention of investors | Investment centre established | Q2 2021/22 |
| Improve investor relationship management | No. of aftercare services provided | Q2 2020/21 |
| No. of surveys conducted | Q2 2020/21 |
| % level of investor retention | Q2 2020/21 |
| Service delivery charter | Q2 2020/21 |
| No of inquiries handled successfully | Q3 2020/2021 |
| Development and implementation of Human Resource policy | No. of staff recruited | Q2 2021 |
| Number of training needs identified | Q2 2021 |
| No of staff trained | Q2 2021 |
| Approved Organogram | Q2 2021 |
| No. of staff appraised | Q2 2021 |
| Improve work environment | No. of premises owned | Q4 2021 |
| No. of equipment purchased | Q4 2021 |
| No of vehicles purchased | Q3 2021 |
| Enhance communication with stakeholders | Communication strategy | Q3 2021 |
| Approved ICT policy | Q3 2021 |
| Functional resource centre | Q3 2021 |
| Development of partnership framework | Approved partnership engagement guidelines | Q2 2021 |
| No of Diaspora forums held | Q3 2021 |
| No. of networking forums organized | Q3 2021 |
| No. of matchmaking events organized | Q3 2021 |
| No of review reports | Q3 2021 |
| Conflict resolution guidelines and policies developed | Q3 2021 |
| Promote investor confidence | %Level of investor Confidence | Q3 2021 |
| Development of asset management system | Approved master plan | Q3 2021/22 |
| A developed asset management system | Q3 2021/22 |
| No of assets identified | Q4 2020/21 |
| No of assets tagged and coded | Ongoing |
| Diversification of sources of income | Value of Bonds and shares acquired by the Agency on behalf of the County | Q3 2021/22 |
| No of trade fairs and exhibitions | Annually |
| Resource Mobilization | Resource Mobilization Strategy developed | Q3 2020/21 |
| No of partners identified | Ongoing |
| No of proposals prepared | Ongoing |