

# STRATEGIC PLAN

2021/2022 - 2025/2026







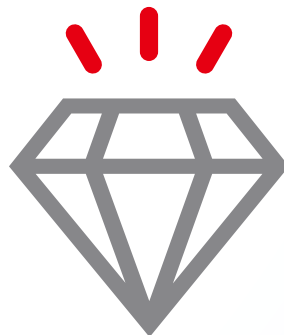
## **VISION**

**Doing business made easier**



## **PURPOSE**

**To provide quality business support services that are responsive to our customers throughout their business life cycle**



## **CORE VALUE**

**Customer Centricity**

## FOREWORD

Business Registration Service Strategic Plan FY 2021/22-2025/26 provides our roadmap over the next five years. The Strategic Plan is anchored in the Country's blue print, Kenya Vision 2030, the 3rd Medium Term Plan 2018-2022, the Big 4 Agenda, and the Sustainable Development Goals (SDGs). The plan builds on the successes and achievements realized in promoting ease of doing business in Kenya.

The plan is a product of extensive consultation and comprehensive feedback from our internal and external stakeholders who have provided valuable ideas and information which will contribute to the achievement of the mandate. The plan establishes the strategic model to implement our vision of "Doing Business made easier." This plan will provide the needed support for businesses throughout their life cycle to accelerate social economic development.

As we embark on implementation of this Strategic Plan, it is important to acknowledge that the process will require the support of all stakeholders. I therefore call upon all our partners and stakeholders to support the implementation of this Strategic Plan. The Board commits to provide the required policy direction and to closely monitor the implementation of the Strategic Plan in order to ensure that the set targets are met or exceeded.

Ms. Carol Musyoka  
**Chairperson of the Board**

## PREFACE

I am pleased to present the inaugural Strategic Plan of Business Registration Service for the period 2021/22 - 2025/26. This Strategic Plan is the culmination of an all-inclusive consultative process that involved our staff and other stakeholders. The Plan honours the past, challenges the present and creates the future for BRS. Involvement of stakeholders in its development has helped refine and bring into a sharper focus BRS's role in providing a clear vision, purpose and brand promise that will be the basis of developing a road map to achieve its Key Result Areas and strategic goals.

The Plan articulates a comprehensive roadmap for the next five years, and outlines the short and medium strategies for BRS. I urge staff to study and internalize the Plan so that we can deliver on the targets set out therein. Going forward, our corporate and individual Performance Contracts as well as resource allocation shall be based on this Plan. To our stakeholders, this Plan will serve as a yardstick for evaluating our performance in ease of doing business. Implementation of this strategic plan is expected to improve the Kenya's World Bank ranking on Ease of Doing Business and stimulate economic development.

This Plan takes cognizance of both the internal and external environment that BRS operates in. It also incorporates contributions from relevant stakeholders and takes into consideration the past performance to develop three Strategic Focus Areas (SFAs) as our pillars for the next five years. The pillars have been translated into an implementation matrix that links our strategic objectives with day-to-day activities. The Plan also identifies key performance indicators that will measure our performance. The indicators will be tracked from time to time to ensure that BRS delivers on its Vision of 'Doing business made easier'

I am happy that given the consultative process we went through in developing this strategic plan, there is common understanding, common ownership and common commitment to its implementation. I commit to remain the primary custodian and driver of the implementation process. I shall also keep my staff focused on the intended results and provide an enabling environment for success. I appeal to staff to live to the call of our core value of customer centricity as we discharge our mandate.

On behalf of BRS, I wish to express my gratitude to all those who participated or supported us as we prepared this Strategic Plan. It was an exacting and fruitful process. I have no doubt that those who played a part have gained a better understanding of strategic planning process which knowledge we will bank on for similar initiatives in the future.

Mr. Kenneth Gathuma  
**Director General**

## DEFINITION OF TERMS

**Appropriations in Aid (A-i-A):** Is a form of government revenue which is spent at source. It is not synonymous with the normal revenue collected.

**Baseline:** Baseline is an analysis describing the initial state of an indicator before the start of a project/programme, against which progress can be assessed or comparisons made.

**Monitoring:** It is a continuous assessment that aims at providing early information on the progress or delay of the ongoing assessed initiatives or activities.

**Outcome:** It describes the actual change in conditions/situation as a result of an intervention output(s) such as changed practices as a result of a programme or project.

**Performance Indicator:** A measurement that evaluates the success of an organization or of a particular activity (such as projects, programmes, products and other initiatives) in which it engages.

**Strategic Focus Areas:** This is an outline of the organizations areas of focus emerging from an analysis of the organization's internal and external environment. It also refers to the general areas of outputs or outcomes for which an organization's role is responsible.

**Strategic Objectives:** These are what the organization commits itself to accomplish in the long term; they establish performance levels to be achieved on priority issues and measures of success in fulfilling critical mission statement elements.

**Target:** A target refers to planned level of an indicator achievement

## TABLE OF CONTENTS

Foreword	iv
Preface	v
Definition of Terms	vi
Table of Contents	vii
List of Tables	viii
Acronyms and Abbreviations	ix
Executive Summary	x
<b>CHAPTER ONE: INTRODUCTION</b>	<b>1</b>
1.1 Background	1
1.2 Mandate of BRS	1
1.3 Role of BRS in Kenya’s Development Agenda	1
1.4 Methodology	3
<b>CHAPTER TWO: SITUATIONAL ANALYSIS</b>	<b>5</b>
2.1 Review of the Implementation of BRS Programs	5
2.2 Achievements	5
2.3 Challenges	6
2.4 Lessons Learnt	7
2.5 Internal Environment Analysis	7
2.6 External Environment Analysis	11
2.7 Stakeholder Analysis	13
2.8 Lessons from Global Benchmarking	17
<b>CHAPTER THREE: STRATEGIC MODEL</b>	<b>19</b>
3.1 Vision	19
3.2 Purpose	19
3.3 Core Values	19
3.4 Strategic Focus Areas	19
3.5 Strategic Objectives and Strategies	19
<b>CHAPTER FOUR: IMPLEMENTATION AND COORDINATION FRAMEWORK</b>	<b>26</b>
4.1 Structure Implications	26
4.2 Talent Implications	26
4.3 Resource Requirements	26
4.4 Key Initiatives Roadmap	27
4.5 Risks and Mitigation	34
<b>CHAPTER FIVE: MONITORING, EVALUATION AND REPORTING</b>	<b>35</b>
5.1 Implementation Plan	35
5.2 Monitoring and Evaluation	36
<b>APPENDICES</b>	<b>39</b>
Appendix 1: Implementation Plan	39
Appendix 2: Participation in the Strategy Process	45
Appendix 3: Template for Monitoring Strategy Implementation	53

## LIST OF TABLES

Table 2. 1: Strengths	8
Table 2. 2: Weaknesses	9
Table 2. 3: Opportunities and Threats	11
Table 2. 4: Stakeholders Analysis	11
Table 2. 5: Benchmark countries common strategy implementation focus areas	17
Table 3. 1: Strategic Objectives and Strategies	20
Table 4. 1: Resource Requirements Over the Plan Period	26
Table 4. 2: Income Projection (Ksh. M)	26
Table 4. 3: Revenue Collection Projection (Ksh. M)	27
Table 4. 4: Risks and Mitigation Strategies	28

## ACRONYMS AND ABBREVIATIONS

AGPO	Access to Government Procurement Opportunities
AIA	Appropriation In Aid
AU	Africa Union
AWP	Annual Work Plan
BK BK	Buy Kenya Build Kenya
BRS	Business Registration Service (BRS)
CP	Corporate Planning
CR12	Company Registry Form No 12
CRB	Credit Reference Bureau
CS	Corporate Secretary
DCI	Directorate of Criminal Investigations
DCS	Director Corporate Services (DCS)
DG	Director General
EAC	East Africa Community
EODB	Ease of Doing Business (EODB)
ERP	Enterprise Resource Planning
F&A	Finance & Accounts
GDP	Gross Domestic Product (GDP)
GDPR	General Data Protection Regulation
GOK	Government of Kenya
HR	Human Resource
I.E.C	Information Education Communication
ICS	Institute of Certified Secretaries
ICT	Information Communication Technology
IP	Independent Practitioners
KRA	Kenya Revenue Authority
Ksh	Kenya Shillings
LLP Act	Limited Liability Partnerships Act
LSK	Law Society of Kenya
M&E	Monitoring & Evaluation
MEMARTs	Memorandum and Articles of Associations
MOUs	Memorandum of Understanding
MPSR	Movable Property Security Rights
MTPIII	Third Medium Term Plan (MTP III)
N/A	Not Applicable
NHIF	National Hospital Insurance Fund
NSSF	National Social Security Fund
NTSA	National Transport and Safety Authority
NZ	New Zealand
OAG&DOJ	Office of Attorney General & Department of Justice (OAG&DOJ)
ODPP	Office of Directorate of Public Prosecution
OR	Official Receiver
OSHA	Occupational Safety Health
PAYE	Pay As You Earn
PESTEL	Political Economical Social Technological Ecological Legal
PSRA	Private Security Regulatory Authority (PSRA)
PWDs	People with Disabilities
RAG	Red Amber Green

RD	Research Division
SAGA	Semi-Autonomous Government Agency (SAGA)
SCM	Supply Chain Management
SDGs	Sustainable Development Goals (SDGs)
SFA	Strategic Focus Areas
SOPs	Standard Operating Procedure
SWOT	Strength, Weakness, Opportunities and Threats
TBE	To be Established
UK	United Kingdom
UN	United Nations
VAT	Value Added Tax

## EXECUTIVE SUMMARY

The Business Registration Service is a State Corporation established to administer policies, laws and other matters relating to the registration of Companies, partnerships and firms, and corporations carrying on business under a business name, bankruptcy, hire-purchase, and security rights (Section 4(1) of BRS Act, 2015). This role is critical in improving the ease of doing business in Kenya and economic growth at large. This huge mandate bestowed on the Service requires that it operates in a strategic and focused manner. This Strategic Plan provides the roadmap for the implementation and coordination of the policies, laws and different players involved in ease of doing business.

The Business Registration Service 2021/22 – 2025/26 Strategic Plan provides a guiding framework for the Service to effectively deliver on its mandate effectively and helps the Service to meet the set performance level at the end of the planning period.. The Plan has been aligned with the Big Four Agenda, MTP III, Kenya Vision 2030, African 2063 Agenda priorities, and the Sustainable Development Goals (SDG's).

The Strategic Plan has been prepared through a participatory process involving the Service's Staff, Management, the Board, as well as key stakeholders. A thorough situational analysis was done using relevant tools such as SWOT, PESTEL and analysis of the stakeholders with a view of developing an effective strategy for the Service. A review of other bodies in other countries with similar functions as BRS were reviewed to ensure the Strategic Plan was adequately benchmarked with international good practice. The Plan was also validated by the Stakeholders of BRS.

The Plan succeeds a previous time regime where BRS made several milestones through reforms such as reduction of the number of procedures, system integration with other government agencies, introduction of online services and automation of the registry. The Service also made commendable progress on legislative reforms through enactment of several laws aimed at creating an enabling business environment. Administratively, the Service operationalized several internal administrative units, policies and recruited staff and acquired additional physical assets to enhance its efficiency. At the same time, several set backs were noted such as lack of strategy, inadequate resources, existence of limiting laws, lack of automation in some of the services, lack of adequate institutional capacity to deliver the services effectively, limited public awareness about the mandate of the service among others.

In the current Plan, the Service aspires to be completely digitized by FY 2025/26, to shorten the TAT for registering a business, acquire a PC 8 Status, increase revenue collection for the period, resolve insolvency matters in 12 months, advocate for establishment of Insolvency court, to be best in corporate governance, to be an employer of choice in the public sector and private, and to be a learning organization, among others. As such, the Plan identifies three Strategic Focus Areas (SFAs) to : SFA 1: Ease of doing business; SFA 2: Service delivery, corporate image and collaborations, and SFA 3 on Institutional capacity. Further, specific strategic objectives and corresponding strategies have been developed for each SFA to enable the Service realize her aspirations.

The Plan is organized into 5 chapters. Chapter one provides an introduction and context, which gives the background of the Service, the mandate and functions, role of the Service in the country's development agenda and the strategic planning process. Chapter Two provides situational analysis with focus on past performance, internal and external environment, analysis of the stakeholders and information on benchmarking with international practice. Chapter three presents the strategic model, while Chapters four and five has information on the Coordination Framework and Monitoring and Evaluation Framework respectively.

# THE COMPANIES REGISTRY

WARNING  
Slippery when wet

WARNING  
Slippery when wet



# 1. INTRODUCTION

## 1.1 Background

The Business Registration Service is a State Corporation established to administer policies, laws and other matters relating to the registration of Companies, partnerships and firms, and corporations carrying on business under a business name, bankruptcy, hire-purchase, and security rights (Section 4(1) of BRS Act, 2015).

## 1.2 Mandate of BRS

The legal framework that undergirds BRS operations are the Business Registration Service Act, Registration of Business Names Act, Companies Act of 2015, Limited Liability Partnerships Act, Insolvency Act of 2015, Hire Purchase Act, and the Movable Property Security Rights Act of 2017. As a public entity, BRS is also bound by the following statutes: The Constitution of Kenya of 2010, Access to Information Act of 2016, Fair Administrative Action Act of 2015, Data Protection Act of 2019, Public Officer Ethics Act of 2003, Public Service (Values and Principles) Act of 2015, Leadership and Integrity Act of 2012, Public Procurement and Asset Disposal Act of 2015, and State Corporations Act (Cap 446).

The mandate of the Service is as follows:

- a) Carry out registrations required under the Act;
- b) Maintain registers, data and records on registrations carried out by the Service;
- c) Implement relevant policies and guidelines and provide the Cabinet Secretary with necessary information to guide the formulation of policy and amendment of existing policy and guidelines;
- d) Carryout research and disseminate research findings in fields covered by relevant laws through seminars, workshops, publications and to recommend to the Government any improvement in the relevant laws; and
- e) Collaborate with other state agencies for effective discharge of its functions.

## 1.3 Role of BRS in Kenya's Development Agenda

This is BRS' first strategic plan. It is aligned to the following national and sector policy documents: Vision 2030, Third Medium Term Plan (MTP III), the 'Big Four' Agenda, National Spatial Plan (2015-2045), and Kenya Investment Policy, Office of the Attorney General and Department of Justice strategic plan, among others. As a member of the international community, the country is party to numerous international legal instruments and a member of many international organizations. The plan is aligned to the key instruments in these organizations, including the United Nations Sustainable Development Goals (SDGs), Africa Union's Agenda 2063, and East Africa Community's Vision 2050, among other pertinent documents.

Being a public institution, the service is expected to contribute to national development through implementation of its mandate. Thus, this strategic plan has taken into account the Kenya's development agenda as outlined in the country's development blueprints mainly: The Constitution; Kenya Vision 2030 and the Third Medium Term Plan 2018-2022 as well the African Agenda 2063 and Global Sustainable Development Goals (SDGs).

### 1.3.1 Sustainable Development Goals

The Sustainable Development Goals (SDGs) are universal set of goals, targets and indicators contained in the UN's post-2015 sustainable development agenda launched at the Sustainable Development Summit in September 2015. There are seventeen SDGs and UN member states are expected to use them in framing their agendas and political policies over the next 15 years. The service through this plan will contribute to the SDGs in a number of ways:

Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all: -8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services. The Service will contribute to this goal through support in registration of business entities and provision of a platform for registering interests related to access to credit through movable properties.

Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. 16.b which seeks to promote and enforce non-discriminatory laws and policies for sustainable development. The Service will contribute to this goal through support and creation of an enabling policy and legal framework which support ease of doing business.

Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development. 17.1 which aims at strengthening domestic resource mobilization and 17.3 on mobilization of additional financial resources for developing countries from multiple sources. The Service through this plan will be employing strategies aimed at increasing the amount of revenue collected for supporting growth and development.

### 1.3.2 African Union Agenda 2063

Africa's Agenda 2063 is Africa's long-term vision to achieve the collective aspirations of the continent, "The Africa We Want". It is a strategic framework for the socio-economic transformation of the continent over the next 50 years. The Agenda is based on AU vision of "an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena". The Agenda has seven aspirations and is being implemented through ten-year implementation plans. This plan will contribute to the Agenda in the following Aspirations:

Aspiration (1) on building a Prosperous Africa, based on Inclusive Growth and Sustainable Development. Goal (4) seeks to have transformed economies through enabling sustainable and inclusive economic growth, STI driven Manufacturing / Industrialization and Value Addition and economic diversification and resilience. This plan will contribute to this goal in aspiration 1 (one) by supporting efficient business start-ups and inclusive growth through protection of minority investors through enhanced legal framework.

Aspiration (7) seeks to build and position Africa as "A Strong and Influential Global Player and Partner." Goal (20) under this aspiration aims at ensuring that Africa takes full responsibility for financing her development. This is through enhancing fiscal system and Public Sector Revenues among others. The plan is aligned to this goal and aspiration through strategies developed to enhance the amount of the revenue collected over the next 5 years.

### 1.3.3 Kenya's Vision 2030

Kenya's long term development agenda is housed in the Kenya Vision 2030 policy blueprint which seeks to make Kenya a newly industrialized, "middle income country providing high quality life for all its citizens by the year 2030". The Vision 2030 is anchored on three pillars: economic, social and political pillars.

**The Economic pillar:** which aims at providing prosperity of all Kenyans through an economic development programme targeted at achieving an average Gross Domestic Product (GDP) growth rate of 10 % per annum;

**The Social pillar:** which seeks to build “a just and cohesive society with social equity in a clean and secure environment”, and

**The Political pillar:** which aims at realizing a democratic political system founded on issue based politics that respects the rule of law, and protects the rights and freedoms of every individual in the Kenyan society.

In implementation of this plan, the Service will contribute to the realisation of the Economic pillar through the support of registration of businesses which in turn will support an active - business -thriving - economy. The Service will also contribute immensely towards the political pillar by supporting enactment of business laws which supportive ease of doing business.

### 1.3.4 Medium Term Plan III

The government is implementing the Third Medium Term Plan (2018-2022) whose theme is “Transforming Lives: Advancing socio-economic development through the “Big Four”.” The Third Medium Term Plan (MTP III) of the Kenya Vision 2030 outlines the main policies, legal and institutional reforms as well as programmes and projects that the Government plans to implement during the period 2018-2022. The Service will be instrumental in the realization of the MTP III goals through creation of supportive policy and legal environment for ease of doing business through enhancing effectiveness of registration of business process, improve access to credit through MPSR and helping business entities in financial distress.

### 1.3.5 Big Four Agenda

The Big Four Agenda is aligned and embedded within the MTP III plan period. The Big 4 seeks to support value addition and raise the manufacturing sector share of GDP from 9.2 % to 15% by 2022; guarantee food security and nutrition to all Kenyans by 2022; and provide universal health coverage thereby guaranteeing quality and affordable healthcare to all Kenyans and lastly provide housing to all Kenyans by targeting construction of at least 500,000 affordable houses by 2022. This Strategic Plan prioritizes on ease of doing business on registration of businesses, access of credit through movable properties and resolution of insolvent entities. This will support the support value addition initiatives and create conducive business environment for the manufacturing sector to thrive.

## 1.4 Methodology

This Strategic Plan was developed through a consultative approach and methodology that ensured ownership, commitment and leadership by BRS’s Board and Management Team. The scope of the work undertaken involve.

**A Situational Analysis:** Review of secondary data in order to analyze the present status of BRS. This included stakeholder analysis where stakeholders gave their input through a questionnaire.

**Strategic Model:** Six mini workshop were held during which the strategic planning committee was tasked with defining BRS’s strategic model for the five years under the guidance of a consultant.

**Strategic Planning Retreat:** Top Management Team presented to the Board of Directors the Strategic Plan to be refined further and have a sharp focus in a three-day retreat.

**Stakeholder Validation workshop:** BRS invited stakeholders to validate the draft strategic plan. This further refined the plan to ensure it addressed stakeholders needs. Stakeholders views were incorporated to have a final strategic plan which was approved by the board for execution.

The strategic plan was developed through a participative process. Appendix 2 shows the members of Management and Board who attended the strategy workshop. There is a separate brief report on the stakeholder validation workshop. Appendix 3 shows a template that the Board will use to monitor the implementation of the strategic plan.



## 2. SITUATIONAL ANALYSIS

### 2.1 Review of the Implementation of BRS Programs

Performance review was done to assess the level of performance of the planned programs and activities of the Service since it was established.

### 2.2 Achievements

The overall achievements of BRS in terms of programs/projects and activities implemented are summarized below. These achievements have been documented within the framework of reforms relating to process, legislative and financial and administrative reforms.

#### 2.2.1 Process Reforms

- a. Efficiency.** BRS has enhanced efficiency in the process of business registrations by shortening the number of procedures from seventeen steps to seven steps. It has also reduced the time taken to generate some company searches such as CR12 to a one-day process. In addition, the time taken to provide feedback on business registration application has improved.
- b. IT systems integration.** There was marked progress on integrating the BRS system with other state agencies such as KRA, NHIF & NSSF systems., for example VAT & PAYE registration.
- c. Formalization of MSEs.** BRS has helped to formalize micro and small businesses through registration.
- d. Introduction of online services.** Online services were introduced on e Citizen / e Citizen, enabling online preparation and updating of memorandum and articles of association.
- e. Registry automation.** 60% services at the Registry were automated, with a database for all registered businesses in Kenya developed. In addition, the integrity of the register was improved and audit trails introduced in the system.
- f. Improved ease of doing business (EODB).** BRS helped to improve the World Bank's EODB Resolving Insolvency Indicator from position 134 in 2014 to position 50 in 2020. It also helped improve the World Bank's EODB overall ranking from position 136 in 2014 to position 56 in 2020.

#### 2.2.2 Legislative Reforms

- a. Business laws (Amendment Bill, 2019) was passed,** which saw several amendments to the Business Registration Act 2015, Companies Act, 2015 and Insolvency Act, 2015.
- b. Enactment of the Movable Property Security Rights Act, 2017** and the Movable Property Security Rights Regulations, 2017. This has increased access to credit to firms especially Micro, Small and Medium Enterprises by developing the appropriate legal and institutional framework.
- c. Enactment of the Companies Act, 2015** brought transformation in the registration process by allowing the adoption of electronic platforms to streamline the process.
- d. Amended the Companies Act, 2015:** This eliminated use of Company Seal, safeguarded the interest of the minority investors, enabled conversion of bearer share into a registered share and introduced sanctions in an event of contravention.
- e. Amended the insolvency Act** to provide clear grounds for relief that the court should consider when allowing creditor's application to enforce their security rights.
- f. Implementation of collateral registry.**
- g. Closed 300 insolvency files** in the year ending 2019/2020.

### 2.2.3 Financial and Administrative Reforms

- a. **The administrative reforms have led to enhanced** revenue collection, streamlined operations at the company registry, insolvency section and the Movable Property Security Right (MPSR) section.
- b. **Operationalized M-PESA pay-bill number** which has improved efficiency in collection and timely payment of statutory fees by BRS clients and the public.
- c. **Conducted public stakeholder sensitization and engagement** on the Insolvency Act, 2015; and transferred applications of Insolvency Practitioners practicing licenses to an online platform
- d. **Enhanced supervision** of Insolvency practitioners.
- e. **Increased public participation** in BRS planning processes
- f. **Drafted career progression guideline, organizational structure, job descriptions, salary structure** and HR policy and procedure manual
- g. **Liaised with KRA** to achieve reduction of stamp duty fee.
- h. **Completed recruitment of leadership team** and constituted an effective board to offer strategic leadership to the organization.
- i. **Delinked BRS from the Office of Attorney General & Department of Justice (OAG&DOJ)** and employed its own staff.
- j. **Developed and institutionalized** Enterprise Risk Management Policy.
- k. **Developed Corporate Risk Register.**
- l. **Established and operationalized Law Review Committee.**
- m. **Improved efficiency in acquisition of goods and services** of right quality and quantity at the right market price for operations of the Business Registration Service.

## 2.3 Challenges

The challenges experienced in the implementation of the BRS programs are summarized below.

- a. **Technology and systems.** BRS has not fully automated all processes and workflows. The automated systems experience down times affecting service delivery. The Service has overreliance on the vendor support for service delivery on the automated systems due to inadequate capacity to manage the BRS ICT systems.
- b. **Strategy.** The service has been operating without a strategic plan since its inception. This meant the Service lacked a shared long-term strategic focus.
- c. **Autonomy.** The process of de-linking BRS from the OAG&DOJ was slow affecting operationalization of the Service as envisaged in the BRS Act 2015.
- d. **People.** The Service operated with inadequate staff capacity in terms on numbers and competency. Employees and clients have taken time to embrace automation slowing the rollout of process of new systems.
- e. **Legislation.** The complex legislative process leads to delays in effecting necessary legal reforms to improve the business climate.
- f. **Development partner conditions.** Donor partners often have complex requirements which delay project implementation.
- g. **Financing.** BRS faces inadequate funding levels for its programmes, this slowed down the operationalization of the Service.
- h. **Partners.** There has also been inadequate collaboration with some agencies during system integration to enhance service delivery.
- i. **Compliance:** The Service lacked capacity to enforce compliance for the business laws administered.
- j. **Inadequate Space:** BRS has inadequate office space for operations as well as inadequate storage facility given the Service is a custodian of company records.
- k. **Public awareness.** The service is fairly new and the public is not aware of its functions and programs. The Service has not managed to cut out its image as an agency from the parent Ministry.

## 2.4 Lessons Learnt

Throughout the program's implementation, several lessons have been learned which allow for the discovery of opportunities for improvement in developing and implementing the 2021/22-2025/26 strategic plan. The key lessons learnt are:

- a. **Resource mobilization.** Resources were a key component in achieving the BRS programs. The support from development partners helped to achieve some of the milestones. There is need for adequate funding to facilitate implementation of planned programs and activities.
- b. **Integration with other government agencies** will ensure efficiency in processes and improved integrity of data.
- c. **Stakeholder engagements.** Effective and coordinated public awareness campaigns and stakeholder engagements are critical at the early stages of developing and implementing a new policy, as this will ensure that the organization moves in the same pace with its stakeholders and the public at large.
- d. **Increased use of best-in-breed ICT will enable the BRS to optimize productivity.** Benchmarking is key to ensure that the Registry is in line with the evolving trends and best practices.
- e. **Talent development.** Training and professional development will be crucial in bridging internal capacity gaps and optimizing productivity. In the Security Rights Registry, for example, this capacity building will need to focus on professionalism, multi-skill development and relevance to facilitate effective performance.
- f. **Culture.** A supportive organization culture is key to have successful implementation of any planned program.
- g. **Legislation.** Periodic review of the Laws to ensure that they are up to date and to enable the consumers follow up on the changes.
- h. **Planning.** It is important to effectively plan for activities prior to execution. It is also critical to plan and align all project needs with the available resources by prioritizing the most and necessary needs/projects which will support the overall objective of the Service.
- i. **Documentation.** Proper documentation in every step of the project implementation is necessary for risk identification and mitigation. There is also need for proper documentation in implementation of programs/projects
- j. **Create flexible structures** and procedures to enable quick adaptation to changing environment e.g. Covid-19 pandemic.

## 2.5 Internal Environment Analysis

Tables 2.1 and 2.2 show the strengths and weaknesses based on the data collected from stakeholders and documents reviewed. The strengths and weaknesses have been categorized into logical themes.



**Table 2. 1: Strengths**

THEMES	STRENGTHS
Process reforms and use of technology	<ul style="list-style-type: none"> <li>• Efficiency. BRS has introduced efficiency in the process of business registrations by shortening the number of procedures from seventeen steps to seven steps. It has also reduced the time taken to generate certain company searches such as CR12 to a one-day process. In addition, the time taken to provide feedback on business registration application has been improved.</li> <li>• Ongoing digitization processes have all services on an online platform, including having MEMARTS prepared and updated online, thereby increasing efficiency and effectiveness.</li> <li>• Reforms to increase efficiency and productivity of service delivery at the company registry, insolvency section, and the Movable Property Security Right (MPSR) section, leading to enhanced revenue collection.</li> </ul>
Legislation	<ul style="list-style-type: none"> <li>• Existence of BRS legal framework (BRS Act 2015) giving BRS legal powers to execute its mandate.</li> <li>• Conducive legal framework on company registration: Amended the Companies Act, 2015 to eliminate the use of company seal; to safeguard the interest of the minority investors, conversion of bearer share into a registered share and introduce sanctions in an event of contravention.</li> <li>• Supportive legal framework on Insolvency matters: to provide clear grounds for relief that the court should consider when allowing creditor's application to enforce their security rights.</li> </ul>
Financial	<ul style="list-style-type: none"> <li>• The administrative reforms have led to enhanced revenue collection, streamlined operations at the company registry, insolvency section and the Movable Property Security Right (MPSR) section</li> <li>• Implementation of a cashless system (online payment) has improved efficiency in collection and timely payment of statutory fees by BRS clients and the public</li> <li>• Liaised with KRA to achieve reduction of stamp duty fee</li> </ul>
Governance	<ul style="list-style-type: none"> <li>• Increased public participation in BRS planning processes</li> <li>• Existence of the Board, giving strategic direction to BRS</li> <li>• BRS has recently recruited a substantive DG, competent senior and middle management and an effective team of retained staff</li> </ul>
People	<ul style="list-style-type: none"> <li>• Committed staff with professional skills</li> </ul>
Newness	<ul style="list-style-type: none"> <li>• New state corporation and the opportunity to shape a new culture, values, strategy, etc.</li> </ul>
Institutional capacity	<ul style="list-style-type: none"> <li>• Several approved policies, e.g. ERM policy framework</li> <li>• Capacity of people</li> </ul>
Partnerships	<ul style="list-style-type: none"> <li>• Company registry integration with IPRS and KRA, bringing efficiency, effectiveness, and integrity of data</li> <li>• Institutions willing to support BRS</li> <li>• Increased public participation in BRS planning processes</li> </ul>

**Table 2. 2: Weaknesses**

THEMES	WEAKNESSES
Systems	<ul style="list-style-type: none"> <li>• Frequent systems downtime</li> <li>• Lack of an Enterprise IT Architecture detailing current automation and proposed ones</li> <li>• Lack of full integration of the registration process with other institutions to completely automate its service</li> <li>• Incomplete automation of workflows</li> <li>• Inadequate ICT human resource capacity to manage BRS technology footprint</li> <li>• Inadequate and outdated ICT infrastructure</li> <li>• Over-reliance on e Citizen</li> <li>• Lack of an automated call centre</li> <li>• Ineffective record management system</li> <li>• Lack of a harmonized Customer Service Charter</li> <li>• Prolonged complaint resolution</li> <li>• Lack of I.E.C materials in braille and audio visual format to cater for Persons With Disability.</li> <li>• Lack of a resource centre/repository</li> <li>• Lack of a ticketing system and Customer Relationship Management system.</li> <li>• Lack of a Social Media and Corporate Social Responsibility Policy</li> </ul>
Legislation	<ul style="list-style-type: none"> <li>• There are diverse laws regulating security services for loans, thus increasing the cost of doing business in Kenya</li> <li>• Some legislations still need to be developed, e.g. Hire Purchase (Amendment) Bill, Business Names Act, LLP Act</li> <li>• Complex legislative process leads to delays in effecting necessary legal reforms</li> <li>• Some of the legislations are not aligned to the BRS Act of 2015, e.g. independent operation of Companies Registry, Insolvency legislation (BRS Act came later after the other legislation) – conflict of laws needs to be addressed – unified legislative framework</li> <li>• Ineffective collaboration with other agencies</li> </ul>
Brand	<ul style="list-style-type: none"> <li>• Inadequate public relations - public lacks adequate awareness of the roles, functions and programs of BRS</li> <li>• Communication strategy is yet to be developed</li> <li>• The Service is yet to develop Brand identity and a brand manual</li> <li>• Low brand equity</li> <li>• Stakeholder engagement is not coordinated</li> <li>• Lack of audio visual and design equipments</li> <li>• Inadequate stakeholder engagement</li> </ul>

THEMES	WEAKNESSES
People	<ul style="list-style-type: none"> <li>• Limited human resources / inadequate staffing in some departments</li> <li>• Lack of adequate training/skills (esp. on legislative developments), resulting in poor quality and inconsistency in services provision</li> <li>• Lack of effective and dedicated technology team to own and manage BRS technology footprint</li> <li>• Insufficient levels of staff motivation and inadequate staffing and skills levels</li> <li>• Resistance to change by some staff members</li> <li>• Low levels of understanding of HR policies and procedures as well as weak HR performance management</li> <li>• Lack of adequate media management skills of management team</li> <li>• Lack of adequate understanding on Public Complaints Management among staff members</li> <li>• Low understanding of all business processes</li> </ul>
Culture	<ul style="list-style-type: none"> <li>• Although legal work cuts across all functional areas, there is weak and unsupportive culture to facilitate quality and efficiency.</li> <li>• Weak performance culture</li> </ul>
Governance	<ul style="list-style-type: none"> <li>• The process of de-linking BRS from the AG's Office and eventual structuring of the organization has been slow</li> </ul>
Financial	<ul style="list-style-type: none"> <li>• Inadequate financial resources/ low budgetary allocation</li> <li>• Over reliance on exchequer funding</li> </ul>
Partnerships	<ul style="list-style-type: none"> <li>• Inadequate partnerships with other agencies</li> <li>• Inadequate collaboration with relevant agencies in enforcement of the various laws</li> </ul>
Institutional capacity	<ul style="list-style-type: none"> <li>• Inadequate office space</li> <li>• Inadequate capacity to store documents (physical documents, servers)</li> <li>• Need to tighten internal controls to promote integrity of information</li> <li>• Lack of SOPs in some functions</li> <li>• BRS has limited controls within systems which may limit its inability to detect and respond to security threats</li> <li>• Inadequate capacity to enforce compliance</li> <li>• Lack of business continuity plan</li> <li>• Weak monitoring and evaluation framework</li> </ul>
Customer	<ul style="list-style-type: none"> <li>• Ineffective delivery of customer services</li> <li>• Resistance to change by some customers</li> <li>• BRS has not leveraged on the constitutional provision for devolution to devolve services to rural county areas, leading to poor quality services</li> <li>• Service delivery not customized for PWDs</li> </ul>

## 2.6 External Environment Analysis

The following is an analysis of the external environment guided by the Political, Economic, Socio-cultural, Technological, Environmental and Legal (PESTEL) framework. The various factors have been classified into opportunities and threats as shown in Table 2.3.

**Table 2. 3: Opportunities and Threats**

PESTEL ISSUES	OPPORTUNITIES	THREATS
Political	<ul style="list-style-type: none"> <li>• Government commitment to legal reforms, resulting in good governance and efficient service delivery</li> <li>• Government commitment to e-government services, e.g. e Citizen</li> <li>• There is good working relationship and support from external stakeholders</li> <li>• Goodwill from development partners</li> <li>• Leveraging on the constitution to extend the reach of services to counties (devolution)</li> </ul>	<ul style="list-style-type: none"> <li>• Slow pace of delinking from the Office of the AG and Department of Justice</li> <li>• Inadequate financial resources to implement the plan</li> <li>• The uncertainty of the political environment in the country which can interrupt the implementation of the strategic plan</li> <li>• Inadequate collaboration with some of the stakeholders</li> <li>• Delay in implementation of projects due to strict donor funding requirements</li> <li>• Challenges of the Official Receiver being a regulator and practitioner, e.g. the court can appoint BRS as a practitioner in competition with practitioners it regulates</li> </ul>
Economic	<ul style="list-style-type: none"> <li>• As people lost employment due to COVID-19, they registered businesses as a way to earn a livelihood</li> <li>• Even in tough economic times, Kenyans are resilient and entrepreneurial</li> <li>• Increase in business registrations in select counties to encourage businesses in the informal sector to formalize through registration</li> </ul>	<ul style="list-style-type: none"> <li>• Few companies are linked to the online system, denying BRS of revenue</li> <li>• The adverse economic effects of COVID-19 pandemic</li> <li>• Limited internet coverage in some regions could adversely affect access to online BRS services</li> </ul>

PESTEL ISSUES	OPPORTUNITIES	THREATS
Social-cultural	<ul style="list-style-type: none"> <li>Increasing adoption of technology by the public is an opportunity for increased consumption of digital BRS services</li> <li>The new normal occasioned by COVID-19 could create a new organizational arrangement</li> </ul>	<ul style="list-style-type: none"> <li>Limited access to BRS services by the citizenry because of the high centralization in Nairobi</li> <li>The general culture of mistrust of public entities can affect public engagement</li> <li>Negative public perception and low levels of awareness of the benefits of government programmes and initiatives due to issues such as widespread corruption can affect the effectiveness of BRS programmes</li> <li>Limited public digital literacy could affect access to digital BRS services</li> <li>High expectations from the public</li> <li>COVID-19 and its negative effects on work life and practices</li> </ul>
Technological	<ul style="list-style-type: none"> <li>Leverage on opportunities offered by developments in technology (including cloud computing, big data, data analytics, machine learning, AI, blockchain, and cryptography) to add value to businesses and entities e.g. access to credit and grants</li> <li>Ability to reach many customers because of use of technology</li> <li>Ability to reach people with disability</li> </ul>	<ul style="list-style-type: none"> <li>High cost of technology could negatively affect BRS digitization and automation</li> <li>Increasing cyber security threats</li> <li>High rate of technology obsolescence</li> </ul>
Environmental	<ul style="list-style-type: none"> <li>Compliance with all relevant laws on utilization of resources and management of waste will help the government to conserve the environment</li> <li>Promoting environmental conservation by using technology</li> </ul>	<ul style="list-style-type: none"> <li>E-waste disposal could be a challenge</li> </ul>

PESTEL ISSUES	OPPORTUNITIES	THREATS
Legal	<ul style="list-style-type: none"> <li>Recent legal reform, including amendments to the Business laws (Amendment Bill), 2019 which saw several amendments to the Business Registration Act 2011, Companies Act (2015) and Insolvency Act (2015), and enactment of the Companies (amendment) Act of 2017 to include legislation on Beneficial Ownership Transparency as well the attendant regulations</li> <li>Location/domiciled in the AG's Office enables BRS to easily push for legal reform</li> <li>Key player in EODB - most of the legislative reform agendas can happen in shorter time</li> </ul>	<ul style="list-style-type: none"> <li>Complex legislative process leading to delays in effecting necessary legal reforms</li> <li>20 diverse laws regulating security services for loans, increasing the cost of doing business in Kenya</li> <li>Liability arising from legal suits, e.g. for non-compliance with specific statutes</li> <li>Changes in legislation and regulations could adversely affect operations and capabilities</li> <li>Official Receiver processes are court driven - time limits are not under the control of BRS</li> </ul>

## 2.7 Stakeholder Analysis

Table 2.4 shows BRS' stakeholders analysis based on their expectation of BRS and what BRS expectation of the stakeholders.

**Table 2. 4: Stakeholders Analysis**

STAKEHOLDERS	STAKEHOLDERS' EXPECTATIONS	BRS EXPECTATIONS
The Presidency	<ul style="list-style-type: none"> <li>Adherence and collaborations</li> <li>Implementation of government guidelines and initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate synergies and guidance</li> <li>Provide policy guidelines and support</li> </ul>
Attorney General	<ul style="list-style-type: none"> <li>Seek legal advice as and when required</li> <li>Propose relevant legislative reforms needed for the efficient functioning of the Service</li> <li>Facilitate the AG with information to adequately represent the Service</li> </ul>	<ul style="list-style-type: none"> <li>Prompt legal advice upon request</li> <li>Introduce and support legal reforms that enhance effective discharge of BRS mandate</li> <li>Provide legal representation</li> <li>Facilitate timely funding.</li> <li>Involve the Service in policy formulation.</li> </ul>

STAKEHOLDERS	STAKEHOLDERS' EXPECTATIONS	BRS EXPECTATIONS
Ministry of East African Community & Regional Development (Department of Business Reforms & Transformation)	<ul style="list-style-type: none"> <li>• Cooperation</li> <li>• Timely sharing of information on ease of doing business</li> </ul>	<ul style="list-style-type: none"> <li>• Identify factors constraining ease of doing Business and proposing solutions</li> <li>• Monitor the business climate and recommend appropriate policy, legal, regulatory and administrative changes</li> </ul>
State Corporations Advisory Committee	<ul style="list-style-type: none"> <li>• Comply with guidelines provided by the Committee on Corporate governance</li> </ul>	<ul style="list-style-type: none"> <li>• Provide guidance on corporate governance</li> <li>• Approve request made by the service</li> </ul>
Auditor General	<ul style="list-style-type: none"> <li>• Effective collaboration</li> <li>• Sharing of information</li> <li>• Submit financial statement within timelines</li> </ul>	<ul style="list-style-type: none"> <li>• Audit Financial statements and provide opinion within set timelines</li> <li>• Collaborate with the Service to provide effective services</li> </ul>
Kenya Investment Authority	<ul style="list-style-type: none"> <li>• Collaborate to promote ease of doing business</li> </ul>	<ul style="list-style-type: none"> <li>• Advocate and advice on investment policies in Kenya</li> <li>• Organizing investment promotion activities both locally and internationally.</li> </ul>
Micro and Small Enterprise Authority	<ul style="list-style-type: none"> <li>• Cooperation in facilitating the ease of doing business for SMEs</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate policies and facilitate the integration and harmonization of various public and private sector initiatives for ease of doing business for SMEs</li> </ul>
Policy and Regulatory Bodies/ Authorities for actors/activities related to ease of doing business. (Competition Authority of Kenya, Insurance Regulatory Authority, Capital Market Authority)	<ul style="list-style-type: none"> <li>• Enforce and implement the policies and advisories issued by the bodies</li> </ul>	<ul style="list-style-type: none"> <li>• Provide policy and regulatory guidance on the actors</li> <li>• Cooperation and consultation with the Service</li> </ul>
Kenya Law Reform Commission	<ul style="list-style-type: none"> <li>• Cooperation from the Service when reviewing laws</li> </ul>	<ul style="list-style-type: none"> <li>• Review all the laws of Kenya to ensure that it is modernized, relevant and harmonized</li> <li>• Cooperate and partner with BRS in the review of laws related to ease of doing of business</li> </ul>

STAKEHOLDERS	STAKEHOLDERS' EXPECTATIONS	BRS EXPECTATIONS
Financial Reporting Centre	<ul style="list-style-type: none"> <li>Cooperate and provide information when required</li> </ul>	<ul style="list-style-type: none"> <li>Cooperation and partnership</li> </ul>
Central Bank of Kenya	<ul style="list-style-type: none"> <li>Enforce recommended policy</li> <li>Collaborate with CBK on matters related to ease of business</li> </ul>	<ul style="list-style-type: none"> <li>Formulate monetary policy to achieve and maintain price stability</li> </ul>
The Judiciary	<ul style="list-style-type: none"> <li>Feedback on justice</li> <li>Cooperation on matters dealing with law</li> </ul>	<ul style="list-style-type: none"> <li>Determine commercial matters expeditiously</li> </ul>
ICT Authority	<ul style="list-style-type: none"> <li>Adherence and comply with the set standards</li> </ul>	<ul style="list-style-type: none"> <li>Provide technical expertise on implementation of ICT policy</li> </ul>
Kenya Industrial Property Institute	<ul style="list-style-type: none"> <li>Cooperation and engagement in the review of laws</li> </ul>	<ul style="list-style-type: none"> <li>Cooperation and engagement in the review of laws</li> </ul>
Law Society of Kenya (LSK)	<ul style="list-style-type: none"> <li>Cooperation and engagement in the review of laws</li> </ul>	<ul style="list-style-type: none"> <li>Cooperation and engagement in the review of laws</li> </ul>
Institute of Certified Secretaries (ICS)	<ul style="list-style-type: none"> <li>Cooperation in promoting ease of doing business</li> </ul>	<ul style="list-style-type: none"> <li>Cooperation in promoting ease of doing business</li> <li>Provide input in the formulation of necessary review to enhance ease of doing business</li> </ul>
Professional Institutions (ICPAK)	<ul style="list-style-type: none"> <li>Take action on matters referred to the Service by them</li> </ul>	<ul style="list-style-type: none"> <li>Cooperate during investigations of complaints</li> </ul>
Public Procurement Oversight Authority (PPRA)	<ul style="list-style-type: none"> <li>Adhere to the procurement laws and Authority's advice</li> <li>Provide timely information and reports</li> </ul>	<ul style="list-style-type: none"> <li>Timely feedback and cooperation</li> </ul>
Investigating agencies (EACC, DCI, Kenya Police, Asset Recovery, etc)	<ul style="list-style-type: none"> <li>Cooperation on proceedings</li> <li>Provide required information</li> </ul>	<ul style="list-style-type: none"> <li>Information sharing</li> <li>Cooperation on investigative matters</li> </ul>
National Treasury	<ul style="list-style-type: none"> <li>Prudent utilization of funds allocated</li> </ul>	<ul style="list-style-type: none"> <li>Adequate budgetary allocation</li> <li>Timely disbursement of funds</li> </ul>
Parliament	Produce timely statutory reports Timely response to legislative questions	Offer legislative support and enactment of laws Allocate sufficient resources for the Service to carry out its mandate

STAKEHOLDERS	STAKEHOLDERS' EXPECTATIONS	BRS EXPECTATIONS
Non-state actors (KEPSA, KAM, KBA, KNFJKAs, IPS)	Collaborate to promote ease of doing business Timely dissemination of information Influence development of standards and good practices	Collaboration, partnership and network to ensure free flow of information Advocacy and creation of public awareness on their role in ease of doing business Promote professionalism Promote best practices in corporate governance
Media	Provide accurate and timely information on the mandate of the Service Structured briefing of the media Prompt response to media queries	Public awareness and education Factual and accurate dissemination of information Collaboration to shape the public opinion
Development partners (World Bank, GIZ, UNDP, Transparency International, IDLO, Financial Sector Deepening (FSD) Kenya etc)	Provide timely and accurate reports Adherence to good corporate governance Transparency and accountability in use of resources	Technical and financial assistance Timely and accurate feedback Participate in joint initiatives Sharing of information and knowledge
Suppliers/ Merchants	Transparency, equity and fairness in the procurement process Compliance with the procurement laws Effective management of contracts Timely payments of goods and services	Compliance with the procurement laws Supply of quality and competitive goods and services Adherence to provisions of the contract
Training and Research Institutions.	Support staff for training Timely payment for training services Provide timely feedback Proper identification of training and research needs	Quality training and capacity building of public officers Collaboration in development of curricula for BRS staff Share information and feedback
Citizenry /Public	Dissemination of accurate and timely information Enlist them to be public watchdogs on the delivery of services Delivery of citizen centred public services	Provide information/feedback Timely reporting of complaints Cooperate with Service during delivery of services
Board	Share information in a timely and quality manner that enables them to effectively discharge their responsibilities and duties.	Commitment and dedication in service delivery Support and guidance

STAKEHOLDERS	STAKEHOLDERS' EXPECTATIONS	BRS EXPECTATIONS
BRS staff members	Conducive working environment Competence and skills development Equal opportunities for career development Recognition and reward	Commitment and professionalism Achievement of targets

## 2.8 Lessons from Global Benchmarking

A review of the international best practices was undertaken to align the strategy with global trends. In the UK, we focused on the Insolvency Service and the UK Companies House, while in New Zealand, the focus was on the Insolvency and Trustee Service, The Personal property registry system of NZ (2014), and the New Zealand Companies Office. In other countries, The review was on The Personal Property Registry System of AU (2014) in Australia, on the Corporations Canada in Canada, and on the Singapore Companies Act and the Internal Revenue Authority of Singapore in Singapore. Finally, closer to home, the focus was on the Collateral Registry of Liberia (2014) in Liberia and on the Personal Property Security Registry System of Malawi (2015) in Malawi. In each of these countries, the review was on the focus of strategy being implemented, as shown in Table 2.5.

**Table 2.5: Benchmark countries common strategy implementation focus areas**

CATEGORY	AREAS OF STRATEGY IMPLEMENTATION FOCUS
Human Resources	<ul style="list-style-type: none"> <li>a. Training and development</li> <li>b. Employee welfare</li> <li>c. Culture</li> <li>d. Flexibility in work environments (office vs virtual)</li> </ul>
ICT	<ul style="list-style-type: none"> <li>a. Digitization of public registries that are easily accessible</li> <li>b. Online case management system</li> <li>c. Data management <ul style="list-style-type: none"> <li>• Data privacy</li> <li>• Data access and availability (Replication, shareability)</li> <li>• Data integrity</li> <li>• Data quality and completeness</li> <li>• Data security (encryptions, reduce authorized data access, unnecessary duplications, etc.)</li> </ul> </li> <li>d. Infrastructure <ul style="list-style-type: none"> <li>• Dedicated servers</li> <li>• Hosting of data - Cloud</li> <li>• Speed of data processing (Block chain)</li> </ul> </li> <li>e. Compliance with international data security/privacy frameworks such as GDPR</li> <li>f. Infrastructure to support internal process <ul style="list-style-type: none"> <li>• Virtual working environments</li> <li>• Customer support and tracking</li> <li>• People analytics</li> <li>• Learnt lessons</li> <li>• Digitized recording of virtual customer supports that can then be mined</li> <li>• ERP</li> </ul> </li> <li>g. Automation of processes</li> </ul>

CATEGORY	AREAS OF STRATEGY IMPLEMENTATION FOCUS
Processes	a. Compliance tracking b. Continuous learning c. Risk management (reducing legal and financial exposure) d. Investigations and enforcement e. Starting a business process that is easy to follow f. Clear and effective post-regis  h. Stakeholder collaborations
Brand Relevance	a. Public awareness of the Agencies (campaigns, networks, etc.) b. Detailed information about the Agency, its services, and how constituents can/should engage c. Employee recruiting and engagement - "Great place to work"



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## 3. STRATEGIC MODEL

### 3.1 Vision

Doing business made easier

### 3.2 Purpose

To provide quality business support services that are responsive to our customers throughout their business life cycle




### 3.3 Core Value

The core value for BRS is customer centricity. By customer, we refer to both internal and external customers. This value takes the following meaning:

- a) We collaborate internally with one another, and externally with our partners, to deliver high quality registration services to our customers.
- a) In our decision making, we first think of the customer and the impact those decisions have on the customer.
- b) We act with consistency, transparency, impartiality, confidentiality and accuracy through demonstration of deep understanding of the needs of our customers.
- c) We embrace change by remaining receptive to new ideas, technologies and work practices so as to enhance the quality of our services to our customers.

### 3.4 Strategic Focus Areas

The situational analysis in Chapter 2 was further examined and the planning issues clustered into three strategic focus areas (SFAs):

	1. Ease of doing business
	2. Service delivery, corporate image and collaborations
	3. Institutional Capacity

### 3.5 Strategic Objectives and Strategies

Strategic objectives are broad statements about where BRS wants to be in future. They are what BRS commits itself to accomplish in the plan horizon, put strategic focus into the organization, address the key SWOT issues in each strategic focus area, and must support the purpose and vision of BRS in the context of its core values. It is normal practice to develop one or a maximum of two strategic objectives

Strategies are the means of how to achieve the strategic objectives. There are however many ways of achieving a goal. It is therefore important to generate as many potential strategies as possible, and then use a set of criteria to evaluate and select the ones to pursue. Table 3.1 shows the strategic objectives and strategies for each of the three strategic focus areas.

**Table 3. 1: Strategic Objectives and Strategies**

STRATEGIC FOCUS AREA	STRATEGIC OBJECTIVES	STRATEGIES
1) Ease of Doing Business	1) To promote ease of doing business	<ul style="list-style-type: none"> <li>a. Enhance business registration processes</li> <li>b. Improve MPSR and Hire Purchase Registries</li> <li>c. Enhance policy legal and regulatory framework</li> <li>d. Promote compliance</li> <li>e. Establish effective data and records management program</li> <li>f. Improve time taken to resolve insolvency matters</li> </ul>
2) Service delivery, corporate image and collaborations	2) To enhance user experience, awareness, and stakeholder collaborations	<ul style="list-style-type: none"> <li>a. Enhance customer satisfaction and user experience</li> <li>b. Enhance corporate visibility</li> <li>c. Improve stakeholder engagement and collaboration</li> </ul>
3) Institutional capacity	3) To strengthen institutional capacity for BRS to deliver on its mandate	<ul style="list-style-type: none"> <li>a. Attract, develop, and retain skilled people at all levels to enhance service delivery</li> <li>b. Entrench a new BRS culture</li> <li>c. Ensure financial sustainability</li> <li>d. Prudent utilization of resources through supply chain management</li> <li>e. Strengthen corporate governance</li> <li>f. Ensure adequate physical infrastructure and assets</li> <li>g. Promote evidence-based decision making</li> <li>h. Strengthen ICT to improve efficiency and effectiveness and deliver on BRS mandate</li> </ul>

## 4. IMPLEMENTATION AND COORDINATION FRAMEWORK

### 4.1 Structure Implications

It is critical that this strategic plan is successfully implemented. One of the critical factors for this to happen is cascading the strategic plan to departments and to individual employees. Further, the plan must be monitored and evaluated. To this end, the planning function must be strengthened in strategic management to be able to effectively monitor and evaluate the plan at all levels from the corporate to the employee levels.

The Plan will be implemented through coordination by the following Departments/ Divisions/Units namely: -

- Executive Office
- Directorate of Companies Registry;
- Directorate of Insolvency;
- Department of Movable Properties Securities Rights Registry;
- Directorate of Legal, Compliance and Research;
- Directorate of Information, Communication Technology (ICT)
- Directorate of Corporate Services;
- Office of the Corporation Secretary;
- Supplies Chain Management Unit; and
- Internal Audit Unit.

#### 4.1.1 Executive Office

The Office is headed by The Director General /Chief Executive Officer (CEO) who is also responsible to the Board for the day to day affairs of the Service. The function of the Office includes: Ensuring the implementation of the Board's decisions in an effective, efficient, result oriented and timely manner; coordinating the development and implementation of the education, training, research, administrative and financial policies of the Service in accordance with the Service's mandate, functions and Strategic Plan; managing, directing, organizing and administering all the activities of the Service; organizing, controlling and managing members of the Service; establishing proper internal monitoring and control systems and procedures; coordinating and preparing business related proposals, reports and other submissions for consideration by the Board; ensuring effective communication between the management and the Board as well as between different levels of management; attending to personnel matters including organizational structures, appointments, welfare, training, industrial relations, separation and effective management succession plans; ensuring continuous improvements in the quality and value of services and products provided by the Service; maintaining a conducive work environment for attracting, retaining, and motivating employees; fostering a corporate culture that promotes ethical practices and good corporate citizenship; acting as the principal spokesperson of the Service; providing visionary, strategic and creative direction and leadership by positioning and representing the Service nationally and internationally; conducting Service's programmes in accordance with the schedule and programme approved by the Board; fostering local and international partnerships with institutions of research and other agencies; and mobilizing financial and other resources for the Service.

#### 4.1.2 Companies Registry

The department of Company Registry is headed by Company Registrar who reports to the Director General. The Department of Companies administers the following laws: (i) The Companies Act, 2015; (ii) The Registration of Business Names Act, Cap 499 Laws of Kenya; and (iii) The Limited Liability Partnerships Act. No 42 of 2011 and other business related laws.

The functions of the Department entails: Registration of Limited Liability Companies; Registration of Limited Liability Partnerships; Registration of Business Names; Registration of debentures and charges; Maintenance of various statutory records under the above Acts; and enforcing compliance with the laws administered by the Registrar.

#### **4.1.3 Official Receiver**

This directorate is headed by the Official Receiver, who reports to the Director General. The roles of the department entail: receiving, approving and issuing insolvency licenses to qualified insolvency practitioners; supervising insolvency practitioners in matters of bankruptcy of natural persons/alternative to bankruptcy, liquidation and administration of companies; liquidation and administration of insolvency companies; administration of insolvent deceased estate; act as interim in respect of debtors property; investigating the conduct of the debtor and reporting to court; verifying proofs, petitions, affidavits administered under the insolvency act; advertising the bankruptcy orders and reporting to the creditors of any voluntary arrangement which the debtor/company may have made with respect to liquidating the debts.

#### **4.1.4 Movable Properties Securities Rights Registry**

The Department of Movable Properties Securities Rights Registry is headed by Deputy Director Registrar, Movable Properties Securities Rights who is responsible to the Director General for the overall coordination and management of the Movable Properties Securities Rights Registry function at the Service.

The Movable Property Security Rights Act, 2017 is the principal Act governing registration of Security Rights in the Movable Property Securities Rights Registry. The functions of the Department entails: Registration of Security Rights; Renewal of registered Security Rights; Registration of transfer of Security Rights; and Litigating in matters where the Director General is a party in suit.

#### **4.1.5 Directorate of Legal, Compliance and Research**

The Department of Legal, Compliance and Research is headed by Director, Legal Compliance and Research who reports to the Director General for the overall coordination and management of the Legal, Compliance and Research function at the Service.

The functions of the Department entail: Developing, reviewing and implementing the Services' legal policies, contracts, Memorandum of Understanding (MOUs) and all other legal documents; safeguarding the legal interests of the Service by advising on and ensuring compliance with all statutory requirements; ensuring relevant policies are implemented in line with the existing guidelines; providing the necessary information to guide the formulation and amendment of relevant policies and guidelines; carrying out research and disseminating research findings in the fields covered by the relevant laws through seminars, workshops, publications or other means; recommending to the Government any improvements in the relevant laws; ensuring that the Service complies with statutory and other regulatory requirements by undertaking periodic legal audit compliance; drawing and processing legal notices and other gazette notices to be issued by the Service; drawing contracts, agreements, leases and other legal documents and vetting those drawn by other parties; coordinating the review of laws, by-laws and regulations relating to the Service; and creating linkages with professional bodies on matters of development of the legal framework. The Department will further be organized into two (2) Divisions namely:

- (i) Legal and Compliance Division; and
- (ii) Research Division.

#### 4.1.6 Directorate of Information Communication Technology (ICT)

The Directorate of Information Communication Technology is headed by a Director ICT who is responsible to the Director Corporate Services for the overall coordination and management of the Information Communication Technology function at the Service. The Function of the Directorate entails:- Plan and coordinate implementation of Information Communication Technology (ICT) policy, systems and strategies; coordinate the information systems network; manage local, intra and wide area networks; manage bandwidth and e-security; design and update web-portals, websites and provision of webmaster services; analyse and review operational and business workflows; identify areas of improvement and automation and implement proposed solutions; ensure information security; keep custody of the key database and application systems passwords; evaluate, configure and install new hardware and software; carry out systems analysis; and draw up specifications and prepare systems and user friendly documentation.

#### 4.1.7 Directorate of Corporate Services

The Corporate Services Department is headed by a Director, Corporate Services, who reports to the Director General for the overall coordination and management of the Corporate Services function at the Service.

The Department oversees the development of effective policies and efficient systems, controls and procedures for all matters relating to Human Resource and Administration, Finance, Planning and Corporate Communication. coordinates and directs all support services and activities relating to Human Resource and Administration, Finance, Planning and Corporate Communication. provides technical advice and guidance in all matters relating to Human Resource and Administration, Finance, Planning and Corporate Communication. promotes corporate brand and image of the Service; spearheads Corporate Social Responsibility programmes and overseeing maintenance, repair and construction activities in the Service;

Further the directorate spearheads change management processes across all areas of responsibility as required through the planning, leading and implementation of change to ensure support functions provide an efficient and cost effective services for the organization; oversees the implementation of HR processes for staff performance management and when necessary, the initiation and following through of disciplinary and grievance procedures; ensures adequate internal controls and compliance with the applicable laws, policies and procedures on Human Resource and Administration, Finance, Planning, and Corporate Communication.

The directorate is also responsible for analyzing and interpreting policy issues, reporting, monitoring and evaluating and providing feedback on Human Resource and Administration, Finance and Planning and Corporate Communication.

in the Service; and responsible for preparation of Board papers for deliberation and decision making by the Board members on matters relating to Human Resource and Administration, Finance, Planning, and Corporate Communication. The Department is comprised of the following two (2) Divisions and two (2) Units

- i. Human Resource and Administration Division;
- ii. Finance and Accounts Division;
- iii. Corporate Strategy Unit;
- iv. Corporate Communication Unit

#### 4.1.8 Supply Chain Management Unit

The Supply Chain Management Unit is headed by a Senior Supply Chain Management Officer who reports to the Director General for the overall coordination and management of the Supply Chain Management function at the Service. The functions of the Unit entail: overseeing the procurement processes and procedures to ensure compliance with the Public Procurement and Disposal Act and Regula-

tions; formulation and implementation of supplies and stores policies including effective stock control systems; creating liaison with the National Treasury and the Public Procurement Oversight Authority on matters related to procurement and asset disposal; implementing procurement decisions and coordinating procurement activities in the Service; preparing annual procurement plan for goods and services; consolidated procurement and asset disposal plans; procuring required goods at the most competitive and economical prices; conducting boarding and disposal of unserviceable and/or other stores; maintaining updated lists of pre-qualified and approved suppliers; participating in preparation of the annual budget and annual procurement plans and maintaining accurate records as required. The unit also coordinates evaluation of tenders, quotations and proposals among other duties.

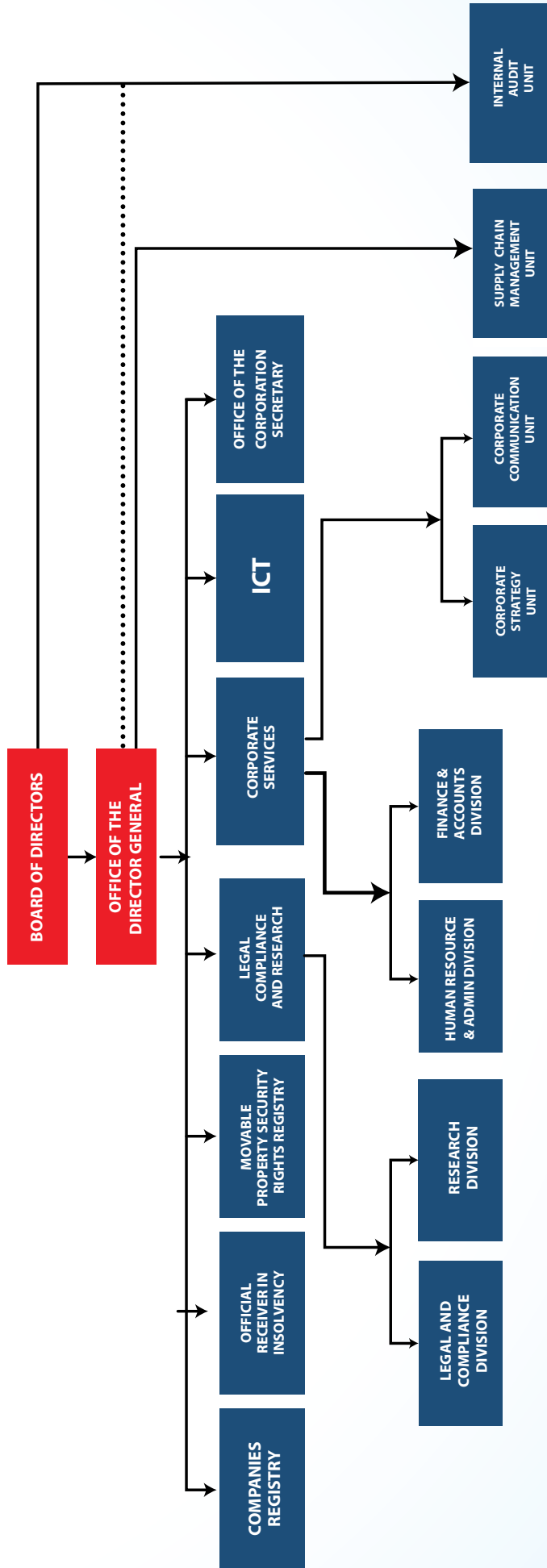
#### **4.1.9 Office of the Corporation Secretary**

The Corporation Secretary reports to the Director General for the overall coordination and management of the Corporation Secretary function at the Service. The functions of the Corporation Secretary entails providing guidance to the Board on their duties and responsibilities and on matters of governance, assisting the Board in carrying out Board induction and training; updating the Board and Committee Charters; preparing Board work plans ; Board evaluation; Governance audit; and implementing the code of conduct and ethics; ensuring the timely preparation and circulation of Board and Committee papers and minutes; providing custody of the seal of the Organization and account to the Board for its use; maintaining and updating the register of conflicts of interest; ensuring that Board members are aware of all relevant laws affecting the organization; facilitating effective communication between the organization and the shareholders; ensuring that annual returns are promptly filed with the relevant authorities; ensuring that Board and Committee papers are circulated in advance of any meeting; coordinating and conducting legal research for the Board; providing Legal advice to the Board; coordination and promotion of corporate brand and image of the Board; and liaising with the Office of the Attorney General on Legal matters.

#### **4.1.10 Internal Audit Unit**

The Internal Audit Unit is headed by an Internal Auditor who administratively report to the Director General for day to day operations and directly to the Board for the overall coordination and management of the Internal Audit function at the Service. The Internal Audit Unit performs the following functions: carrying out timely and continuous audits, verifying and monitoring all financial transactions; liaising with external auditors on matters relating to management on all final audit queries; monitoring and evaluation of procedures and processes of receiving, recording and banking of cash; monitoring of expenditure; formulation and review the internal controls to ensure compliance with the set policies, procedures and governing legislations; ensuring accuracy of internal management reports; evaluation of the risk levels at each functional level of the organisation; and implementing mechanisms that mitigate risk exposure and enhance the Service's risk preparedness.

# ORGANOGRAM



## 4.2 Talent Implications

Given the understanding of the strategic direction of BRS, there should be a succession plan. The succession plan should target the DG and the heads of departments. Succession planning should be aimed at creating a strong bench of successors, improved performance and less chances of experiencing interruption in case of loss of key people. The plan should include strategic initiatives (e.g. skills/competences development) and related metrics that will be used to evaluate the success of the strategic initiatives. The succession plan should be monitored through the HR Management System.

## 4.3 Resource Requirements

From the implementation plan, Tables 4.1 and 4.2 show the resource requirements and income projections, respectively, over the next five years.

**Table 4. 1: Resource Requirements Over the Planning Period**

STRATEGIC FOCUS AREAS	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	TOTAL BUDGET
Ease of doing business	161.7	366.7	416.2	447.2	466.2	1,858.0
Service delivery, corporate image and collaborations	5.2	87.3	96.4	108.0	120.1	417.0
Institutional capacity	395.1	553.4	560.0	583.2	619.5	2,711.2
Total	562.0	1,007.4	1,072.6	1,138.4	1,205.8	4,986.2

The Service will require approximately Kshs 4.986 billion to implement the envisioned plan in the next 5 years as shown in table 4.1.

**Table 4. 2: Income Projection (Ksh. M)**

SOURCES (KSH. M)	Y1 (2021/22)	Y2 (2022/23)	Y3 (2023/24)	Y4 (2024/25)	Y5 (2025/26)	TOTAL
Exchequer	420	441.0	463.1	486.2	510.5	2,320.8
AIA (50% of the Collected revenue)	-	566.4	609.5	652.2	695.3	2,523.5
Development Partners Support	142.0	-	-	-	-	142.0
Total	562.0	1,007	1,072.6	1,138.4	1,205.8	4,986.2
Surplus/Deficit	0.0	0.0	0.0	0.0	0.0	0.0

Table 4.2 shows the projected income for the service in the next 5 years totals to Kshs 4.986 billion. This was arrived at by projecting an annual exchequer funding increment of 5% and targeting of 50% of AIA of the revenue collected by the Service. If the above revenue and expenditure projections are realized and the proposed legislation on 50% of AIA is passed, the Service will have enough resources to implement the Plan.

**Table 4. 3: Revenue Collection Projection (Ksh. M)**

<b>SOURCES (KSH. M)</b>	<b>FY 2021/22</b>	<b>FY 2022/23</b>	<b>FY 2023/24</b>	<b>FY 2024/25</b>	<b>FY 2025/26</b>	<b>TOTAL</b>
Company Registry	1,026.1	1,109.0	1,191.9	1,274.8	1,357.7	5,959.60
Hire Purchase	4.23	4.38	4.52	4.67	4.82	22.62
Official Receiver	2.75	2.60	2.45	2.31	2.16	12.27
MPSR	13.42	16.26	19.10	21.95	24.79	95.52
Other Income-Payroll	0.15	0.17	0.19	0.22	0.24	0.97
Sale of goods	0	0.4	0.9	0.5	0.8	2.60
<b>TOTAL</b>	<b>1,046.64</b>	<b>1,132.82</b>	<b>1,219.09</b>	<b>1,304.47</b>	<b>1,390.55</b>	<b>6,093.57</b>

The expected revenue collection by the various departments is shown in Table 4.3. This was projected based on the historical performance and the expected economic environment and expected efficiency gains from the actualization of the intended reforms.

The following assumptions have been made:

- Revenue collection under company registry is expected to continue on increasing due to automation of all services.
- Due to expected publicity on MPSR services, the revenues from the same source is expected to continue rising.
- BRS expects to do disposals of its assets during 2021/2022.
- Other incomes as a result of payroll commissions is expected to raise up to the fourth year when employees on contract are expected to finish their contracts
- There is assumption that BRs will be allowed to spend at source 50% of the annual revenue it raises.

#### 4.4 Key Initiatives Roadmap

Table 4.4 shows a roadmap for the execution of the key initiatives over the five year period. The roadmap also contains assumptions for the budget and spreads the expenditure over the five years. It will guide the development of annual work plans every year, as well as annual budgeting.

**Table 4. 4: Key Initiatives Roadmap**

STRATEGIES	RESPONSIBILITY	KEY INITIATIVES	BUDGET (KSH.M)	2021 /2022	2022 /23	2023 /2024	2024 /2025	2025 /2026
<b>1. EASE OF DOING BUSINESS</b>								
1.1 Enhance business registration processes	Companies Registry, ICT and OR	Continuous BPR	624	143.5	115	120	122	123.5
		Carry out customer satisfaction survey	1	0.2	0.2	0.2	0.2	0.2
		Adopt modern technologies to improve business processes	200	1.5	35.5	50	55	58
		Integration of registration process with other agencies	82.5	0.5	15	17	23	27
		Administration of Business Related Laws	30	0	5	7	8	10
1.2 Improve Secured Transaction Registries	MPRS Registry	Continuously review and strengthen strategic partnerships	50	1	12	12	12	13
		Diversification by developing value added programmes (integration with NTSA, Credit Information Sharing, OR, CRB, CR, Ware house receipts council system)	50	1	11	12	13	13
		Creation of awareness on MPSR and HP	40	1.5	8	8	10	12.5
		Administration of the MPSR and HP Acts	20	0	2	4	6	8
		Efficiency of e-collateral registry	26	1	10	5	5	5

STRATEGIES	RESPONSIBILITY	KEY INITIATIVES	BUDGET (KSH.M)	2021 /2022	2022 /23	2023 /2024	2024 /2025	2025 /2026
<b>1. EASE OF DOING BUSINESS</b>								
1.3 Enhance policy legal and regulatory framework	Legal Compliance and Research	Continuous regulatory review	25	1	9	5	5	5
		Stakeholder engagement and public awareness	47	1	12	12	12	10
		Capacity building on stakeholders	49.5	0.5	8	11	14	16
		Initiate a Specialised business/ Insolvency court	40	0	10	10	10	10
		Safeguarding legal interest & legal compensation	56.5	1.5	10	15	15	15
1.4 Promote compliance	Legal Compliance and Research	Institutionalize a robust compliance management programme	48.5	0.5	14	14	10	10
		Implement enterprise risk management	50	1	8	12	16	13
1.5 Enhance effective data and records management program	ICT, Records Management, Registrars	Develop and implement an ICT strategy	22	2	5	5	5	5
		Integrate all records and data management function with technology	90	0	15	23	25	27
1.6 Improve time taken to resolve insolvency matters	Official Receiver	Develop and implement a Data Management Strategy	115	0	25	30	30	30
		Enhance capacity for internal and external stakeholders	52	1	10	12	14	15
		Promote collaboration with other government agencies in regulating Insolvency Practice e.g. Judiciary, DCI, ODP, IP	77	1	12	17	22	25
		Administration of the Insolvency Act	62	2	15	15	15	15
<b>TOTAL</b>			<b>1858</b>	<b>161.7</b>	<b>366.7</b>	<b>416.2</b>	<b>447.2</b>	<b>466.2</b>

**4.4.1 Service delivery, Image visibility and Collaborations**

STRATEGIES	RESPONSIBILITY	KEY INITIATIVES	BUD-GET (KSH. M)	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
2. Service delivery, Image visibility and Collaborations								
2.1 Enhance customer satisfaction and experience	Corporate Comm. Unit	Modernize Call Centre and implement customer Service delivery Charter	40	1	10	10	10	9
	ICT/Corporate Comm. Unit	Promote self-service options	49	0	12	12	12	13
	Corporate Comm. Unit	Implement Customer Relationship Management System	20	0	10	4	3	3
	Corporate Comm. Unit	Accessibility of BRS services through outreach and partnership programmes	106.5	1.5	15	25	30	35
	Corporate Comm. Unit	Continuous customers experience assessment	24.2	0.2	5	5.5	6.5	7
	DCS	Implement quality management system	1.8	0	0.3	0.4	0.5	0.6
2.2 Enhance corporate visibility	Corporate Comm. Unit	Create and implement a Brand & Communication Strategy	101.5	1.5	25	25	25	25
		Implement a robust Environmental, Social and Governance Strategy	7	0.5	1	1.5	2	2
2.3 Improve stakeholder engagement and collaboration	Corporate Comm. Unit	Implement stakeholder engagement programmes	35	0.5	5	7	10	12.5
		Foster mutual relationship with strategic partners	15	0	2	3	4	6
		Implement beneficial programmes for collaboration	17	0	2	3	5	7
<b>TOTAL</b>			<b>417</b>	<b>5.2</b>	<b>87.3</b>	<b>96.4</b>	<b>108</b>	<b>120.1</b>

#### 4.4.2 Institutional Capacity

STRATEGIES	RESPON-SIBILITY	KEY INITIATIVES	BUDGET (KSH. M)	2021 /2022	2022 /23	2023 /2024	2024 /2025	2025 /2026
3.1 Attract, develop, and retain skilled people at all levels to enhance service delivery	HR	Review HR instruments and Organizational Structure	20.00	0	10	0	0	10
		Establish competitive remuneration and benefits	1,380.19	240.0	256.8	274.8	294.0	314.6
		Automate HR services	5.00	0	2	1	1	1
		Develop and implement a staff welfare program	80.50	0.5	20	20	20	20
		Develop and implement staff capacity building program	102.00	2	25	25	25	25
		Develop and implement an induction program for new employees	0.50	0.1	0.1	0.1	0.1	0.1
		Develop and implement BRS performance management system	1.30	0.2	0.5	0.2	0.2	0.2
		Develop and implement Succession Planning plan	40.50	0.5	10	10	10	10
		Carry out an employee climate survey	8.20	0.2	2	2	2	2
		Define a BRS culture (An assessment to establish the weak areas)	5.00	0	5	0	0	0
3.2 Entrench a new BRS culture	HR	Develop and Implement a culture-centric program	42.00	1.7	11	10.5	9.8	9

STRATEGIES	RESPON-SIBILITY	KEY INITIATIVES	BUDGET (KSH. M)	2021 /2022	2022 /23	2023 /2024	2024 /2025	2025 /2026
3.3 Ensure financial sustainability	F&A	Automate , streamline, Strengthen Finance and Accounts Processes (Activities)	1.00	0.2	0.2	0.2	0.2	0.2
	F&A	Diversify revenue sources/streams	1.30	0.2	0.4	0.3	0.2	0.2
	F&A	Strengthen the revenue collection process	14.00	2	3	3	3	3
	All	Implement cost savings measures	0.00	0	0	0	0	0
	F&A, DG, Board	Enhance strategies for increased exchequer funding	23.00	3	5	5	5	5
	F&A	Increase donor funding	15.00	1	4	5	3	2
3.4 Prudent utilization of resources through supply chain management	F&A	Implement financial policy	4.00	0	1	1	1	1
	SCM	Automate procurement process	4.50	0.5	1	1	1	1
	SCM	Enhance/ streamline the supply chain process	21.50	1.5	5	5	5	5
	SCM	Develop and implement strategies on of AGPO and BKBK	13.00	1	3	3	3	3
3.5 Strengthen corporate governance	CS	Promote ethical conduct and strengthen corporate governance practices	47.00	7	10	10	10	10
	CS	Capacity building of the board and management	17.00	1	4	4	4	4
	CS	Strengthen risk management	10.00	0.5	2.5	2.5	2.5	2
	IA	Strengthen internal control system/structure	25.00	2	4	5	6	8
3.6 Ensure adequate physical infrastructure and assets	CS/Com	Develop and implement an ESG program	1.20	0	0.4	0.4	0.2	0.2
	Admin	Relocation of BRS Office to a suitable location - enabling the service to be reached by the customers	408.00	100	77	77	77	77
	Admin	Acquire and maintain appropriate property, plant and equipment	66.50	10	14.5	14	14	14
	Admin	Promote efficient and effective use of the available physical resources	12.50	0.5	3	3	3	3

STRATEGIES	RESPON- SIBILITY	KEY INITIATIVES	BUDGET (KSH. M)	2021 /2022	2022 /23	2023 /2024	2024 /2025	2025 /2026
3.7 Promote evidence-based decision making	RD/CP	Operationalize and implementation of research, planning and M&E function	40.50	1.5	10	10	10	9
	RD/CP	Implement data dissemination program	20.50	0.5	5	5	5	5
	RD	Mobilize resources for research, planning and M&E	25.00	1	6	6	6	6
	RD	Develop and implement repository	25.00	1	9	5	5	5
	RD/CP	Build capacity for research, planning and M&E	20.50	0.5	5	5	5	5
	ICT	Implement information security system	15.00	1	2	3	4	5
3.8 Strengthen ICT to improve efficiency and effectiveness and deliver on BRS mandate	ICT	Acquire supportive and compliant ICT infrastructure	85.00	7	15	18	20	25
	ICT	Enhance accessibility of BRS services	50.00	5	9	12	12	12
	ICT	Automate processes at BRS	20.00	1	5	5	5	4
	ICT	Build capacity on ICT	16.00	1	3	3	4	5
	ICT	Develop innovative ways on delivery of service- mechanism for tracking progress	20.00	0	3	4	6	7
	ICT/CP	Mechanism for assessment	4.00	0	1	1	1	1
<b>TOTAL</b>			<b>2,711.19</b>	<b>395.1</b>	<b>553.4</b>	<b>560</b>	<b>583.2</b>	<b>619.5</b>

## 4.5 Risks and Mitigation

Table 4.5 shows the risks identified by BRS that present the greatest threat in the 2021/22 to 2025/26 period. The table also shows the mitigation strategies.

**Table 4. 5: Risks and Mitigation Strategies**

RISK TYPES	RISK ELABORATION	RISK RANK-ING			RISK MITIGATION STRATEGY
		L	M	H	
Economic	<ul style="list-style-type: none"> <li>Reduced exchequer funding due to economic down turn</li> <li>Inability to attract donor funding</li> <li>Delays in receipt of budgetary allocations</li> <li>Budget cuts</li> </ul>			√	<ul style="list-style-type: none"> <li>Strengthen donor funding resource mobilization strategy</li> <li>Position BRS as a revenue collector and seek for gazettment of A-I-A</li> </ul>
Legal	<ul style="list-style-type: none"> <li>Unplanned expenditure; loss of money due to legal suits</li> <li>Loss of reputation</li> </ul>			√	<ul style="list-style-type: none"> <li>Conduct legal audits</li> </ul>
Operational	<ul style="list-style-type: none"> <li>Risk on the organizational/operational structure/capacity to deliver the plan caused by loss of assets</li> </ul>	√			<ul style="list-style-type: none"> <li>Develop asset management policy</li> </ul>
	<ul style="list-style-type: none"> <li>Loss of staff</li> </ul>			√	<ul style="list-style-type: none"> <li>Develop and implement staff retention strategy</li> </ul>
Reputational	<ul style="list-style-type: none"> <li>Integrity related to the data and operations undermine the level of trust and public confidence</li> </ul>			√	<ul style="list-style-type: none"> <li>Take staff through an integrity program</li> <li>Enhance digitalization to minimize staff contact</li> </ul>
Technological	<ul style="list-style-type: none"> <li>Cyber espionage and process compromise attacks</li> </ul>			√	<ul style="list-style-type: none"> <li>Capacity build employees on cybersecurity</li> <li>Implement network segmentation and application of firewalls</li> <li>Implement Business continuity disaster recovery plans</li> </ul>
Political Risks	<ul style="list-style-type: none"> <li>Likely political instability due to incoming elections</li> </ul>			√	<ul style="list-style-type: none"> <li>Prioritization of the activities Business continuation plan</li> <li>Review the plan to align it with prevailing conditions</li> </ul>

## 5. MONITORING, EVALUATION AND REPORTING

### 5.1 Implementation Plan

There are many reasons organizations prepare strategic plans. It is estimated that 90% of organizations do not implement their strategic plans at all. This failure to execute plans invariably leads to an organization that proceeds on its course in the absence of objectives, lack of leadership and poor allocation or even the misallocation of resources. It is like a jumbo jet flying at night without a flight plan, navigational instruments, and ground coordinates.

An excellent strategic plan will deliver expected results if its implementation is good. Several things can go wrong during implementation even with a well thought out strategy. The greatest risk to implementation of the plan is the lack of goodwill amongst those charged with the responsibility to roll it out. They may, for example, feel that they are not up to the task of executing it, or they may be too busy carrying out tasks that have little relevance to the strategy, or they may even feel that the strategy does not serve their interests. BRS will need to carry out various activities to ensure successful implementation of this strategic plan. The key activities are reviewed below.

#### 5.1.1 Cascading the strategic plan

The strategic plan is a very high-level plan that must be cascaded down to tangible projects with activities and outputs at the functional or departmental level. The Management team is required to spearhead this cascading exercise and ensure every department can be held accountable for delivering its part of the strategy. Further cascading to the employees should take place at the department level so that employees execute aspects of the strategy in their day-to-day operational activities.

#### 5.1.2 Internal consistency

Successful strategic plan implementation requires congruence between the various internal dimensions of an organization. Key among these is strategy, structure, systems, style (leadership), staff (skills, number, attitudes) and shared values. These will be aligned to support the BRS strategic plan being implemented and will be spearheaded by BRS' top management.

#### 5.1.3 Implementation plan as a basis for annual work plans

The BRS five-year implementation plan has been developed based on the strategy in Chapter 5 and is shown in Appendix 1. It shows the outcomes, performance indicators for each outcome, targets to be achieved in the first and final of the plan period, the offices responsible for achieving these targets, the key initiatives to be implemented and their estimated budgets.

Annual Work Plan (AWPs) are prepared every year based on the five-year implementation plan shown in Appendix 1. They provide detailed activities planned and set out what will be accomplished during the year for result or set of results identified. For each year, the AWP will be evaluated to gauge the extent of achievement and lessons learned that year that could be useful in the next year.

#### 5.1.4 Budget alignment

For each year, it is important to align the BRS annual budget with the AWP for that year. This means that the budget must fund the prioritized key initiatives.

#### 5.1.5 Communication of the Strategic Plan

All employees of BRS will be involved in implementing this strategic plan. They will be sensitized on key highlights of the strategic plan being implemented and what is expected of them. It will be the responsibility of BRS Management to communicate this strategic plan to all staff.

## 5.2 Monitoring and Evaluation

Periodic monitoring is a critical stage in the strategy implementation process. Akin to the process of counting milestones as one drives along the highway, monitoring of the strategic plan has the objective of ensuring that key performance indicators are achieved within the period stipulated in the plan in which the objectives and strategies are well spelt out. Monitoring strategic plans is very crucial for three key reasons: to ensure that the plan is executed within the set parameters; to assess if progress is being made in line with expectations in the plan and determine there is need be change tact for better results; and to avail information periodically for decision making.

Monitoring and evaluation of performance shall be coordinated by the Director Corporate Services (DCS). In this regard, under the guidance and coordination of the DCS, the Heads of Departments shall carry out quarterly self-assessment of performance and provide proofs of compliance in Management monthly meetings. They will be expected to have the capacity to conduct self-assessment of performance and will be given the responsibility to undertake performance measurements and reporting.

### 5.2.1 Periodic Monitoring and Reporting

The consolidated quarterly monitoring results will be reported by the DG in all quarterly Board meetings. It is hereby recommended that implementation of the strategic plan be a standing item in all quarterly Board meetings.

The plan will be monitored and progress noted on quarterly and annual basis. All reasons for any variance from the targets will be explained and any corrective action taken where necessary to ensure the envisaged aspirations are achieved. Appendix 3 gives a template that can be used to monitor and report the implementation of the strategic plan.

- i) Quarterly Workplan Implementation Reports: These reports will include information on set targets, performance indicators and implementation status for the quarter. The quarterly progress reports shall be used for reviewing progress in the implementation of the annual work plan and recommend appropriate remedial measures.
- ii) Annual Review Reports: Annual Review Reports will be prepared at the end of every financial year. These reports will highlight key achievements against set targets, constraining factors; lessons learnt, challenges as well as recommendations for accelerating performance.
- iii) Mid-Term Evaluation Report: This will be prepared in the year FY 2023/24 to capture progress made on implementation of planned activities at mid-term. The review will inform any amendments to the strategies, activities and targets where necessary.
- iv) End-Term Evaluation Report: This will be prepared at the end of the plan period to review the success rate in implementation of the plan. This report will highlight key milestones; challenges, lessons learnt, and make recommendations relevant to the development of another strategic plan.

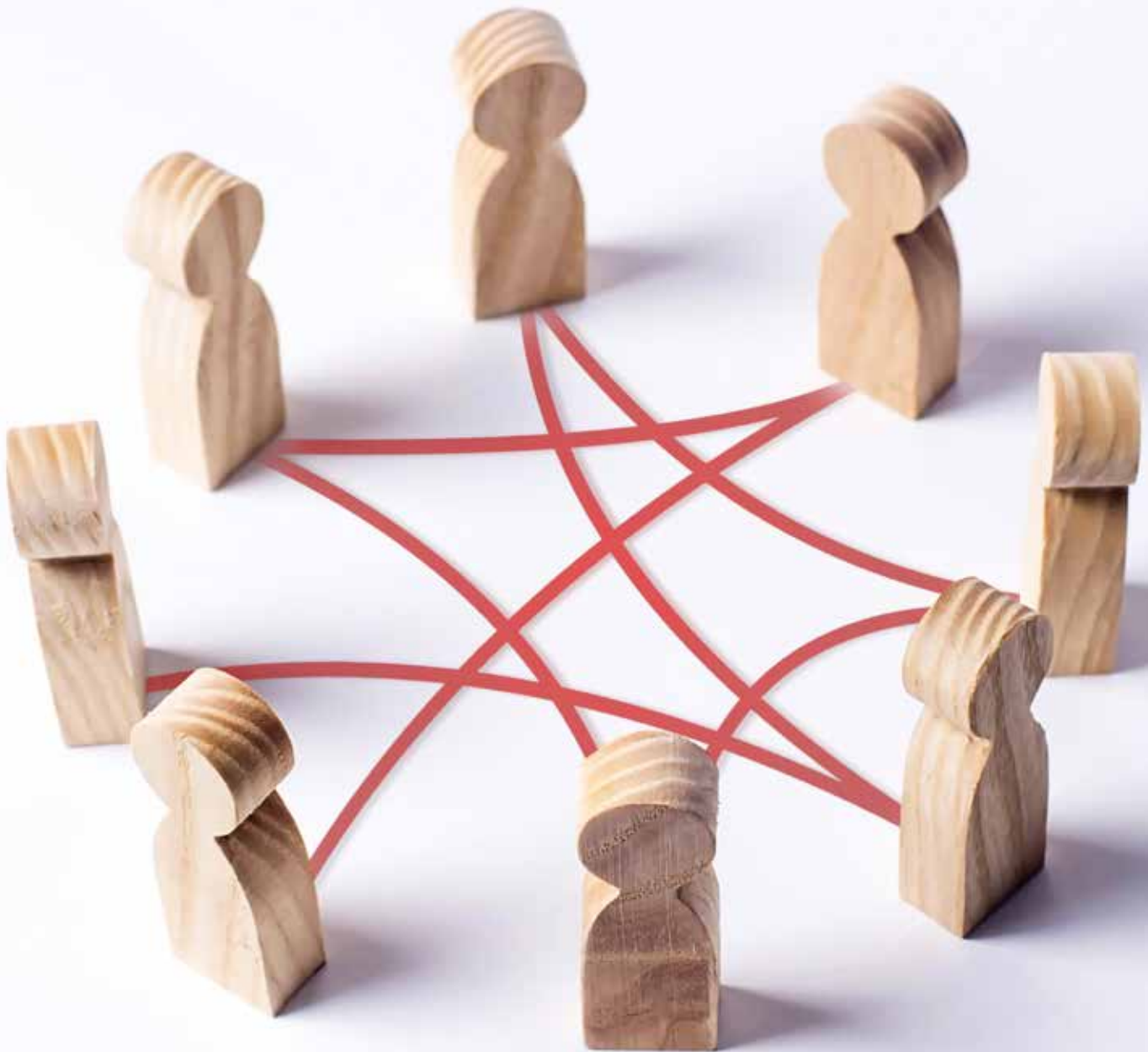
### 5.2.2 Monitoring and Evaluation dashboard

In the era of Enterprise Resource Planning, there is nothing better than a strategic dashboard approach to monitoring the BRS strategic plan in the 2021/22 to 2025/26 plan period. The ERP provides an opportunity for a strategic dashboard as a real time reporting tool for monitoring the performance of the strategic plan in a manner that will help summarize performance over set time frames in terms of months, quarters or even years. This approach will be key in keeping with BRS' intention to exploit technology to work and provide better services.

For this approach to be successful, there is need for the ERP system to be configured to perform this function. There will also be need for all managers to be inducted on the potential of this system as a dashboard that allows the integration of all the strategies that are contained in this plan and of its efficacy as a tool for monitoring the KPIs that are elaborated in this plan.

### **5.2.3 Review of the Strategic plan**

This strategic plan will be reviewed in 2023 to conform to the Medium-Term plan containing the Government agenda. BRS will formulate a strategic plan at the end of planning period after undertaking end of term evaluation as need arises within the planning period.



**TEAM WORK**



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## APPENDICES

### Appendix 1: Implementation Plan

#### A1.1 EASE OF DOING BUSINESS

STRATEGIES	OUTCOMES	KPIs	BASE-LINE (2020/21)	TARGETS		RESPON-SI-BILITY	KEY INITIATIVES	JUSTIFICATION	BUDGET (KSH. M)
				Y1 (2021/22)	Y5 (2025/26)				
1.1 Enhance business registration processes	Improved efficiency on our registries & insolvency services	Automation of workflows/ processes (%)	40% Automation	52%	100%	Companies Registry, ICT and OR	Continuous BPR	Ease Business Start-up and reduce cost of operating a business	624
		Business registration TAT	2 days	1 days	30 minutes		Carry out customer satisfaction survey		
	Improved ease of doing business ranking	Customer satisfaction index (%)	N/A	50%	80%	Adopt modern technologies to improve business processes	200		
		Distance to the frontier	82.7	97.1	100	Integration of registration process with other agencies	82.5		
	Excellence in service output in quality and responsiveness	Enhanced access to BRS services					Administration of Business-Related Laws	30	
							Continuously review and strengthen strategic partnerships	50	

STRATEGIES	OUTCOMES	KPIs	BASE-LINE (2020/21)	TARGETS		RESPON-SI-BILITY	KEY INITIATIVES	JUSTIFICATION	BUDGET (KSH. M)
				Y1 (2021/22)	Y5 (2025/26)				
1.2 Improve Secured Transaction Registries	Increased use of movable assets to access credit	Number of Notices	Initial Notices – (426,103)	553,933 30% increase	1,065,257 150%	MPRS Registry	Diversification by developing value added programmes (integration with NTSA, Credit Information Sharing, OR, CRB, CR, Ware house receipts council system)	Increase use of movable assets to access credit	50
		Number of Searches	Searches (53,823)	30% increase	150% increase				
1.3 Enhance policy legal and regulatory framework	Enabling framework for efficient execution of BRS mandate	HP lincases issued	25	28	40	DLC&R	Creation of awareness on MPSR and HP	To ensure the core business is done	40
			25	28	40		Administration of the MPSR and HP Acts		
							Efficiency of e-collateral registry		
							Continuous regulatory review		
							Stakeholder engagement and public awareness		
47	25	28	40	Capacity building on stakeholders					
				Initiate a Specialised business/ Insolvency court					
				Safeguarding legal interest & legal compensation					
56.5	Minority interests in business protected	Ranking on protection of minority investors	1	1	1		Safeguarding legal interest & legal compensation	Safeguarding BRS legal interest	56.5
			49.5	40					

STRATEGIES	OUTCOMES	KPIs	BASE-LINE (2020/21)	TARGETS			RESPON-SIBILITY	KEY INITIATIVES	JUSTIFICATION	BUDGET (KSH. M)
				Y1 (2021/22)	Y5 (2025/26)					
1.4 Promote compliance	Increased compliance	Level of compliance (%)	TBE	100%	100%		Legal Compliance and Research	Institutionalize a robust compliance management programme Implement enterprise risk management	-Derive business value and better manage risk for the achievement of BRS mandate -Increase revenue -Build investor confidence -Promote corporate governance	48.5
										50
1.5 Enhance effective data and records management program	Increased data integrity	Level of integration of Records management functions with ICT  Level of implementation of ICT strategy  Level of Implementation of Data Strategy	20%	30%	80%		ICT, Records Management, Registrars	Develop and implement an ICT strategy  Integrate all records and data management function with technology  Develop and implement a Data Management Strategy	Maintaining and ensuring the accuracy, consistency and completeness of data and records throughout their life cycle.  Data intelligence  “establishing strong data quality management practices that will help protect and maintain data during collection, processing and storage.”	227

STRATEGIES	OUTCOMES	KPIs	BASE-LINE (2020/21)	TARGETS			RESPON-SI-BILITY	KEY INITIATIVES	JUSTIFICATION	BUDGET (KSH. M)
				Y1 (2021/22)	Y5 (2025/26)					
1.6 Improve time taken to resolve insolvency matters	Expeditious resolution of insolvency	Time taken to resolve insolvency matters	4 years	2 years	1 year	Official Receiver	Enhance capacity for internal and external stakeholders Promote collaboration with other government agencies in regulating Insolvency Practice e.g. Judiciary, DCI, ODPP, IP Administration of the insolvency Act	Improve accountability and transparency in insolvency administration Regulate financial misconduct of delinquent directors	52 77	
<b>Total</b>								Expeditious resolution of insolvency	<b>1858</b>	

## 1.2 Service Delivery, Corporate Image and Collaborations

OUTCOMES	KPIs	BASELINE (2020/21)	TARGETS		RESPON-SI-BILITY	KEY INITIATIVES	JUSTIFICATION	BUDGET (KSH. M)
			Y1 (2021/22)	Y5 (2025/26)				
2.1 Enhance customer satisfaction and experience	Customer satisfaction index (%)	TBE	50%	80%	Corporate Comm. Unit	Modernize Call Centre and implement customer Service Delivery Charter	Integral part of efficient service delivery	40
	Level of compliance with the service delivery charter (%)	TBE	80%	99%	ICT/ Corporate Comm. Unit	Promote self-service options	Empower customers with self-service tools necessary to serve themselves and decentralized service	49
2.2 Enhance corporate visibility	Awareness level of BRS mandate (%) in the population	TBE	20%	70%	Corporate Comm. Unit	Implement Customer Relationship Management System	Prompt response to customers need	20
	Increased corporate visibility				Corporate Comm. Unit/CP	Accessibility of BRS services through outreach and partnership programmes	Decentralization of BRS Services	106.5
					Corporate Comm. Unit/CP	Continuous customers experience assessment	To access performance	24.2
					DCS	Implement quality management system	To institutionalize quality management	1.8
					Corporate Comm. Unit	Create and implement a Brand & Communication Strategy	Elevate the BRS brand and its mandate	101.5
						Implement a robust Environmental, Social and Governance Strategy	Build the brand equity	7

	OUTCOMES	KPIs	BASELINE (2020/21)	TARGETS		RESPON-SIBILITY	KEY INITIATIVES	JUSTIFICATION	BUDGET (KSH. M)
				Y1 (2021/22)	Y5 (2025/26)				
2.3 Improve stakeholder engagement and collaboration	Increased support from stakeholders	Number collaborations	TBE	4	6	Corporate Comm. Unit	Implement stakeholder engagement programmes	Create understanding of the BRS mandate and identify areas of collaborations	35
							Foster mutual relationship with strategic partners	Maintain strategic partnerships	15
							Implement beneficial programmes for collaboration	Identify and pursue new areas for collaborations	17
<b>Total</b>									<b>417</b>

### A1.3 Institutional Capacity

STRATEGY	OUTCOMES	KPIs	BASELINE (2020/21)	TARGETS		RESPON-SIBILITY	KEY INITIATIVES	JUSTIFICATION	BUDGET (KSH. M)	
				Y1 (2021/22)	Y5 (2025/26)					
3.1 Attract, develop, and retain skilled people at all levels to enhance service delivery	Enhanced people's engagement and motivation	Staff turnover (%)	2%	1%	1%	HR	Review HR instruments and Organizational Structure	To align the organo structure to deliver the Strategic Plan	20.0	
				2%	8% improvement		Establish competitive remuneration and benefits	To attract and retain staff	1,380.19	
	Increased productivity	Employee satisfaction index (%)	TBE	2% improvement	8% improvement		Automate HR services	Safeguard HR data,Streamline HR services and ensure consistency	5.00	
				2% improvement	8% improvement		Develop and implement a staff welfare program	To motivate staff	80.5	
	Average corporate performance appraisal rating (%)	TBE	2% improvement	8% improvement		Develop and implement staff capacity building program	To equip people with the right skills to increase performance	102.00		
			2% improvement	8% improvement		Develop and implement an induction program for new employees	For smooth transition into new place -to improve motivation, engagement, and performance	0.50		
								Develop and implement BRS performance management system	To assess and monitor employee performance	1.30
								Develop and implement Succession Planning plan	To assess the employee motivation level	40.50
								Carry out an employee climate survey	To ensure there is continuity of BRS	8.20

STRATEGY	OUTCOMES	KPIs	BASELINE (2020/21)	TARGETS		RESPON-SI-BILITY	KEY INITIATIVES	JUSTIFICATION	BUDGET (KSH. M)
				Y1 (2021/22)	Y5 (2025/26)				
3.2 Entrench a new BRS culture	Better customer and employee experience	Customer and employee experience rating	TBE	2% improvement	8% improvement	HR	Define a BRS culture (An assessment to establish the weak areas)	To highlight the descriptors of customer-centrism	5.00
							Develop and implement culture-centric program		42.0
3.3 Ensure financial sustainability	Sufficient financial resources  Prudent utilization of resources	Revenue collected (Ksh. M)  Exchequer allocation (Ksh. M)  Resources mobilised outside the exchequer (Ksh. M)	877 <sup>1</sup>  309  142	1,046.6  420  142	1,390.6  600  200	F&A  F&A  F&A  All  F&A, DC, Board  F&A  F&A	Automate Streamline, and strengthen Finance and accounts processes.	To streamline/increase efficiency of the F&A processes which contributes to increased accountability	1.00
							Diversify revenue sources/streams	To have a wide scope of revenue sources	1.30
							Strengthen the revenue collection process	To increase the effectiveness of the existing collection processes	14.00
							Implement cost savings measures and enhance prudence in financial management	To help in sustaining the acquired financial resources	0.00
							Enhance strategies for increased exchequer funding	To have adequate resources	23.00
							Increase donor funding	To seek adequate resources	15.00
Implement financial policy	To ensure all the processes are structured and aligned	4.00							

<sup>1</sup> This is an average of the last three years since the Revenue collection for the FY 2020/21 was influenced(hiked) by the increased revenues from the effect of COVID 19 and the revenues associated with compliance with BO.

STRATEGY	OUTCOMES	KPIs	BASELINE (2020/21)	TARGETS		RESPON-SI-BILITY	KEY INITIATIVES	JUSTIFICATION	BUDGET (KSH. M)
				Y1 (2021/22)	Y5 (2025/26)				
3.4 Prudent utilization of resources through supply chain management	Efficiency utilization of resources	Budget over-runs	10%	<1%	<1%	SCM	Automate procurement process	To make the process more efficient	4.50
				Increased compliance with statutory framework	Compliance level on: AGPO BKBK		20%	30%	50%
	30%	40%	50%			SCM			Develop and implement strategies on AGPO and BKBK
				40%	50%				

STRATEGY	OUTCOMES	KPIs	BASELINE (2020/21)	TARGETS		RESPON-SI-BILITY	KEY INITIATIVES	JUSTIFICATION	BUDGET (KSH. M)
				Y1 (2021/22)	Y5 (2025/26)				
3.5 Strengthen corporate governance	Enhanced corporate governance practices	Corporate governance audit score (%)	TBE	2% improvement	8%	CS	Promote ethical conduct and strengthen Corporate governance practices	To reduce/increase ethics in governance	47.00
		Board evaluation score (%)	94%	95% improvement	98%	CS	Capacity building of the board and management	To enable the board and management to practice good governance practices	17.00
		Internal compliance rating (%)	TBE	3% improvement	15%	CS	Strengthen risk management	To safeguard the service from any loss, reputational damage	10.00
3.6 Ensure adequate physical infrastructure and assets	Enhanced work environment	Employee satisfaction rating of work environment (%)	TBE	1% improvement	5%	Admin	Strengthen internal control system/structure	To increase efficiency, minimize risk exposure	25.00
							Develop and implement an ESG program	To promote sustainability of the available resources	1.20
							Relocation of BRS Office to a suitable location - enabling the service to be reached by the customers	To ensure a conducive working environment	408.00
						Admin	Acquire and maintain appropriate property, plant and equipment	To empower the service with the right tools to deliver on their duties	66.50
						Admin	Promote efficient and effective use of the available physical resources	To safeguard the resources available -reduce maintenance costs	12.50

STRATEGY	OUTCOMES	KPIs	BASELINE (2020/21)	TARGETS		RESPON-SI-BILITY	KEY INITIATIVES	JUSTIFICATION	BUDGET (KSH. M)
				Y1 (2021/22)	Y5 (2025/26)				
3.7 Pro-mote evidence-based decision making	Informed decision making	No of publications	TBE	1	5	RD/CP	Operationalize and implementation of research, planning and M&E function	To have a conducive platform which enables the Service to do activities on research, planning and M&E	40.50
						RD/CP	Implement data dissemination program	To enhance the usefulness of the research through outreach	20.50
				1	5	RD	Mobilize resources for research, planning and M&E	To ensure the service carries quality research which is not compromised by lack of resources	25.00
						RD	Develop and implementation repository	To provide safe custody of knowledge acquired at BRS	25.00
						RD/CP	Build capacity for research, planning and M&E	To effectively promote evidence-based decision making	20.50

STRATEGY	OUTCOMES	KPIS	BASELINE (2020/21)	TARGETS		RESPON-SI-BILITY	KEY INITIATIVES	JUSTIFICATION	BUDGET (KSH. M)
				Y1 (2021/22)	Y5 (2025/26)				
3.8 Strengthen ICT to improve efficiency and effectiveness and deliver on BRS mandate	Quality of user service provision	System up-time (%)	TBE	25% im-prove-ment	99.9%	ICT	Implement information security system	To secure data, information held by BRS	15.00
				25% im-prove-ment	99.9%	ICT	Acquire supportive and compliant ICT infrastructure	To have the enabling ICT tools to enhance the staff to enhance their productivity	85.00
	Increased data Integrity	Completeness and accuracy of the register (%)	TBE	10% im-prove-ment	99.9%	ICT	Enhance accessibility of BRS services	Effective use BRS IT services	50.00
				10% im-prove-ment	80%	ICT	Automate processes at BRS	For increased operational efficiency	20.00
	Enhanced user experience	User satisfaction index (%)	TBE	10% im-prove-ment	80%	ICT	Build capacity on ICT	To have adequacy ability to build an ICT driven /service	16.00
						ICT	Develop innovative ways on delivery of service- mechanism for tracking progress	To keep up with emerging trends to prevent obsolescence	20.00
						ICT/CP	Mechanism for assessment	To measure and track satisfaction with ICT systems	4.00
	<b>Total</b>								
<b>Grand Total</b>									<b>4,986.19</b>

## PARTICIPATION IN THE STRATEGY PROCESS

List of Attendees: Joint Board and Management SP Workshop held at Naivasha

### Names of the Board Members

NAME	DESIGNATION
1 . Ms. Carol Musyoka	Chairperson of the Board
2. Mr. James Mureu	Chairperson, Human Resource and Finance Committee
3. Ms. Shella Sheikh	Chairperson, Risk and Compliance Committee
4. Ms. Catherine Musakali	Chairperson, Audit and Governance Committee
5. Mr. Brian Omwenga	Chairperson, Technical and Strategy Committee
6. Ms. Josephine Kanyi	Alternate to the CS, National Treasury
7. Mr John Mwendwa	Alternate to the PS, Business Reforms and Transformation.

### Names of the Staff Members

NAME	DESIGNATION
1. Kenneth Gathuma	Director General
2. Joyce Koech	Registrar of Companies
3. Mark Gakuru	Official Receiver
4. Jones Otuke	Director Corporate Services
5. Doris Wambugu	Director Legal, Research and Compliance
6. Yusuf Saleh	Deputy Director -Human Resource and Administration
7. Erastus Mbalu	Deputy Director-Finance & Accounts
8. Elizabeth Macharia	Corporate Secretary
9. Beatrice Osicho	Deputy Official Receiver
10. Karen Ndegwa	Deputy Registrar
11. Shighadi Mwakio	Deputy Director -Movable Property Security Rights (MPSR)
12. Kevin Okumu	Deputy Director-Compliance
13. Barbara Nguyu	Deputy Director-Research
14. William Njeru	Internal Auditor
15. Amos Otanga	Senior ICT Officer
16. Bernard Otiego	Senior Communication Officer
17. Martin Musau	Senior Planning Officer
18. Idy Pembere	Senior Supply Chain Management Officer
19. Boniface Odhiambo	Senior Records Management Officer
20. Doreen Micheu	Senior Administration Officer
21. Sarah Kingi	Logistics
22. Roseline Amake	Logistics

## APPENDIX 3: TEMPLATE FOR MONITORING STRATEGY IMPLEMENTATION

**Year:**

**Quarter:**

STRATEGIES	OUT-COMES	KPIs	ANNUAL TARGET	QTR TARGET	ACTUAL ACHIEVEMENT		KEY INITIATIVES	EXPLANATIONS FOR OVER OR UNDER ACHIEVEMENT
					ACTUAL	RAG		

**Key:**

RAG: Red (behind schedule or less than 50% achieved)

Amber (on track or 50% - 90% achieved)

Green (achieved or greater than 90% achieved)







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