



BUSINESS REGISTRATION SERVICE

DRAFT

STRATEGIC PLAN 2023-2027



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ACRONYMS AND ABBREVIATIONS

AFCFTA	Agreement Establishing the African Continental Free Trade Area
AGPO	Access to Government Procurement Opportunities
AU	Africa Union
BETA	Bottom-Up Economic Transformation Agenda
BOI	Beneficial Ownership Information
B-Ready	Business Ready
BRS	Business Registration Service
CAJ	Commission on Administrative Justice
CFTA	Continental Free Trade Area
COMESA	Common Market for Eastern and Southern Africa
EAC	East African Community
EDRMS	Electronic Document Records Management System
e-GP	e-Government procurement system
EODB	Ease of Doing Business
ERP	Enterprise Resource Planning
ESG	Environmental, Social and Governance
FATF	Financial Action Task Force Standards
FY	Financial Year
GoK	Government of Kenya
A-I-A	Appropriation in Aid
ICT	Information and Communication Technology
KRA	Key Results Area
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
MSMEs	Micro, Small and Medium Enterprises
MTP IV	Fourth Medium Term Plan
NT	National Treasury
OAG & DOJ	Office of the Attorney General and the Department of Justice
ODPC	Office of Data Protection Commissioner
PESTEL	Political, Economic, Social, Technological, Ecological and Legal
PWDs	Persons with Disabilities
QMS	Quality Management System
SCAC	State Corporations Advisory Committee
SDG	Sustainable Development Goals
SP	Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities and Threats
TAT	Turn Around Time
UN	United Nation

EXECUTIVE SUMMARY

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1 CHAPTER ONE: INTRODUCTION

This chapter provides an introduction of the plan. The chapter covers section on the importance and contribution of the strategy towards the success of an organization, the alignment of the strategy with global, regional and national policy frameworks, government vision and agenda, the history of the Service and the methodology used to develop the plan.

1.1 Strategy as an Imperative for Organizational Success

The Business Registration Service recognizes that a robust Strategic Plan is crucial for its success. It understands the central role of a well-defined Strategic Plan in achieving its objectives and realizing its vision. This Strategic Plan 2023-2027, acts as a roadmap, guiding the Service' actions and decisions while keeping a clear focus on corporate objectives and the strategic goals.

The formulation process considered various factors in the Service operating environment and will focus on ensuring its responsiveness to the changing environment, dynamic customer needs and expectations, usage and access to services, and adoption of sustainability practices. This ensures that the selected strategies have a high likelihood of sustained success and will bring about business information and access for all Kenyans. Through implementation of this strategic plan, the Service focuses on promoting business stability and growth, optimizing value of data and improvement in service delivery.

The strategic philosophy for the next five years is anchored in **..one...** core principles, namely; customer centricity..... and evidence-based practices. Essentially, the Service places the needs of citizens at the forefront of our initiatives, ensuring that services are accessible, efficient and reliable to meet their evolving requirements.

To achieve this, we base our decisions and policies on comprehensive data analysis, allowing us to make informed choices that promote efficiency, transparency and effectiveness.

The Service anticipates that this Strategic Plan will be indispensable for organizational success and will lead to emphatic outcomes for the period of implementation. Ultimately, it will contribute to the growth and development of the business economy.

Specifically, the strategic plan is important for BRS since it: -

- (1) Assists the Service to align its activities and resources with overarching goals and objectives.
- (2) Enables BRS to make informed and evidence-based decisions.
- (3) Allows BRS to optimize the allocation of limited resources.
- (4) Facilitates engagement and collaboration with stakeholders, including citizens, businesses, and other government agencies.

- (5) Establishes performance measures and metrics that enable BRS to track progress and evaluate their performance.
- (6) Helps BRS anticipate and respond to changing circumstances and emerging challenges.
- (7) Promotes alignment and coordination within BRS.
- (8) Allows BRS to establish a long-term vision, which provides a roadmap for the organization's development and growth over time, ensuring continuity beyond immediate challenges.

1.2 Context of Strategic Planning

1.2.1 Sustainable Development Goals (SDGS)

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 of 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.

1.2.2 Africa 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's 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 among others through enhancing the fiscal system and Public Sector Revenues. The plan is aligned to this goal and aspiration as it has put strategies on how to enhance the amount of the revenue collected over the next 5 years.

1.2.3 EAC vision 2050

The East African Community (EAC) Vision 2050 articulates the Community's desired future state. East Africans envisage a prosperous, competitive, secure and politically united region by 2050. One of the aspirations of EAC 2050 is to *enhance inclusiveness in development and socio-economic transformation*. The BRS strategic Plan has prioritized financial inclusivity by providing alternative low-cost financing options through MPSR regime. Further the bloc seeks to *have a better environment for inter and intraregional trade and investment*. This strategic plan is aligned with this goal of EAC of facilitating conducive business growth through easier business registration and supportive business rescue mechanism for the insolvent business entities and merchants.

1.2.4 Constitution of Kenya, 2010

In carrying out its mandate the Service shall abide by the national values and principles of governance set out in Article 10 of the constitution of Kenya and in particular accountability, transparency, prudence, and public participation.

The Constitution of Kenya under Chapter 4 on the Bill of Rights provides for consumer protection and access to information among other rights that the BRS relate with in upholding the rights of the citizens. The Service endeavors to offered quality service and provide access to information it holds in line with the Data Protection Act.

1.2.5 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 support ease of doing business.

1.2.5.1 Bottom-up Economic Transformation Agenda

The government priority is based on the Bottom-Up Economic Transformation Agenda (BETA). The agenda is geared towards economic turnaround and inclusive growth, and aims to increase investments in at least five sectors envisaged to have the largest impact and linkages to the economy as well as on household welfare. These include: Agricultural Transformation; Micro, Small and Medium Enterprise (MSME); Housing and Settlement; Healthcare; Digital Superhighway and Creative Industry. Special focus will be placed on increased employment, more equitable distribution of income, social security while also expanding the tax revenue base, and increased foreign exchange earnings. The Service will contribute to the BETA framework in the following areas.

Micro, Small and Medium Enterprise (MSME): The government seeks to support the small and micro enterprises to thrive through interventions to correct market failure problems at the bottom of the pyramid and to cushion the MSMEs against high cost of credit. This program aims to lift those at the bottom of the pyramid through structured products in personal finance that includes savings, credit, insurance and investment. This plan will support furtherance and realization of the access to finance target through Movable Property Security Right regime which enables more people to access credit using movable properties. Further the plan has well thought out plan on how to enable MSMEs to formalize their businesses.

Digital Superhighway: The Government seeks to promote investment in the digital superhighway and the creative economy in order to further enhance productivity and overall competitiveness. The priority of the government is to enhance government service delivery through digitization and automation of all government critical processes and make available 80 per cent of government services online. This

strategic plan has an elaborate roadmap to undertake digitization and automation of all its services.

Expanding the tax base: The government seeks to expand the tax base. The Service will play a big role in this through formalization of businesses or enabling ease of registration of businesses. Enhancing the formalization of businesses will help to put more business under taxation and thereby broadening the tax base.

Improving our Foreign Exchange: The government has prioritized the foreign exchange as a key pillar of growth and area of priority. The strategic plan will be a major player here by registration of foreign companies which enables foreign companies to invest or set up business in Kenya.

Resource sustainability: The Government seeks to ensure that its expenditure is financed within a budget deficit target of 3 per cent by financial year 2026/27. This Strategic Plan will play a big part in raising of government revenue to ensure that the target of 3% deficit is attained through efficient management of fees collection process from the services offered.

1.2.5.2 Fourth Medium Term Plan (MTP IV)

The Plan aims at economic turnaround and uplifting the lives and livelihoods of those at the bottom of the pyramid. It adopts the theme *“Accelerating Socio-economic Transformation to a More Competitive, Inclusive and Resilient Economy: A Bottom-Up Approach”*. The theme of the Fourth MTP identifies with the need to ensure economic resilience, inclusiveness, equitable distribution of resources, income and wealth creation to all citizens, and transformative socio-economic development to raise the overall productivity level. In addition, it seeks to provide adequate quantity and quality of employment, access to quality public services, and protection of the environment. The BRS Strategic Plan is aligned with the 3-sector outlined in the Fourth Medium Term Plan (MTP IV) 2023-2027.

Agriculture Sector: The MTP IV envisions to increase the growth of the agricultural sector from 4.2 per cent in 2023 to 5.2 per cent in 2027. The growth would be supported by increasing agricultural and livestock productivity to support agro-processing, spur economic growth, and employment creation. Some of the areas prioritised includes the agriculture financing. The BRS Strategic Plan will contribute to this through MPSR regime of facilitating credit access.

Industry Sector: In the Industrial Sector, MTP IV seeks to implement an economic transformation programme through supporting growth of Micro Small and Medium Enterprises (MSMEs) productivity and enhancing reliability and bringing down cost of doing business. This Strategic has been designed to support growth of the MSMEs through easier formalization and low-cost financing options.

Services Sector: This is expected to grow from 5.9 per cent in 2023 to 8.0 per cent in 2027 by improving lending and investment environment. The BRS Strategic plan is

aligned to this by providing alternative low-cost financing options and facilitating registration of foreign companies which provide a gateway for foreign investment in the country.

Further MTP IV has prioritized **business climate reforms and transformation** which seeks to improve the country's business environment through reduced administrative and regulatory impediments of starting, growing and sustaining businesses. This strategic plan has laid down legal, policy and process reforms meant to hasten registration of business, alternative low-cost financing options and through business rescue mechanism.

1.3 History of the Business Registration Service

The Business Registration Service (BRS) is a State Corporation, under the Office of the Attorney General and the Department of Justice (OAG & DOJ), established through an Act of parliament the Business Registration Service Act, No. 15 of 2015 that commenced on the 6th November, 2015.

Financial year 2015 was a transformative year at the OAG & DOJ that lead to the Operationalization of a New Companies Act, 2015, The Insolvency Act 2015 and the Business Registration Service Act, 2015. 2017 lead to the repeal of the Chattles Transfer, 1930 and the amendment of the Hire Purchase Act, 1970 culminated to the Movable Properties Securities Rights Act, 2017.

Prior to delinking from the office of the Attorney General and the Department of Justice the Service, the mandate the Service oversees were under the Registrar General's Department. The Department was tasked with the mandate of Registration of Marriages, Registration of adoptions, Registration of College of Arms, Registration of Societies, Registration of Companies, Business Names and Partnerships, Registration of Chattles, Registration of Hire Purchase, Administration of Bankrupts and Liquidation of Companies.

With the delinking of BRS from OAG & DOJ the Service was charged with overseeing the operations of the Companies Registry, Movable Property Security Rights Registry (Collateral Registry), Office of the Official Receiver in insolvency, and the Hire Purchase Registry. The mandate focuses on the Business Life Cycle from Formalization, inclusive growth, supporting the creative economy, climate change initiatives, good governance as well as business rescue as a going concern.

The Companies Act 2015 revamped the registration process by allowing the adoption of electronic platforms to streamline the process.

The Insolvency Act, 2015 has a huge impact on commercial legal practice. The Act focuses more on assisting insolvent natural persons, unincorporated entities and insolvent corporate bodies whose financial position is redeemable, so that they may continue to operate as a going concern and meet their financial obligations to the satisfaction of their creditors.

The Movable Property Security Rights Act, 2017 has brought comfort to Secured Creditor because priority rights clearly be established and the borrowers can use their movable assets to access credit.

1.4 Methodology of Developing the Strategic Plan

The Strategic Plan was developed following the FY 2021/2022 – 2025/2026 Strategic Plan review and comes at a time when the Government of Kenya is implementing the Fourth Medium Term Plan (MTPIV) focusing on “The Bottom-Up Economic Transformation Agenda (BETA)”.

During the review process, discussions aimed at articulating the Service vision, mission statement, and core values and aligning the strategies of the Service were moderated.

The process also included facilitation and moderation of the process for identifying Key Results Areas and strategic issues of the Plan that require improvement and reviewing the corresponding activities to be undertaken during the FY 2023/24 – 2027/28 aligned with the Kenya Kwanza Agenda.

Consultative and validation meetings were held from time to time with the Board of Directors, Management, and Staff of BRS to enhance knowledge and understanding of the mandate and functions and the general strategic direction of the Service.

For the purpose of gathering information and engaging stakeholders on important issues that require strategic focus and formulation of strategies that would effectively address them, consultative forums were organized and held for a variety of relevant stakeholders.

The reviewed Strategic Plan also considered various risks and reassessed the risk indicators and also incorporated emerging risks that were not considered during the development of the inaugural Strategic Plan.

Several documents were also reviewed to align the revised strategic plan to their aspirations. These include: Constitution of Kenya 2010, BRS Act , Inaugural BRS strategic plan, Kenya Vision 2030, BETA Agenda , SDGs ,AU 2063 , EAC 2030 and Annual Reports.

2 CHAPTER TWO STRATEGIC DIRECTION

This chapter provides the mandate, vision and mission statements, strategic goals, core values and quality statement. The sections provide the overall aspirations of the Service and the envisaged goal of the plan.

2.1 Mandate

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

The mandate of the Service is further given as to:

- 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

2.2 Vision Statement

Doing business made easier

2.3 Mission Statement

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

2.4 Strategic Goals

- (1) To promote business stability and growth
- (2) To optimize value of data
- (3) To improve service delivery

2.5 Core Values

Customer Centricity

2.6 Quality policy statement

The Service is committed to the highest standards of quality in facilitating formalization of business and access to business information by all in Kenya, through responsive service delivery. The Service shall:

- a) Operating a Quality Management System (QMS) within the context of ISO.9001:2015 and applicable legal requirements.
- b) Continuously review internal and external factors relevant to its mandate and strategic direction.
- c) Continually review and monitor stakeholders' needs and expectations.
- d) Determine and address the risks and opportunities that can affect the delivery of its services and its ability to leverage on opportunities to enhance customer satisfaction.
- e) Ensuring that this quality policy is communicated, understood, and applied within the Service and is accessible to all its stakeholders.

3 CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSIS

This chapter provides the situational and stakeholder analysis which include external and internal environment analysis including the macro and micro-operating environment, opportunities and threats, governance and administrative processes, resources and capabilities, strength and weaknesses, among others.

3.1 Situational Analysis

3.1.1 External Environment Analysis

3.1.1.1 Macro Environment or Remote Environment:

Identify factors which BRS does not have control over but have impacted or can have impact on its decision making and performance; state whether the factor is a threat or an opportunity. The tool for this exercise would be PESTEL

Notes:

- Present & future scenarios
- Apply to industry and areas of the world in which the business operates
- Backed by data (Sources of information should be cited)
- Analyze information and mark each according to its importance to the organization i.e. in relation to potential risks to the organization
- Identify business options to address the issues
- Write a discussion document for all the stakeholders
- Decide what actions need to be taken and trends to be monitored
- Use tools such as Michael porters five forces model, swot and scenario planning.

The PESTEL was used to assess the macro -environment:

3.1.1.1.1 Political Factors

Several political factors are likely to affect the implementation of the strategic plan. Firstly, BRS enjoys political goodwill and stakeholder support which has enabled it to continuously enhance its processes and services. The country is enjoying a stable political environment which is anticipated to prevail throughout the plan, thereby, providing a conducive environment for implementation of the Strategic plan.

Government policy: With a new administration in place, there are bound to be changes in government policies and priorities all geared toward implementation of the Bottoms-up Agenda. Some of the notable changes include: The government's debt sustainability policy aimed at slowing growth in public debt and reducing fiscal deficit has implications for BRS budget projections which can impact the implementation of various business strategies. In addition, the government's austerity measures can worsen the situation.

The anticipated procurement reforms (roll out of end -to-end e-Government procurement system -e-GP) aimed at achieving efficiency, transparency and cost savings in public procurement may have an impact on BRS procurement processes as it is expected to make all public procurement to be managed, tracked and reported online.

The government's focus on facilitating access to government procurement opportunities for MSMEs owned by women, youth and PWDs will continue to impact BRS procurement planning, reporting and accountability obligations.

State Corporation reforms expected to be rolled out by the State Corporations Advisory Committee (SCAC) with the aim of enhancing financial sustainability and efficiency of State Corporations and the policy to rationalize staff establishment and maintain a 70:30 ratio of technical and support staff may have implications for BRS institutional capacity. The employment laws are constantly changing and this has potential to increase BRS compliance obligations. Other

The Government's strict policy on pending bills will continue to affect BRS procurement planning and execution. The service will be required to meet all debts owing to suppliers and therefore the aspect of ensuring there is adequate funding remains a key aspect in this strategic plan.

There is also a sustained focus and attention on ensuring safeguards, protection and incentives for MSMEs with the aim of facilitating business growth among the MSMEs. This is likely to continue to be a key area of focus for BRS programmes and the Service may be required to

Industry standards: Best practice standards and good regulatory practices such as; ISO Quality Management Standards, ethics and integrity, information disclosure, stakeholder involvement, public participation and data driven decisions will continue to impact BRS programmes and plans. This may necessitate alignment of policies and procedures and creation of the necessary support functions in place.

The World Bank business and investment climate country assessments: The World Bank has replaced the EODB rankings with a new report – B-READY. However, there is no major shift in the general area of attention and it remains the regulatory environment for businesses and its effectiveness and efficiency for businesses. The new assessments will be based on data collected from experts (mainly from the private sector) and businesses about their assessment of the efficiencies of the regulatory framework and the provision of related public services for firms and markets.

B-READY will monitor 10 topics that are organized following the life cycle of the firm and its participation in the market while opening, operating (or expanding), and closing (or reorganizing) a business. The topics are: Business Entry, Business Location, Utility Services, Labor, Financial Services, International Trade, Taxation, Dispute Resolution, Market Competition, and Business Insolvency. For each economy, B-READY will produce a numeric score for each of the 10 topics. All topics are consistently structured under three pillars, regulatory framework, public services, and

efficiency. The changes will also require quality data from BRS and a revision of data collection and analysis methods.

Another political aspect is the Agreement Establishing the African Continental Free Trade Area (AFCFTA): Kenya is among 6 countries picked last year to pilot the AFCFTA. SMEs are set to be the biggest beneficiaries of the Agreement but they can only maximize the opportunities available under the Agreement if they formalize their businesses by way of registration. Registration makes a business more trustworthy to other businesses and hence can enable business to secure large contracts and big projects. It can also enable better marketing opportunities and most importantly access to credit. There is an anticipated influx of traders who will be potential customers when visa requirements are relaxed for African Countries.

3.1.1.1.2 Economic Factors

The Kenyan economy is currently facing multiple challenges including budget deficit, high exchange rates, high interest rates, increased taxation, increased cost of living, all of which have the potential to affect disposable income and slow economic growth. Evolving geo-political factors and perennial food shortages are poised to worsen the economic situation

The difficult financial conditions mean that the Government will have to make difficult financing decisions for its programmes and may prioritize some and trade-off others. BRS budget is entirely funded by the Government and is subject to adjustments made in response to fiscal pressures. There is also likely to be an increase in entities coming under insolvency. Existing taxation policies discourage formalization as they affect the lower segments of the society.

Increasing Taxes have also greatly affected the business environment and could also increase the workload on insolvency cases implying more work for the Service and the need to strategically prepare for that.

The government requirement for sustainable state corporations could necessitate an increase in fees charged for services delivered by BRS.

3.1.1.1.3 Social Factors

Kenya's population is projected to grow by 1 million annually reaching about 85 million by 2050. The population is dominated by young people (40%-under the age of 15 years) and 34% of households are headed by women who also constitute 88% of workers in the informal sector. This may require a targeted approach to formalize such businesses.

Furthermore, Covid 19 increased the incidents of remote working which has continued to date and continues to shape labour practices and customer interactions. Increase attention on creatives. Kenya also has a high entrepreneurial culture. This has implications on the strategy to be pursued to register businesses. Also Businesses that are likely to be the majority consumers of BRS services fall within this bracket.

These factors are shaping consumer trends, labour practices and re-defining customer interactions thereby creating numerous business opportunities. With high literacy levels and large number of universities and institutions of higher learning, there is a wide pool of skills available for BRS labour needs. The entrepreneurial spirit is also an opportunity to tap into for BRS business formalization agenda. These may require BRS to pursue targeted communication strategies, implement enterprise automated & integrated solutions, increase access to BRS services country-wide, Mobile offices and Capacity building of targeted groups

3.1.1.4 Technological Factors

Globally, the technological landscape has undergone significant development including: Automation, Innovation, Disruptive digital technologies and social networking. High internet costs, rapid changes in technology also mean that existing technology becomes obsolete very fast.

Artificial Intelligence which has affected business practices and interactions, brought about promising opportunities but also challenges such as cyber security. The availability of 5G internet connectivity. The country also has an increasing internet and mobile broadband connectivity and Technosavvy youth which are available to take up the BRS online services.

As BRS upgrades its Information and Communication Technologies in response to changes in the technology landscape, it may be faced with challenges related to data privacy, security, economy and compliance. Furthermore, concerns about technology complexity, adaptability, sustainability and resilience will need to be addressed if BRS is to leverage the full potential of advances on the technology landscape. With widespread internet connectivity, BRS may need to consider the use of mobile Apps. Emerging technologies in the digital space, and regulatory interventions such as data privacy will require BRS to reorient its work practices to meet expectations, integrate approaches to ensure synergy and carefully manage vendor relationships and carry out due diligence.

3.1.1.5 Environmental Factors

The main issue on ecological front is going to be ESG agenda, with a focus on Governance, Social and Environmental sustainability. BRS will also need to update its policies to align with the ESG agenda and ensure that when dealing with third parties, BRS will be obligated to carry out due diligence to ensure that it is engaging with compliant entities.

BRS digitization and automation enhancement programmes will continue to improve ESG responsiveness. There will be need to train and sensitize staff on ESG agenda. Electronic waste management will be a challenge and BRS will require to improve its policies on waste management.

3.1.1.6 Legal Factors

Several legal factors have influenced how BRS strategy has been implemented and may continue to influence the same over the planning period. Issues such as data protection, enhanced anti-money laundering regulation (Proceeds of Crime and Anti-

Money Laundering Act) aimed at countering the financing of crime on transparency of legal persons to bring it in line with FATF (Financial Action Task Force stds), shortcomings in existing legislation vis-a-vis emerging legal trends, cyber risk management & governance, data collection and use, data privacy compliance and the presence of a litigious culture. Are some of the factors which may affect the way the strategy has been implemented as they entail issues on consumer rights, tax policies, review of the law and may need a close relationship with other enabling actors such as the Parliament and the National treasury.

3.1.1.2 Micro-environment or Immediate Operating environment.

The micro environment presents the immediate environment. The labour market presents a wide pool of skills available in the labour market comprised of technically inclined employees, high population of Gen-z workers. The Service does not have a threat of Trade unions and thrive on non-unionizable employees which controls the industrial actions threats. The Service however deals with customers and may require customer profiles of the Local and international clients, demographics and types of businesses. Also goint forward, providing services is ICT but there are less tech-savvy consumers of our services who will still need to access service.

3.1.2 Summary of Opportunities & Threats

Table 3. 1 Summary of Opportunities & Threats

Factors	Issue	Opportunities	Threats
Political environment	<i>Goodwill & strong support from government, strategic and development partners</i>	<ul style="list-style-type: none"> Strengthen collaboration with strategic partners within government, private sector and international and regional partners and harness new relationships. 	▪
		<ul style="list-style-type: none"> Increase support for BRS programmes and policy formulation agenda. 	▪
		<ul style="list-style-type: none"> Increase revenue/resource allocation 	▪
	<i>Political stability</i>	<ul style="list-style-type: none"> Increased public and stakeholder buy-in and participation in BRS programmes 	▪
	<i>Government policies</i>	<ul style="list-style-type: none"> Increased support for implementation of BRS strategic plan 	<ul style="list-style-type: none"> Overlapping mandates among government agencies e.g. MSEA, Warehouse receipt council
Political factors	<i>Government reforms</i>	<ul style="list-style-type: none"> Continued review and enhancement of BRS processes and programmes e.g. automation and digitization Increase integration with other government agencies 	<ul style="list-style-type: none"> Data quality concerns & potential serious regulatory sanctions from ODPC
	<i>Industry Standards</i>	<ul style="list-style-type: none"> Adopt quality management systems and pursue ISO certification 	<ul style="list-style-type: none"> Corruption and unethical practices
	<i>EODB</i>	<ul style="list-style-type: none"> Enhance data governance Enhance service delivery methods to improve efficiency and effectiveness for Businesses throughout their lifecycle. Continuous improvement of legal and regulatory framework for businesses 	<ul style="list-style-type: none"> Data quality concerns

Factors	Issue	Opportunities	Threats
		<ul style="list-style-type: none"> • Implementation of knowledge & awareness programmes • Improvement of customer relationship management 	
	<i>African Continental Free Trade Agreement</i>	<ul style="list-style-type: none"> • Increase in demand for business registration, MPSR services and business rescue • Harmonization of laws within the bloc 	<ul style="list-style-type: none"> ▪ Increase in legal conflicts
Economic factors	Budget deficit	<ul style="list-style-type: none"> • Leverage goodwill with development partners and negotiate financial support 	<ul style="list-style-type: none"> ▪ Reduced budget allocations ▪ Delayed programme implementation
	Inflation	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> ▪ Reduced business registrations due to increase in start-up capital ▪ Revenue loss
	Increasing taxation	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> ▪ Rise in the cost of doing business which threatens business formalization
	High interest rates	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> ▪ Low demand for credit which may prevent the achievement of MPSR KPIs
Social environment	Rising population	<ul style="list-style-type: none"> • Increase BRS visibility and stakeholder awareness and promotion of formalization across different segments of the population 	<ul style="list-style-type: none"> ▪
	High concentration of women workers in the informal sector		<ul style="list-style-type: none"> ▪
	High youthful population		<ul style="list-style-type: none"> ▪

Factors	Issue	Opportunities	Threats
	High literacy levels	<ul style="list-style-type: none"> • Educated people are more likely to register and formalize their businesses • BRS can tap into the market to acquire the right skills in its employees and outsourced services • Leverage ICT to increase BRS visibility and enhance access to its services 	▪
	Poverty levels going high	•	▪ Slow uptake of BRS services
	Cultural factors e.g. robust informal sector, strong entrepreneurial culture, rise in creative industry	<ul style="list-style-type: none"> • Leverage cultural factors to increase formalization of business entities 	▪
	Recurring insecurity issues	•	▪ Slow uptake of BRS services
	Lessons learned from Covid-19 pandemic (changes in business and labour practices including remote working)	<ul style="list-style-type: none"> • Improve HR policies and customer relations 	▪

Factors	Issue	Opportunities	Threats
Technological environment	Rapid changes in technology (AI, automation and mobile and 5G internet connectivity)	<ul style="list-style-type: none"> Continued automation of BRS processes Continued integration with other agencies Increase visibility, information sharing and access to BRS services Enhance data and knowledge management capability to leverage BRS data 	<ul style="list-style-type: none"> Cost Technology failures Third party risks
	Increase in online services and social media network	<ul style="list-style-type: none"> Continued digitization 	<ul style="list-style-type: none"> Cyber-attacks
	Open source platforms and open space	<ul style="list-style-type: none"> Enhance information sharing through integration Open data management Knowledge and awareness of employees and stakeholders 	<ul style="list-style-type: none">
	Government ICT initiatives	<ul style="list-style-type: none"> Establishment of e-waste management center by ICTA is an opportunity to collaborate in the management of BRS e-waste Digital ID and digital signature are opportunities for more integration and enhanced security of BRS data Digital superhighway will require BRS to complete digitization and automation 	<ul style="list-style-type: none">
Ecological	ESG Agenda	<ul style="list-style-type: none"> Continued implementation of BRS ethical programmes E-waste disposal opportunities under the E-waste management and recycling center 	<ul style="list-style-type: none">

Factors	Issue	Opportunities	Threats
environment	Climate change	<ul style="list-style-type: none"> Continued implementation of tree planting initiatives 	<ul style="list-style-type: none">
	Green policy interventions	<ul style="list-style-type: none"> Continued implementation of paperless transactions 	<ul style="list-style-type: none">
Legal	Increased attention on data protection	<ul style="list-style-type: none"> Improvement of BRS data governance Awareness and sensitization of staff Enhance information system security Improve customer satisfaction and confidence 	<ul style="list-style-type: none"> Data privacy infringement Identity theft Cyber crimes Increased litigation
	Enhanced monitoring of Anti-money laundering	<ul style="list-style-type: none"> Promote transparency and undertake enforcement and reporting Continuous legislative review 	<ul style="list-style-type: none"> Increase in financial crimes
	Regulatory framework	<ul style="list-style-type: none"> Continuous legislative review to address gaps and emerging trends Consider alternative dispute resolution mechanisms to reduce cost and time of resolution of disputes 	<ul style="list-style-type: none"> Inconsistencies in the legal framework Overlapping legislation

3.2 Internal Environment Analysis

3.2.1 Governance and administrative structures

Governance structures: Business Registration Service is created by an Act of Parliament (BRS Act No 15 of 2015) which establishes the BRS Board. The board composition is made up of four independent directors and three non-independent directors and the chairman. To guide the board's operation, the board developed a board charter and constituted four committees with clearly defined terms of reference. The board and its committees regularly meet and it is evaluated yearly by SCAC with a score of 97% in FY 201/22.

Administrative structures: Business Registration Service is structured into departments, divisions and units in discharging its mandate. The Service has developed Internal policies to guide operations in the various functional areas which are approved by the board. The Staff have been sensitized on all policies leading to inconsistency in implementation. The human resources instruments have not been reviewed to respond to emerging issues. The Service has not consistently used the same process in policy development compromising quality of the policies. The Service does not have physical presence in the counties as required by the BRS Act limiting access of our services for the population that have limited access to the internet.

3.2.2 Internal Business Processes:

The Service administers 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. This role is critical in improving the ease of doing business in Kenya and economic growth at large. BRS is the sole custodian of a list of all companies and information for entities registered in Kenya and maintains registers, data and records on registrations carried out by the Service in a central database. BRS has not only adopted the concept of “moving data to people” but also “putting people first” and serving the people in a better, faster and in a more responsive manner.

Customer Service and satisfaction: The strong customers complaint's resolution mechanism has enabled the service to address customers complaints in a timely and effective manner. This has been made easy by a dedicated and responsive call center however some resolutions are not resolved in real time due to the nature of the complaint.

Technology: The service has automated the internal Business Processes such as the business registration, insolvency, MPSR and support function process (Human Resource Management, Procurement and Finance) However Some processes in Service are yet to benefit from the process automation given they are still manual to a large extent.

The service has also embarked on the digitization process for the company registry records, insolvency, MPSR and HR, all public facing processes have been onboarded on the enhanced system for quality service delivery. The average system uptime is at 88% last FY 2022/2023 which is below expected level of 99% broken down as follows; 5% for the companies records and 16% for the insolvency records.

The service does not have full control of its core business systems (Business Process management System) and overreliance of third parties for support and access.

Human Resource: The human resource management processes in the Service are effective and efficient to support delivery of mandate through timely recruitment and selection of employees. Employee performance in the Service is continuously monitored to ensure sustained productivity however the Service has a weak performance management framework. through the learning and development programmes, to ensure continuity of the service and minimize disruption in the service when necessary the initiation and following through of disciplinary and grievances procedures, ensuring adequate internal control and compliance with applicable laws, policies and procedures on human resource and administration, finance, planning and communication it has also a succession plan policy is in place with potential successors for critical roles identified, a skill gap exercise was conducted to identify the required skills for the critical roles.

Procurement: The Service has in place an efficient and effective supply chain management system which ensures value in sourcing, selection, negotiating terms and keeping records. This is a result of having a clear supply chain management policy and procurement plan.

3.2.3 Resources and capabilities

3.2.3.1 Resources

a) Tangible Resources

The Service has enhanced its tangible resources when it moved into a modern spacious office customized to the BRs needs. The Service acquired additional ICT infrastructure, modernized the call center to enhance service delivery, dedicated internet bandwidth. Investment in ICT has not been adequate due the high cost of ICT hardware and software. The service continues to grow revenue collection that is remitted to the exchequer. The Service has experienced inadequate funding over the years and fully dependent on the exchequer to fund its operations. The Service has unique skills in insolvency practice while we have inadequate staff capacity because the Service has not recruited the full complement. Some functional units have inadequate skills compromising service quality. Technical officers in some departments are largely on secondment affecting succession planning within the departments. Investment in ICT infrastructure is inadequate to support the automation and digitization of processes and records creating inefficiency.

b) Intangible resources

The Service is the custodian of the business ownership data that is useful for various business transactions

Efficiency and Automation: Leveraging technology as an intangible asset can significantly improve the efficiency of business registration processes. Through digital platforms, online portals, and automation, BRS in Kenya can streamline registration procedures, ease of retrieval, reducing paperwork and processing times. This efficiency benefits both businesses and the government.

Brand Equity: The service prides itself on a strong equity that is trusted by the public based on implementation of its mandate. As a state corporation established under an Act of parliament it gives it legitimacy. The re-branding of the new BRS logo in November 2021 brought about some challenges in its visibility. The service has embarked on brand awareness campaign to ensure all its services are known to the public.

Culture: The service demonstrates effective decision-making processes, collaborative networks and an innovative culture. The service culture is undergoing metamorphosis, the service has experienced the following challenges but not limited to communication, teamwork, time management and reward and sanction framework.

Staff Technical Skills: The service has unique technical skills that makes it a comparative advantage that enables it to deliver its mandate. However, a number of our technical staff are on secondment from the Office of the Attorney General and state law office. The service has continuously conducted employee satisfaction surveys to understand the satisfaction levels, workload, participation in decision making and remuneration and benefits the latest staff satisfaction survey findings stands at 68% with high Staff turnover of technical staff of grade BRS 2-6

3.2.3.2 Capabilities:

BRS has capability to offer its services on an online platform end to end making the services accessible from any location with internet connection. The unique skills in insolvency practice are valuable in enhancing service delivery, collaboration and partnership.

3.2.4 Summary of Strengths & Weaknesses

Table 3. 2 Summary of Strengths & Weaknesses

Factor	Strength	Weakness
Governance and administrative structures	<ul style="list-style-type: none">• Existence of fully constituted board with diverse skills and competence• Supportive Board• Strong enabling legal framework	<ul style="list-style-type: none">• Weak internal controls due to inconsistency in application of the policies and procedures• Unsupportive organizational structure where units that are not well staffed to support service delivery

Factor	Strength	Weakness
	<ul style="list-style-type: none"> Existence of Internal policies approved by the board 	<ul style="list-style-type: none"> Service inaccessibility due lack of physical presence in the counties Inadequate internal policies Unsupportive culture
Internal Business Processes	<ul style="list-style-type: none"> Automated business process enabling online service delivery and system integration with other agencies Improved data integrity and accuracy Customer Service and satisfaction Technology Human Resource procurement 	<ul style="list-style-type: none"> Undocumented operating standards for most process within the service leading to weak internal controls The Service has no control of its data and cannot guarantee its safety Unreliable business system in terms of accessibility and availability incomplete and inaccurate data due to incomplete digitization and manual processes.
Resource capabilities	<ul style="list-style-type: none"> Growth in revenue collection Improved work environment Custodian of exclusive business information Efficiency and Automation -Online service delivery end to end Brand Equity Technical Skills - Insolvency knowledge, skill and competency 	<ul style="list-style-type: none"> Inadequate resources for service delivery Inadequate ICT infrastructure and capacity Inadequate staff capacity and skills Low brand visibility organizational culture High staff turnover of technical staff High number of staff on secondment

3.3 Evaluation of Past Performance

3.3.1 Key Achievements

BRS's key achievements during the implementation of the 2021-2026 strategic plan for each strategic objective.

3.3.1.1 Ease of Doing Business

The Service enhanced its business registration process through automation of workflows/ processes, improved ease of doing business ranking, excellence in Service output in quality and responsive-ness and enhanced access to BRS service. The Service increased the workflows/ processes it automated from 40% to 87% which has

led to the improvement of efficiency in the Services offered in the registries and at the Office of the Official Receiver in insolvency. The Service conducted a customer satisfaction survey over the past two years and there was an improvement from 59.1% in 2021/22 to 74.3% in 2022/23 which speaks into quality, responsiveness and excellence in services. In its quest to enhance the access to its services, BRS enhanced core systems-company and e-collateral systems and fostered integration with 32 government agencies.

As an enabler of access to credit, the Service created awareness on MPSR and HP to approximately 2000 stakeholders which lead to an increase in the number of initial notices lodged from 426,103 to 747,916, the searches conducted from 53,823 to 108,814 and an increase in the number of hire purchases licences issued from 25 to 32.

The Service conducted a review of all the 7 laws it administers in order to ensure that the laws and policies are up to date and in line with emerging issues. Two out of the seven laws have been operationalized.

In promoting compliance the Service undertook a legal and regulatory compliance assessment during the FY 2021-2022 and FY2022-2023 and the level of compliance increased from 94% to 98%. This is following the institutionalization of a robust compliance management program. The program also helped the Service reduce identified medium rated risks from 49 in FY 2020/21 to 18 in the FY 2022/23. Out of the total number of cases filed against the Service, 53.87 % were concluded and though BRS was sued for damages totaling more than Kshs 1 billion the court ruled in favor of the Service saving the Service a financial loss of Kshs 60 million.

Data integrity is a critical component in BRS's functionality, in enhancing effective data and records management programs the Service digitized one million records and improved the data management function by acquiring an electronic documents records management system. The Service is also on course to deliver a unified masterlist which will facilitate the data clean-up process of all BRS digital records once completed hence guaranteeing improved data integrity.

In resolution of insolvency matters expeditiously the Service was able to close a total of over 486 dormant insolvency matters in 2 years.

3.3.1.2 Service Delivery, Image visibility and Collaborations

In enhancing customer satisfaction, the Service acquired a modernized Call Centre and rolled out the first phase of the Call Centre Design, Operation and Optimization Plan by acquiring PABX IP-Telephone equipment installation works and relevant software.

The Service also conducted a customer satisfaction survey which showed an increase in the level of customer satisfaction index from 59.1% in 2021/22 to 74.3% in 2022/23. This increase can also be attributed to the prompt response to the issues raised by the

customers. This is supported by the improvement in the CAJ complaint resolution score which improved from 84.23% to 94%.

To ensure enhanced service delivery and accessibility of BRS services to PWDs, the Service developed its Service Delivery Charter in braille, English and Swahili and audio-visual. The website was enhanced by the inclusion of friendly features for the visually impaired.

The Service elevated the BRS brand and increased its corporate visibility by developing a new logo that is relevant to the mandate of the Service. A Communication Strategy was also cascaded from the Strategic Plan hence creating a specific road map towards the enhancement of corporate visibility and awareness.

To increase support from stakeholders, the Service had various collaborations which increased the stakeholders' understanding of the mandate of the Service, assisted in identifying and pursuing new areas for collaborations and contributed towards the maintenance of strategic partners.

3.3.1.3 Institutional Framework

The 1st generation strategic plan sought to improve people's engagement and motivation achieved by attracting, developing, and retaining skilled staff at all levels to enhance service delivery. The Service instituted a myriad of changes towards improving staff productivity including recruitment of staff members, training of staff members and culture -centric initiatives such as induction program and culture enriching practices. As a result, the staff motivation and satisfaction increased from 58% to 68%.

On revenue collection the Service, the adoption of cashless payment method continued to have a positive impact on the amount of revenue collected. At the time of the mid-term review, the annual total revenue collected increased from Ksh 876 million to 1.15 Billion in FY 2022/23.

Corporate governance is a key component in organizational performance and effective oversight of the Service strategic direction. In the last two years the Service continued to demonstrate best corporate governance where the corporate board evaluation score increased from 94% to 96%.

The work environment and ambience of BRS had improved tremendously at the time of the mid-term review through a variety of initiatives such as acquisition of the state of art office, acquisition of additional office equipment, adoption of an open office setting promoting socialization resulting into an increase in the level of satisfaction with work environment from work environment satisfaction from 50% to 68.1%.

During the 1st BRS corporate strategic plan, the service sought to strengthen the ICT function so as to improve the efficiency and effectiveness of service delivery. Key initiatives identified to actualize this strategy included, Implementation of an ISMS

framework, Acquisition of supportive and compliant ICT infrastructure, Enhanced accessibility of BRS services, Automation of processes and implementation of mechanisms for assessment. As at the time of the Midterm review the service had realized several outcomes base of the targets set under this strategy, these include: Improvement in customer satisfaction ratings from 67% to 73% between the financial years 2021-2022, Acquisition of Critical Information Infrastructure which includes: Two Servers, Implementation of a Local Area Network, A modernized call center, and a modernized server room. Several business systems were also implemented these include: the ERP system, the EDRMS system, acquisition of a board management system as well as acquisition of a biometric access and attendance management system. These developments therefore led to an improvement in the levels of satisfaction by customers as a result of improved delivery of services.

3.3.2 Challenges faced in the implementation of planned activities

- i. **Inadequate ICT infrastructure** to support digital service delivery.
- ii. **BRS faces inadequate funding** levels for its operations.
- iii. **Gaps in the legal framework** - some of the laws implemented by the Service are inconsistent with other laws applied by the business community. Deficiencies and bottlenecks in the regulations. Some Acts have been amended but the regulations have not. The laws also need to be updated to accommodate emerging trends.
- iv. **Inadequate Staffing**-The Service has inadequate staffing level impacting on service delivery. Increasing turnover of employees with technical skills.
- v. **Inadequate visibility and awareness** of BRS mandate
- vi. **Low level of compliance** with the laws administered by BRS
- vii. **Inadequate capacity on strategy cascading**-There is a capacity gap in the cascading of the Strategic Plan.
- viii. **Unsupportive organizational culture**- There is the existence of a detrimental organizational culture which is characterized by disengagement, lack of transparency, and a pervasive sense of mistrust among employees.
- ix. **Career Stagnation**-The career progression guidelines have stagnated some employees, who have already reached the highest level of promotion. Some employees have enhanced their skills but based on the career progression there is no room for promotion.

3.3.3 Outstanding/Undone/Unmet targets that have not been completed.

- i. **Publications**-Management was supposed to have one publication every year but there was none.

- ii. **Implementation of Data Strategy**-Management was supposed to have developed a Data Strategy by the end of the first financial year however none has been implemented
- iii. **Implementation of ICT strategy**-Management was meant to have developed an ICT Strategy by the end of the last financial year but the same is not yet ready.
- iv. **Level of integration of Records management** functions with ICT
- v. **Internal Compliance rating**-especially on service charter/processes
- vi. **Legal & governance audit**
- vii. **AGPO** - Management did not meet the set compliance thresholds in FY 2022-2023, where they were able to award 16.8% tenders to women, youth and persons with disabilities out of an agreed figure of 38.9%
- viii. **TAT**- The service has not met the average business registration turn around(TAT) time of one day
- ix. **AIA for BRS**
- x. **Time taken to resolve insolvency matters**-2 years
- xi. **Lack of a stakeholder engagement policy**

3.3.4 Lessons Learnt

Key lessons learned during the 2021 to 2026 plan period include the need for:

- i. **Profile Optimization (Awareness of Service)** as a Service is a critical component in creating visibility to the public particularly owing to the nature of services BRS offers and therefore continuous public sensitization on the mandate and functions of BRS is important.
- ii. **System Integration** positively impacts on the integrity of data and also improves the overall efficiency of government services. Its therefore important for government agencies to devise ways in which they can take advantage of the data they keep to their advantage. Strong collaborations with other government agencies will therefore enable agencies to effectively discharge their mandates and benefit from each other's various resources, skills and capabilities.
- iii. **Effective Monitoring and Evaluation cycle** is a critical process in implementation of a Strategic plan. Without a proper M& E implementation methodology we may lose out on the direction established during strategic planning.
- iv. **Process re-engineering**: Increases efficiency of BRS operations. BPR initiatives such as **Digitization and Automation of Services** has led to an increase in revenue collection, improved operational performance, optimized skill sets, and reduced manual errors leading to accuracy in the data.
- v. **Adequate human resource and continuous capacity building** is essential in executing the BRS mandate.

- vi. **A progressive and supportive organisational structure** is important for career progression and staff motivation which enhances staff productivity. There is a need for the organogram to be reviewed.
- vii. **Adequate and sustainable funding is important** in supporting execution of planned programmes and activities in the strategic plan. There is a need to devise effective resource mobilization strategies going forward.
- viii. **Continuous review of the legislative framework** is important to accommodate emerging trends affecting businesses. This will ensure that the Service has a robust legal framework to effectively discharge its mandate.
- ix. **Sustainable infrastructure** is necessary for smooth provision of services to the customers. There is a need for a speedy and reliable internet and adequate physical infrastructure (printers and supplies) for efficient office operations.
- x. **Culture**-A supportive organizational culture is key to the success in any planned program.

3.4 Stakeholder Analysis

Stakeholder analysis is a structured process that helps the service to identify and understand the interests, needs, and concerns of various individuals, groups, or entities that have a stake in the organization's programmes and initiatives. By undertaking a stakeholder analysis, BRS can effectively engage with their stakeholders, manage relationships, and make informed decisions. An analysis of the stakeholders has been undertaken to clearly outline their roles/functions, their expectations from the BRS, what BRS should do to meet their expectations, and what the stakeholders should do to support BRS in realization of its' Mandate. Table 3.5 provides BRS' stakeholders analysis.

Table 3. 3 Stakeholders Analysis

S/No.	Stakeholders	Role of the stakeholders	Expectation of the Stakeholders'	Expectation of BRS
1.	The Presidency	<ul style="list-style-type: none"> Organization and coordination of Government business 	<ul style="list-style-type: none"> Adherence to executive orders and circulars Collaborations and partnerships Implementation of Government guidelines and initiatives 	<ul style="list-style-type: none"> Appropriate synergies and guidance Provide policy guidelines and support
2.	Attorney General	<ul style="list-style-type: none"> The Government's principal legal advisor, responsible for representing the national Government in court or any other legal proceedings to which the national Government is a party Provides policy, coordination, and oversight regarding various legal sector institutions 	<ul style="list-style-type: none"> Seek legal advice as and when required Propose relevant legislative reforms needed for the efficient functioning of the Service Facilitate the AG with information to adequately represent the Service 	<ul style="list-style-type: none"> Prompt legal advice upon request Introduce and support legal reforms that enhance effective discharge of BRS mandate. Provide legal representation. Facilitate timely funding Involve the Service in policy formulation. Appointment of the Board members
3.	State Department for Trade	<ul style="list-style-type: none"> Develop and implement Trade Policy and Exports Policy. Promote E-Commerce. Trade Negotiations and Advisory Services. Champion Trade Integration in the COMESA, CFTA, EPA 	<ul style="list-style-type: none"> Collaboration and partnerships Timely information on ease of doing business 	<ul style="list-style-type: none"> Identify factors constraining ease of doing Business and proposing solutions Monitor the business climate and recommend appropriate policy, legal, regulatory and administrative changes
4.	State Corporations Advisory Committee	<ul style="list-style-type: none"> Review and investigate the affairs of state corporations and make such recommendations to the President as it may deem necessary; advise the President on the establishment, reorganization or dissolution of state corporations. 	<ul style="list-style-type: none"> Comply with guidelines provided by the Committee on Corporate governance 	<ul style="list-style-type: none"> Provide guidance on corporate governance Approve request made by the service
5.	Office of the Auditor General	<ul style="list-style-type: none"> Audit and report on the use and management of public resources 	<ul style="list-style-type: none"> Effective collaboration Sharing of information Submit Annual Report and financial statements within timelines 	<ul style="list-style-type: none"> Audit Financial statements and provide opinion with set timelines. Collaborate with the Service to provide effective services
6.	Kenya Investment Authority	<ul style="list-style-type: none"> Promoting investments in Kenya. Responsible for facilitating the implementation of new investment projects, providing After Care services for new and existing investments, as well as organizing investment promotion activities both locally and internationally. 	<ul style="list-style-type: none"> Collaborate to promote ease of doing business 	<ul style="list-style-type: none"> Advocate and advice on investment policies in Kenya Organizing investment promotion activities both locally and internationally.
7.	Micro and Small Enterprise Authority (MSEA)	<ul style="list-style-type: none"> Formulate and coordinate policies that facilitate the integration and harmonization of various public and private sector initiatives, for promotion, development and regulation of MSMEs. 	<ul style="list-style-type: none"> Cooperation in facilitating the ease of doing business for SMEs 	<ul style="list-style-type: none"> Coordinate policies and facilitate the integration and harmonization of various public and private sector initiatives for ease of doing business for SMEs
8.	Policy and Regulatory Bodies/Authorities for	<ul style="list-style-type: none"> Enforce compliance of policies and regulations 	<ul style="list-style-type: none"> Enforce and implement the policies and advice issued by the bodies 	<ul style="list-style-type: none"> Provide policy and regulatory guidance on the actors.

S/No.	Stakeholders	Role of the stakeholders	Expectation of the Stakeholders'	Expectation of BRS
	actors/activities related to ease of doing business. (such as Competition Authority of Kenya, Insurance Regulatory Authority, Capital Market Authority, Export Processing Zones Authority, Special Economic Zones Authority)			<ul style="list-style-type: none"> Cooperation and consultation with the Service
9.	Kenya Law Reform Commission (KLRC)	<ul style="list-style-type: none"> Provide technical assistance and information to the government regarding reform or amendment of a branch of the law. Formulate by means of draft bills or otherwise any proposal for reform of national legislation 	<ul style="list-style-type: none"> Cooperation from the Service when reviewing laws 	<ul style="list-style-type: none"> Review all the laws of Kenya to ensure that it is modernized, relevant and harmonized. Cooperate and partner with BRS in the review of laws related to ease of doing of business
10.	Financial Reporting Centre (FRC)	<ul style="list-style-type: none"> To assist in the identification of the proceeds of crime and the combating of money laundering. 	<ul style="list-style-type: none"> Cooperate and provide information when required 	<ul style="list-style-type: none"> Cooperation and partnership
11.	Central Bank of Kenya (CBK)	<ul style="list-style-type: none"> Formulation of monetary policy to achieve and maintain price stability. Promotes financial stability; an effective and efficient payment, clearing and settlement system. Formulates and implements foreign exchange policies; holds and manages foreign exchange reserves 	<ul style="list-style-type: none"> Enforce recommended policy. Collaboration and partnership 	<ul style="list-style-type: none"> Formulate monetary policy to achieve and maintain price stability
12.	The Judiciary	<ul style="list-style-type: none"> Adjudicating Legal Disputes Interpretation of Laws Guiding Policy Development 	<ul style="list-style-type: none"> Feedback on justice Cooperation on matters dealing with law 	<ul style="list-style-type: none"> Determine commercial matters expeditiously
13.	ICT Authority	<ul style="list-style-type: none"> To rationalize and streamline management of all government ICT Functions. 	<ul style="list-style-type: none"> Adherence and comply with the set ICT standards 	<ul style="list-style-type: none"> Provide technical expertise on implementation of ICT policy
14.	Kenya Industrial Property Institute (KIPI)	<ul style="list-style-type: none"> To protect and promote industrial property rights 	<ul style="list-style-type: none"> Cooperation and engagement in the review of laws 	<ul style="list-style-type: none"> Cooperation and engagement in the review of laws
15.	Professional Institutions (Law Society of Kenya, Institute of Certified Secretaries, Institute of Certified Public Accountants of Kenya)	<ul style="list-style-type: none"> Advice and assist members of the legal profession, the Government and the larger public in all matters relating to the administration of Justice in Kenya. To develop and guide on sustainability and governance in organizations. To develop and promote internationally recognized accountancy profession that upholds public interests through 	<ul style="list-style-type: none"> Cooperation and engagement in the review of laws Key partner and is recognized in law for the purposes of the registration and maintenance of companies. Act on matters referred to the Authority by them 	<ul style="list-style-type: none"> Cooperation and engagement in the review of laws Cooperation in promoting ease of doing business. Provide input in the formulation of necessary review to enhance ease of doing business. Cooperate during investigations of complaints

S/No.	Stakeholders	Role of the stakeholders	Expectation of the Stakeholders'	Expectation of BRS
		effective regulation, research, and innovation		
16.	Public Procurement Oversight Authority (PPRA)	<ul style="list-style-type: none"> Regulates the public procurement and assets disposal system through monitoring and enforcement for socioeconomic development in Kenya 	<ul style="list-style-type: none"> Adhere to the procurement laws and Authority's advice Provide timely information and reports 	<ul style="list-style-type: none"> Timely feedback and cooperation
17.	Investigating agencies (EACC, DCI, Kenya Police, Asset Recovery, etc.)	<ul style="list-style-type: none"> To investigate and present a variety of crimes and abuses. To maintain law and order Combating money laundering. 	<ul style="list-style-type: none"> Cooperation on proceedings Collaboration and partnerships 	<ul style="list-style-type: none"> Information sharing Collaboration and partnerships
18.	The National Treasury and Economic Planning	<ul style="list-style-type: none"> Guidance on overall economic policy and public finance management Development and enforcement of financial governance standards and oversight National and sectoral development planning and monitoring of economic trends 	<ul style="list-style-type: none"> Prudent utilization of funds allocated. Adherence to circulars and guidelines issued from time to time 	<ul style="list-style-type: none"> Adequate budgetary allocation Timely disbursement of funds Technical support on economic policy development
19.	Parliament (National Assembly and Senate)	<ul style="list-style-type: none"> Legislation and Policy Development Oversight and Accountability Budget Approval and Resource Allocation 	<ul style="list-style-type: none"> Produce timely statutory reports. Timely response to legislative questions 	<ul style="list-style-type: none"> Offer legislative support and enactment of laws Allocate sufficient resources for the Service to carry out its mandate
20.	County Governments	<ul style="list-style-type: none"> Implementation of devolved functions 	<ul style="list-style-type: none"> Collaborations and partnerships Provision of information and data 	<ul style="list-style-type: none"> Collaboration and partnerships
21.	Non-state actors (KEPSA, KAM, KBA, KNFJKAs, IPS, KNCCI, Telecommunication company's)	<ul style="list-style-type: none"> Advocacy and Public Policy Engagement Stakeholder Representation Capacity Building and Awareness creation Research and Knowledge Sharing Provision of telecommunication services and mobile payment systems 	<ul style="list-style-type: none"> Collaborate to promote ease of doing business. Timely dissemination of information and data Influence development of standards and good practices 	<ul style="list-style-type: none"> 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. Telecommunication connectivity and mobile payment systems
22.	Media	<ul style="list-style-type: none"> Provide Feedback and Opinions. Disseminate Information Influence Public Opinions and Create Public Awareness 	<ul style="list-style-type: none"> Provide accurate and timely information the Service Mandate Structured briefing of the media Prompt response to media queries 	<ul style="list-style-type: none"> Public awareness and education Factual and accurate dissemination of information Collaboration to shape the public opinion
23.	Development partners (World Bank, GIZ, UNDP, Transparency International, IDLO, Financial Sector Deepening (FSD) Kenya etc.)	<ul style="list-style-type: none"> Provision of financial support Technical assistance and training 	<ul style="list-style-type: none"> Provide timely and accurate reports. Adherence to good corporate governance Transparency and accountability in use of resources 	<ul style="list-style-type: none"> Technical and financial assistance Timely and accurate feedback Participate in joint initiatives. Sharing of information and knowledge

S/No.	Stakeholders	Role of the stakeholders	Expectation of the Stakeholders'	Expectation of BRS
24.	Service providers (Suppliers/ Merchants, consultants etc.)	<ul style="list-style-type: none"> Provision of goods and services 	<ul style="list-style-type: none"> Transparency, equity, and fairness in the procurement process Compliance with the procurement laws Effective management of contracts Timely payments of goods and services 	<ul style="list-style-type: none"> Compliance with the procurement laws Supply of quality and competitive goods and services Adherence to provisions of the contract
25.	Training and Research Institutions (KIPPRA, Tegemeo	<ul style="list-style-type: none"> Training and Skill Development Research and Development Consultancy Services 	<ul style="list-style-type: none"> Support staff for training Timely payment for training services Provide timely feedback. Proper identification of training and research needs. 	<ul style="list-style-type: none"> Quality training and capacity building of public officers Collaboration in development of curricula for BRS staff Share information and feedback
26.	Citizenry /Public	<ul style="list-style-type: none"> Public participation in policy development Utilization of Government services 	<ul style="list-style-type: none"> Dissemination of accurate and timely information Enlist them to be public watchdogs on the delivery of services. Delivery of citizen centered public services 	<ul style="list-style-type: none"> Provide information/feedback. Timely reporting of complaints Cooperate with Service during delivery of services
27.	Board of Directors	<ul style="list-style-type: none"> Provide Strategic Direction Leadership and governance 	<ul style="list-style-type: none"> Information in a timely and quality manner that enables them to effectively discharge their responsibilities and duties. 	<ul style="list-style-type: none"> Commitment and dedication in service delivery Support and guidance
28.	BRS staff members	<ul style="list-style-type: none"> Execution of BRS Mandate Service delivery to customers 	<ul style="list-style-type: none"> Conducive working environment Competence and skills development Equal opportunities for career development Recognition and reward 	<ul style="list-style-type: none"> Commitment and professionalism Achievement of targets
29.	Financial Institutions (e.g. Banks, Saccos, Insurances etc.	<ul style="list-style-type: none"> Safeguarding and provision of financial resources. Provision of technical support on financial matters. 	<ul style="list-style-type: none"> Prompt remittance of deductions Timely provision of information and data Update of services in line with changing technology 	<ul style="list-style-type: none"> Reliable service delivery Financial advisory Prompt processing of payments to staff and suppliers.
30.	KRA	<ul style="list-style-type: none"> Assess, collect, and account for all revenues in accordance with the written laws. Advice on matters relating to administration of, and collection of revenue 	<ul style="list-style-type: none"> Accurate and timely tax returns Engagement on taxation changes 	<ul style="list-style-type: none"> Engagement on taxation policy incentives and changes (if any)
31.	Huduma Secretariat	<ul style="list-style-type: none"> Transform Public Service Delivery to ensure access to efficient, effective and citizen-centric services through One-Stop-Shop platforms. 	<ul style="list-style-type: none"> Collaboration and partnership in service delivery 	<ul style="list-style-type: none"> Collaboration and partnership in service delivery
32.	Postal Corporation of Kenya	<ul style="list-style-type: none"> Provide accessible, affordable, and reliable postal services to all parts of Kenya. 	<ul style="list-style-type: none"> Collaboration and partnership in postal services 	<ul style="list-style-type: none"> Collaboration on postal services
33.	Kenya Deposit Insurance Corporation	<ul style="list-style-type: none"> Provide a deposit insurance scheme for customers of member institutions, to provide incentives for sound risk management and generally promote the stability of the financial system and prompt resolution. 	<ul style="list-style-type: none"> File status reports of ongoing liquidations under them with the OR 	<ul style="list-style-type: none"> Co-operation on filing of the reports and statements of ongoing liquidation of financial institutions

S/No.	Stakeholders	Role of the stakeholders	Expectation of the Stakeholders'	Expectation of BRS
34.	Policy Holders Compensation Fund	<ul style="list-style-type: none"> • Providing compensation to claimants of an insurer that has been put under Statutory Management and for the secondary purpose of increasing the general public's confidence in the insurance sector 	<ul style="list-style-type: none"> • Share information and records of policy holders for insurance companies under liquidation • Collaboration on training on insolvency • Collaboration in policy formulation, review and engagement 	<ul style="list-style-type: none"> • Cooperation during hand over of assets & liabilities of the company on transition from statutory management to liquidation
35.	Kenya National Bureau of Statistics	<ul style="list-style-type: none"> • Collecting, analyzing and disseminating statistical data in Kenya 	<ul style="list-style-type: none"> • Collaboration and partnership in data sharing and research 	<ul style="list-style-type: none"> • Information and data for decision making. • Collaboration and partnership in research
36.	KIPPRA	<ul style="list-style-type: none"> • Providing quality policy advice to the Government of Kenya and other key stakeholders by conducting policy research and analysis and through capacity building 	<ul style="list-style-type: none"> • Request their advice on research and training 	<ul style="list-style-type: none"> •
37.	IRA	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Co-operation on ongoing liquidations of insurance companies • Collaboration on policy formulation and regulation of insolvent insurance companies 	<ul style="list-style-type: none"> • Efficient and effective administration of insolvent insurance companies' estates • Development of effective laws governing insolvent insurance companies

4 CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KRAS

This chapter provides the Strategic issues and Strategic goals and Key Results Areas. These are the strategic model and the future aspirations of the strategic plan and the envisioned areas of focus during the planning period.

4.1 Strategic Issues

Strategic issues are fundamental policy concerns that demand attention and resolution for the Service to successfully accomplish its vision and mission. The situational and stakeholder analyses provided an opportunity to identify the key issues that require attention by the service. This chapter presents a description of such issues and corresponding goals and Key Result Areas (KRAs). The Service identified 3 strategic issues:

4.1.1 Business Stability and Growth

The government is implementing the Bottom-up Economic Transformation Agenda (BETA). The agenda is geared towards economic turnaround and inclusive growth, and aims to increase investments in at least five sectors envisaged to have the largest impact and linkages to the economy as well as on household welfare. Business Registration Service has the responsibility to register and support businesses throughout the lifecycle. The Service will support the government agenda of increasing investment in the five sectors by registering and enable business by sharing data to facilitate economic decisions, facilitate access to credit and provide business rescue mechanisms through insolvency. Business stability isn't averse to pursuing growth, and it certainly isn't a luxury reserved for those who've overcome matters of economic life and death. Rather, it's an essential component of establishing consistent system that will reduce chaos from the cradle to the grave of businesses. The Service will endeavor to facilitate business growth and stability as envisaged in the BETA from registration to dissolution.

4.1.2 Value of Data

The Service is the custodian of company registers that support and facilitate numerous business decisions. The registers and data is to be trusted by a wide variety of users including companies, investors, researchers, law enforcement and other government agencies. Data held by the Service is valuable yet it has not been utilized to its full potential. The Service is obligated to optimize the value of data by providing reliable data to enhance corporate transparency and combat crime. In addressing the value of data in this strategic plan, the Service will make a strategic shift from being an information provider to a business enabler as we optimize the value of data. compliance with regulations to create a vibrant and trusted business environment.

4.1.3 Service Delivery and Institutional Capacity

Effective implementation of the Service's Corporate strategy requires a supportive institutional environment. Such environment should constitute appropriate supportive governance and administrative structures; robust internal business processes as well as responsive resources and capabilities. Consequently, the development of the institutional capacity becomes central in order to deliver excellent services to our customers and ensure seamless implementation of this strategy and achieve the desired outcome.

4.2 Strategic Goals

Following the identification of the strategic issues, the Service has developed three strategic goals to be achieved in the next five years:

4.2.1 To Promote Business Stability and Growth

This strategic goal aims to promote stability through business formalization and insolvency mechanisms and facilitate secure business transactions through the MPSR business.

4.2.2 To optimize value of data

This strategic goal seeks to optimize the value of data to enhance transparency and enable business and combat crime. In achieving this goal, the Service will enhance quality of data, enforce compliance, promote transparency providing data for decision making and combat crime.

4.2.3 To improve service delivery

The aim of this strategic goal is to improve the overall efficiency and effectiveness of the organization by enhancing the capacity to deliver excellent services.

4.3 KRAs

- (1) Business Registration
- (2) Debt Resolution & Business Rescue Mechanism
- (3) Financial Inclusivity
- (4) Data Integrity
- (5) Compliance
- (6) Research & Advisory
- (7) Institutional Capacity

5 CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

This chapter is a continuation of the chapter four. The chapter covers the strategic objectives and strategies adopted to achieve the strategic objectives.

5.1 Outcomes Annual Projections

Table 5: 1 Outcomes Annual Projections

			Projections				
Strategic Objective	Outcome	Outcome Indicator	Year 1	Year 2	Year 3	Year 4	Year 5
KRA1: Business registration							
SO1.1 Increase business registration and formalization	Formalized economy	Number of registered businesses	147,500	150,100	155,200	160,400	164,000
	Timely registration	Time taken to register a business (days)	10	7	5	3	2
KRA2: Debt Resolution & Business Rescue							
SO2.1 Optimize insolvency outcomes	Minimizing financial loss	Creditors recovery rate (%)	TBD	2% increase	2% increase	2% increase	2% increase
	/Minimal loss in financial transactions						
	Increased value for investors/ Maximise value for creditors	Time taken to resolve insolvency matters (years)	4	3.5	3	2.5	2
KRA3: Financial Inclusivity							
SO3.1 Increase access to credit for all	Increased credit access	Value of credit accessed through movable properties					
	Secured Transactions	No of MPSR Initial notices	167,361	169,770	171,800	174,805	178,810
		No of MPSR Searches					

			Projections				
Strategic Objective	Outcome	Outcome Indicator	Year 1	Year 2	Year 3	Year 4	Year 5
KRA4: Data Integrity							
SO4.1 Provide reliable data	Quality data/ High value data	No of external data requests	TBD	2% increase	2% increase	2% increase	2% increase
		No of data driven integrations	2	2	2	2	2
KRA5: Compliance							
SO5.1 Increase Compliance	Compliant business entities	Level of compliance					
		Ratio of BO compliant businesses	45	53	61	65	68
KRA6: Research & Advisory							
SO6.1 Promote Research & innovation	Informed decisions	Number of researches/briefs	1	1	1	1	1
		Number of innovations	1	1	1	1	1
KRA7: Service Delivery							
KRA7.1 Enhance Institutional Capacity for the Service to deliver its mandate	Institutional excellence	PC performance index	3.1	3.0	2.9	2.8	2.7
		Board performance score	97	98	99	100	100
		Average productivity	TBD	4% increase	4% increase	4% increase	4% increase
		Annual revenue (millions)	1,132.82	1,219.01	1,304.47	1,309.55	1,400.00
		Customer satisfaction (%)	73.5	77	80	83	85
		Brand Awareness index (%)	59	63	67	71	75
		No of Media Impression					
		Level of automation (%)	60	70	80	90	100
		Employees satisfaction (%)	58	60	62	64	66

			Projections				
Strategic Objective	Outcome	Outcome Indicator	Year 1	Year 2	Year 3	Year 4	Year 5
		Staff turnover (%)	6	4	3	2	1
		% of strategy Implementation (%)	20	40	60	80	100
		System uptime(%)	90	92	94	96	99.99

5.2 Strategic Choices

Table 5: 2 KRAs, Strategic Objectives & Strategies

Proposed KRAs	Strategic Objective(s)	Strategies
KRA1: Business registration	SO1: Increase business registration and formalization	<ol style="list-style-type: none"> 1. Provide responsive legal framework 2. Simplify, streamline registration processes 3. Enhance efficiency in registration of business entities 4. Enhance efficiency in post-registration services 5. Decentralize service points 6. Robust public awareness 7. Strategic collaboration
KRA2: Debt Resolution & Business Rescue Mechanism	SO2: Optimize insolvency outcomes	<ol style="list-style-type: none"> S1. Enhance resolution of insolvency matters S2. Enhance insolvency practice in Kenya
KRA3: Financial Inclusivity and Fairness	SO3: Increase access to credit for all	<ol style="list-style-type: none"> S1. Improve efficiency and security of the e-collateral system S2. Promote uptake of Movable Properties as collaterals S3. Provide responsive legal framework
KRA4: Data Integrity	SO4: Provide reliable data	<ol style="list-style-type: none"> S1. Enhance data Governance and security S2. Efficient record management S3. Promote open data /data access S4. Improve data quality
KRA5: Compliance	SO5: Increase Compliance	<ol style="list-style-type: none"> S1. Simplify compliance processes S2. Strengthen Compliance Mechanism S3. Enforce compliance S4. Enhance Corporate Transparency S5. Promote public awareness on compliance obligations

Proposed KRAs	Strategic Objective(s)	Strategies
KRA 6: Research & Advisory	SO6: Promote Research & innovation	S6. Support Research & Innovation S7. Strengthen Knowledge Management & Information sharing
KRA 7: Service delivery	SO7: Enhance Institutional Capacity for the Service to deliver its mandate	S1. Enhance good governance S2. Enhance prudence in financial management and sustainability S3. Enhance ICT capacity S4. Enhance human resource capacity S5. Enhance customer service S6. Promote visibility & corporate positioning S7. Enhance culture & work environment S8. Safeguarding legal interests of the Service S9. Optimize use of planning & M&E

6 CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

This Chapter outlines the implementation plan, coordination framework and risk management framework for operationalizing the strategic plan. The implementation plan consists of the action plan, annual workplan & budgeting and performance contracting. The coordination framework provides the Institutional Framework to support implementation, staff establishment, skills set and competence development, Leadership responsible for execution and systems and procedures required for effective and efficient implementation of the strategic plan.

6.1 Implementation Plan

This section outlines the roadmap for implementation of the Strategic Plan. It encompasses various components, including the action plan, FY 23/24 annual work plan and budget template and performance contracting, which are crucial for successful implementation of the Strategic Plan.

6.1.1 Action Plan

Action Plan provides a roadmap that lays-out the key elements necessary for successful execution of the strategic plan, including the strategic issues, strategic goals, outcomes, strategic objectives, strategies, key activities, expected outputs, output indicators, annual targets, annual budgets and the responsibility for executing the activities.

The Action Plan is presented as an Implementation Matrix, which provides a comprehensive framework for organizing and tracking the progress of the planned activities as shown in Table 6.1

Table 6: 1 Action Plan

6.1.2 Annual Work Plan And Budget

The Service will implement the strategic plan through annual work plans aligned with the budget. The Service will ensure optimal allocation of resources to the strategic plan activities. The Annual work plan for the financial year 2023/24 herein attached Annex 2.

6.1.3 Performance Contracting

The service will cascade the performance contracting through the performance contracting. The annual work plan will be the Service's Annual performance contract. The Service's annual performance contract will be cascaded to departments and individuals. The performance contracting will operationalize the implementation of the strategic plan where achievements will be tracked systematically and each department, unit and individual will be accountable. Performance contracting will be a critical tool to ensuring that individual performance is aligned with the overall goals of the strategic plan.

6.2 Coordination Framework

This section will describe the coordination framework to facilitate the execution of this strategic plan. The section will describe the institutional framework, staffing, leadership and systems and procedures to coordinate implementation of the Strategic Plan.

6.2.1 Institutional Framework

Effective implementation of a strategic plan requires an appropriate institutional framework in place. To support implementation of this Strategic Plan, current governance and administrative structures will be reviewed as well as undertake culture change management with a view to making them strategy-supportive.

6.2.2 Staff Establishment, Skills Set and Competency Development

To facilitate the effective implementation of the Strategic Plan, BRS has adopted a functional organizational structure. The current organization structure has been reviewed to support the strategic plan implementation. The proposed staff establishment is set out in table 6.1 and the required skills and competence are set out in table 6.3

Table 6: 2 Staff Establishment

Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In-Post (C)	Variance D = (B-C)	Dept

Table 6: 3 Skills Set and Competence Development

Cadre	Skills set	Skills Gap	Competence Development Plan
Senior Management BRS 1 & 2	<ul style="list-style-type: none"> Conceptual skills Strategic Leadership Strategic Planning Management skills Decision-Making Change Management Stakeholder Management Financial management Problem solving skills Negotiation skills People management skills 	<ul style="list-style-type: none"> Ability to mobilize resources Strategic planning skills Stakeholder management Conceptual skills Ability to delegate Performance management 	<ul style="list-style-type: none"> Training Mentorship
Middle management BRS 3 & 4	<ul style="list-style-type: none"> Leadership skills Project Management Problem-Solving Communication Performance Management Project management skills Communication skills Conflict resolution skills Analytical skills Risk management skills Report writing skills 	<ul style="list-style-type: none"> Management skills Strategic planning Change management Risk management skills people management skills 	<ul style="list-style-type: none"> Training Coaching Mentorship

Cadre	Skills set	Skills Gap	Competence Development Plan
	<ul style="list-style-type: none"> People management skills 		
Technical officers BRS 5 and 7	<ul style="list-style-type: none"> Technical Expertise Problem Diagnosis and Resolution Innovation and Creativity Collaboration Risk management skills Report writing skills Communication skills 	<ul style="list-style-type: none"> Supervisory skills Ability to collaborate with other functional areas 	Recruitment Training Mentorship Coaching
Operations Officers BRS 8 and 10	<ul style="list-style-type: none"> Administrative Efficiency Customer Service Resource Management Problem Resolution Communication skills Interpersonal skills 	<ul style="list-style-type: none"> Interpersonal skills Communication skills Resources management 	Recruitment Training Mentorship Coaching

6.2.3 Leadership

Implementation of the Strategic Plan will be stewarded by Strategic Theme Teams (STTs). Each of the strategic issue will have a strategic Theme team steer the implementation of the strategic plan. To ensure effective and focused functioning, the Strategic Theme Teams will be guided by the following terms of reference, which are in the form of questions to which the teams will be expected to address themselves to in executing their mandate.

- ❖ Are strategies and objectives being achieved or not? If they are, then acknowledge, reward and communicate the progress. If not, then consider other issues.
- ❖ Are the objectives being achieved according to the timelines specified in the plan? If not, then why?
- ❖ Should the deadlines for completion be changed? (Be careful about making these changes -- know why efforts are behind schedule before times are changed)
- ❖ Do personnel have adequate resources (money, equipment, facilities, training, etc.) to achieve the objectives?
- ❖ Are the strategies and objectives still realistic?
- ❖ Should priorities be changed to put more focus on achieving the objectives?
- ❖ What can be learned from monitoring in order to improve future planning activities and also to improve future monitoring efforts?

Three Strategic Theme Teams for the three strategic issues have been constituted to oversee the implementation of the strategic plan. (Appendix III)

6.2.4 Systems and Procedures

In implementing the strategic plan BRS will implement robust systems and procedures to improve the efficiency and effectiveness in service delivery. To enhance systems and procedures the Service will undertake the following;

1. Digitization: The Service will continue the digitization journey to ensure all public facing services are offered on the digital platform to enhance accessibility, accuracy and convenience,
2. Leverage on technology to automate internal processes to increase efficiency.
3. Implement ISO 9001:2015 Quality Management System. BRS will
4. BRS will implement ISO 9001 to meet the needs of our customers and other stakeholders more effectively. This will be achieved by building a framework to ensure consistent quality in providing goods services.

6.3 Risk Management Framework

During the development of the Strategic Plan, the Service identified potential risks that could impede successful implementation of the plan. To address these potential risks the Service will implement mitigation measures to minimize/ eliminate the potential risks. Table 6.4 below provides a summary and categorization of risks the Service anticipates during the course of implementation of this Strategic Plan. Further, the respective planned actions for mitigation, monitoring and reporting of the risks are also documented.

Table 6: 4 Risk Management Framework

Strategic Goals	Strategic Objectives	Identified Risks	Risk Likelihood (L/ M/ H)	Severity (L/ M/ H)	Overall Risk Level (L/ M/ H)	Mitigation Measure(s)
Goal1: Business stability and growth	SO1: Increase business registration and formalization	Delays in registrations	H	H	H	<p>1.Regular review CR processes and systems to provide an improved and secure client experience.</p> <p>2. Maintaining active stakeholder engagement, capacity building for staff and public awareness campaigns.</p>
		Vulnerability of records	H	H	H	<p>1. System review and enhancements to ensure that CR records and systems remain secure, accurate and consistent across the data cycle.</p> <p>2. Policy and regulatory review to ensure there are safeguards to protect data and records</p> <p>3. Complete digitization of all CR records</p> <p>4. Ensure that all records are backed up</p>
		Compromise of Records and Data	H	M	H	<p>1. Train staff to enhance technical capacity & ethical values</p> <p>2. Collaborate with ICT to enhance system security & user rights</p> <p>3. Design, implement and monitor effective registry physical access controls</p> <p>4. Continuous data clean up exercise</p>
		Non-compliance with the law	H	H	H	<p>1.Regular regulatory review and developing robust processes to encourage/promote compliance</p> <p>2. Continuous sensitization, capacity building and public awareness for our stakeholders and customers on the legal requirements for compliance</p>

Strategic Goals	Strategic Objectives	Identified Risks	Risk Likelihood (L/ M/ H)	Severity (L/ M/ H)	Overall Risk Level (L/ M/ H)	Mitigation Measure(s)
		System failure	H	H	H	1. Continuous System review and enhancement 2. Continuous engagement with stakeholders to manage expectations and improve customer experience
	SO2: Optimize insolvency outcomes	Compromised quality/loss of data	M	H	H	<ul style="list-style-type: none"> Ensuring that our records and asset management systems remain secure, accurate and consistent by applying appropriate security and quality processes across the data cycle.
		Inadequate Resources	H	H	H	<ul style="list-style-type: none"> 1. Mobilize additional funding from NT 2. Explore alternative funding options
		Inability of our stakeholders to make informed decisions	H	H	H	<ul style="list-style-type: none"> 1. Maintaining active stakeholder engagement, capacity building and public awareness campaigns. 2. Effective regulation of the insolvency practitioner sector
		Service delivery failure	M	H	H	<ul style="list-style-type: none"> 1. Regular review OR business processes and online services to provide an improved and secure client experience. 2. Continuous leverage of our strong stakeholder relationships and a client-centered approach to manage expectations, promote compliance, design and deliver strategies to improve the client experience and meet client needs, and promote open access to our services
		Mismanagement/loss of assets	M	H	H	<ul style="list-style-type: none"> 1. Implementation and continuous review of our investment policy, 2. Regular review of our practices/policy involving asset maintenance
		Non-compliance with the law/ Regulatory failure	L	H	H	<ul style="list-style-type: none"> 1. Regular regulatory review and developing robust processes for licensing, inspecting and assessing insolvency practitioners 2. Step up our investigation and enforcement mandate
	SO3: Increase access to credit	Compromise on record &				1. Continuous vulnerability assessments

Strategic Goals	Strategic Objectives	Identified Risks	Risk Likelihood (L/ M/ H)	Severity (L/ M/ H)	Overall Risk Level (L/ M/ H)	Mitigation Measure(s)
	for all	data integrity				2. . Continuous public awareness and capacity building on the legal requirements that will enhance data integrity
		System Failure				1.Liase with ICT for System support. 2.Enhance server capacity/system overload. 3.Promote IT hygiene.
Goal 3: Service delivery	SO7: Enhance Institutional Capacity for the Service to deliver its mandate					•
		-Insufficient resources - Budgetary constraints	M	H	M	<ul style="list-style-type: none"> -Develop a program-based budget, based on the needs of departments. - Justification for budget allocation and transparency, participatory budget preparation process.
		Departure of skilled and experienced employees	M	M	M	-Foster a positive work environment, provide opportunities for growth and career advancement- (Develop a robust succession plan, invest in leadership development programs, regularly assess the skills and competencies of the workforce to identify skill gaps and areas for Improvement, etc)
		Inadequate awareness	M	M	M	• Continuous training and sensitization to the Management and members of staff.
		Reputational Risk	M	L	M	<ul style="list-style-type: none"> Monitoring of media coverage for any adverse reporting Sustained positive image/stories from continued engagements and partnership with media through BRS Events. Development and Implement of a robust risk communication framework.
		Hostility from media houses due to poor relations.	M	L	M	<ul style="list-style-type: none"> Media relations training. Media engagement forums. Top management made courtesy calls to mainstream media firms to foster partnerships and collaboration

Strategic Goals	Strategic Objectives	Identified Risks	Risk Likelihood (L/ M/ H)	Severity (L/ M/ H)	Overall Risk Level (L/ M/ H)	Mitigation Measure(s)
		Lack of support from key stakeholders	H	H	H	<ul style="list-style-type: none"> Proactive and sustained engagement efforts by stakeholder champions Implement structured stakeholder engagement. Enhance and strengthen strategic Communication of the Service.
		Poor service	H	H	H	<ul style="list-style-type: none"> Ensure efficiency and effectiveness in handling customer complaints. Monitor and conform service delivery with global best practice standards. Enhance staff capacity at all customer touchpoints. Continuously train and capacity build all staff interacting with customers. Establish service centres through partnerships. Enhance multichannel service provisions through IT.
		Corruption and fraud	H	H	H	<ul style="list-style-type: none"> Sensitization and promotion of Ethical Conduct
		Inadequate funding	L	L	L	<ul style="list-style-type: none"> Source funding from development partners to undertake public awareness and education/Stakeholder engagement forums.
		Disruptions of planned activities	H	H	H	<ul style="list-style-type: none"> Proper environmental scanning Activity prioritization Continuous capacity building on strategy implementation Close monitoring & supervision

7 CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

This chapter presents the financial requirements for implementing the strategic plan, sources of funds, resource gaps, resource mobilization strategies and resource management.

7.1 Financial Requirements

To realize the aspirations and objectives of this Strategic Plan, BRS will require resources and funding for the implementation of the activities of this strategic plan. This section analyzes the funding projection requirements for each Key Result Area for the five-year Plan period, the variances of the requirements from the allocations, the resource mobilization strategies as well as those of prudently managing the resources during the Plan period.

Table 7: 1 Financial Requirements for Implementing the Strategic Plan

Projected Resource Requirements (Ksh. Mn)						
Cost Item	Year 1	Year 2	Year 3	Year 4	Year 5	Total
KRA1: Business registration	0.40	13.60	54.20	16.60	54.20	139.00
KRA2: Debt Resolution & Business Rescue	3.50	25.16	21.16	23.64	19.88	93.33
KRA3: Financial Inclusivity	1.20	9.00	14.50	7.50	14.50	46.70
KRA4: Data Integrity	1.94	77.45	79.95	76.85	149.45	385.63
KRA5: Compliance	4.02	26.37	21.97	30.92	10.87	94.15
KRA6: Research & Advisory	2.00	19.59	79.59	68.59	68.09	237.86
KRA7: Institutional Capacity	457.29	591.04	623.81	624.75	624.29	2,921.18
Administration costs	102.70	112.24	104.86	115.40	119.11	554.32
Grand Total	470.35	762.21	895.18	848.85	941.28	3,917.86

7.2 Resource Gaps

The Service's resource allocation is appropriated through the GoK budgeting process. The budget is fully funded through the exchequer. Ser service will engage with other stakeholders for the service to finance its budget through the Appropriation in Aid (AIA)

Table 7: 2 Resource Gaps

Financial Year	Estimated Financial Requirements (Ksh Mn)	Estimated Allocations (Ksh. Mn)	Variance (Ksh Mn)
Year 1	470.35	470.35	0
Year 2	762.21	484.35	- 277.86
Year 3	895.18	557.00	- 338.17
Year 4	848.85	640.55	- 208.29
Year 5	941.28	736.64	- 204.64
Total	3,917.86	2,888.89	- 1,028.96

7.3 Resource Mobilization Strategies

In order to facilitate the implementation of this Strategic Plan the Service shall pursue the following strategies:

- (1) Continue to engage strategic for increased funding from the exchequer through the MTEF budget working group and parliamentary committee to increase GoK funding.
- (2) Strategic collaboration with development partners to support various activities, projects and programmes in the strategic plan.
- (3) Engage the National Treasury and other stakeholders for the Service to finance its budget through Appropriation in Aid.
- (4) Leverage ICT toward improving administrative efficiency. This is expected to reduce cost thereby releasing resources to priority needs.

7.4 Resource Management

The Service will prudently manage resources to effectively and efficiently implement the strategic plan. To ensure prudent use of allocated resources, the Service intends to employ the following strategies;

- ❖ **Expenditure management:** The service will implement cost control measures, including adherence to budgetary constraints, prioritization of programs and reduction of non-essential expenses.
- ❖ **Austerity measures:** The Service will optimize resource utilization and implement austerity measures minimizing unnecessary expenditures and ensuring efficient use of available resources.
- ❖ Strictly adhering to the Public Financial Management Act (2012) and attendant Regulations of 2015, Public Audit Act 2015, Public Procurement and Asset Disposal Act (2015) and its attendant Regulations (2020), and other financial instructions in terms of Circulars issued by the National Treasury from time to time;
- ❖ **Leverage on the technology** to enhance efficiency and reduce costs.
- ❖ **Implement robust enterprise risk management;** The service will implement an enterprise risk management to eliminate and minimize severity of risks. This will ensure that risk management is an integral part of strategic implementation.

8 CHAPTER EIGHT: M&E AND REPORTING FRAMEWORK

This chapter details how BRS will monitor, evaluate, and report on the implementation of the Strategic Plan. Successful implementation of the plan requires sourcing and deploying the requisite resources and putting in place an adequate monitoring, evaluation, and reporting framework among others.

8.1 Monitoring Framework

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. For effectiveness in monitoring the plan, measures with clear objectives, targets, and initiatives will be put in place to ensure that the framework:

- (i) Objectively determines key performance indicators from the action plan implementation matrix for tracking the outputs and outcomes;
- (ii) Establishes the baseline data on indicators to be monitored; and
- (iii) Plans for continuous improvement on the targeted results for efficiency and effectiveness.

The strategic plan will be implemented through Annual Work Plan (AWPs). The AWPs will be prepared every year based on the five-year action plan. They will provide detailed activities planned to be accomplished during the year for result or set of results identified. For each year, the AWPs will be evaluated to gauge the extent of achievement and lessons learned that year that could be useful in the next year. The plan will be monitored and progress noted on quarterly and annual basis as follows:

Quarterly Monitoring: 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.

Annual monitoring: Annual Reviews 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.

8.2 Performance Standards

The Service will use a comprehensive evaluation framework that aligns with internationally accepted standards. For tracking of the implementation of the strategic plans, the criteria will be guided by the following criteria.

8.2.1 Criteria

The tracking of the implementation of the strategic plan will seek to assess the following;

- ❖ **Relevance:** This will assess the extent to which the activities implemented contributes towards the business sector growth and the overall government agenda.
- ❖ **Efficiency:** This will assess the cost-effectiveness of activities and initiatives, ensuring that resources are optimally utilized to achieve desired outcomes.
- ❖ **Effectiveness:** The framework will measure the extent to which the strategic plan achieves its intended outcomes and objectives. The criteria will outline any areas which require corrective actions.
- ❖ **Success:** The framework will assess the overall success of the strategic plan in meeting its intended goals and objectives. It will consider the degree to which the plan achieves the goals and outcomes.
- ❖ **Sustainability:** The activities implemented should be able to create lasting changes in the long run. The assessment of the plan will factor in the factors of sustaining a lasting outcomes in future such as capacity building initiatives, strategic collaborations and knowledge management among others.

8.2.2 Coordination of the Implementation, Monitoring and Evaluation of The Strategic Plan

The implementation, monitoring and evaluation of performance shall be overseen by the 3 strategic theme teams coordinated by the head of planning unit in the Service. In this regard, under the guidance and coordination of the planning unit, 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.

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.

8.3 Evaluation Framework

This strategic plan will be reviewed mid-half 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.

BRs intends to conduct two evaluations on the implementation of the strategy.

Mid-Term Evaluation: This will be done in the year 2026/2027 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.

End-Term Evaluation: This will be done at the end of the plan period to review the success rate in implementation of the plan. This evaluation will highlight key milestones; challenges, lessons learnt, and make recommendations relevant to the development of another strategic plan.

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Table 8: 1 Evaluation Framework

Key Result Area	Strategic Objective	Outcome	Outcome Indicator	Baseline		Target	
				Year 1	Value	Mid-Term Period	End-Term Period
KRA1: Business registration	SO1.1 Increase business registration and formalization	Formalized economy	Number of registered businesses	147,500	FY 2023/24	155,200	164,000
		Timely registration	Time taken to register a business (days)	10	FY 2023/24	5	2
KRA2: Debt Resolution & Business Rescue	SO2.1 Optimize insolvency outcomes	Minimizing financial loss	Creditors recovery rate (%)	TBD	FY 2023/24	2% increase	2% increase
		/Minimal loss in financial transactions Increased value for investors/ Maximise value for creditors	Time taken to resolve insolvency matters (years)	4	FY 2023/24	3	2
KRA3: Financial Inclusivity	SO3.1 Increase access to credit for all	Increased credit access	Value of credit accessed through movable properties		FY 2023/24		
		Secured Transactions	No of MPSR Initial notices	167,361	FY 2023/24	171,800	178,810
			No of MPSR Searches		FY 2023/24		
KRA4: Data Integrity	SO4.1 Provide reliable data	Quality data/ High value data	No of external data requests	TBD	FY 2023/24	2% increase	2% increase
			No of data driven integrations	2	FY 2023/24	2	2
KRA5: Compliance	SO5.1 Increase Compliance	Compliant business entities	Level of compliance		FY 2023/24		
			Ratio of BO compliant businesses	45	FY 2023/24	61	68
KRA6: Research & Advisory	SO6.1 Promote Research & innovation	Informed decisions	Number of researches/briefs	1	FY 2023/24	1	1
			Number of innovations	1	FY 2023/24	1	1
KRA7: Service Delivery	KRA7.1 Enhance Institutional Capacity for the Service to deliver its mandate	Institutional excellence	PC performance index	3.1	FY 2023/24	2.9	2.7
			Board performance score	97	FY 2023/24	99	100
			Average productivity	TBD	FY 2023/24	4% increase	4% increase
			Annual revenue (millions)	1,132.82	FY 2023/24	1,304.47	1,400.00
			Customer satisfaction (%)	73.5	FY 2023/24	80	85

			Brand Awareness index (%)	59	FY 2023/24	67	75
			No of Media Impression		FY 2023/24		
			Level of automation (%)	60	FY 2023/24	80	100
			Employees satisfaction (%)	58	FY 2023/24	62	66
			Staff turnover (%)	6	FY 2023/24	3	1
			% of strategy Implementation (%)	20	FY 2023/24	60	100
			System uptime		FY 2023/24		

8.4 Reporting Framework and Feedback Mechanism

The Service will adopt an appropriate reporting framework to ensure the implementation of the strategic plan is well tracked and reported. The service will produce quarterly, annual, mid-term and end term reports. The reports will capture achievements, challenges, emerging issues, lessons learnt and missed targets. The reports will be used by the management and the Board to monitor the progress of the implementation of the strategic plan. The Service will adopt the following reporting templates.

Table 8: 2 Quarterly Monitoring Template

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

Table 8: 3 Annual Monitoring Template

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

Table 8: 4 Evaluation Reporting Template

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