



STRATEGIC PLAN 2023 - 2027

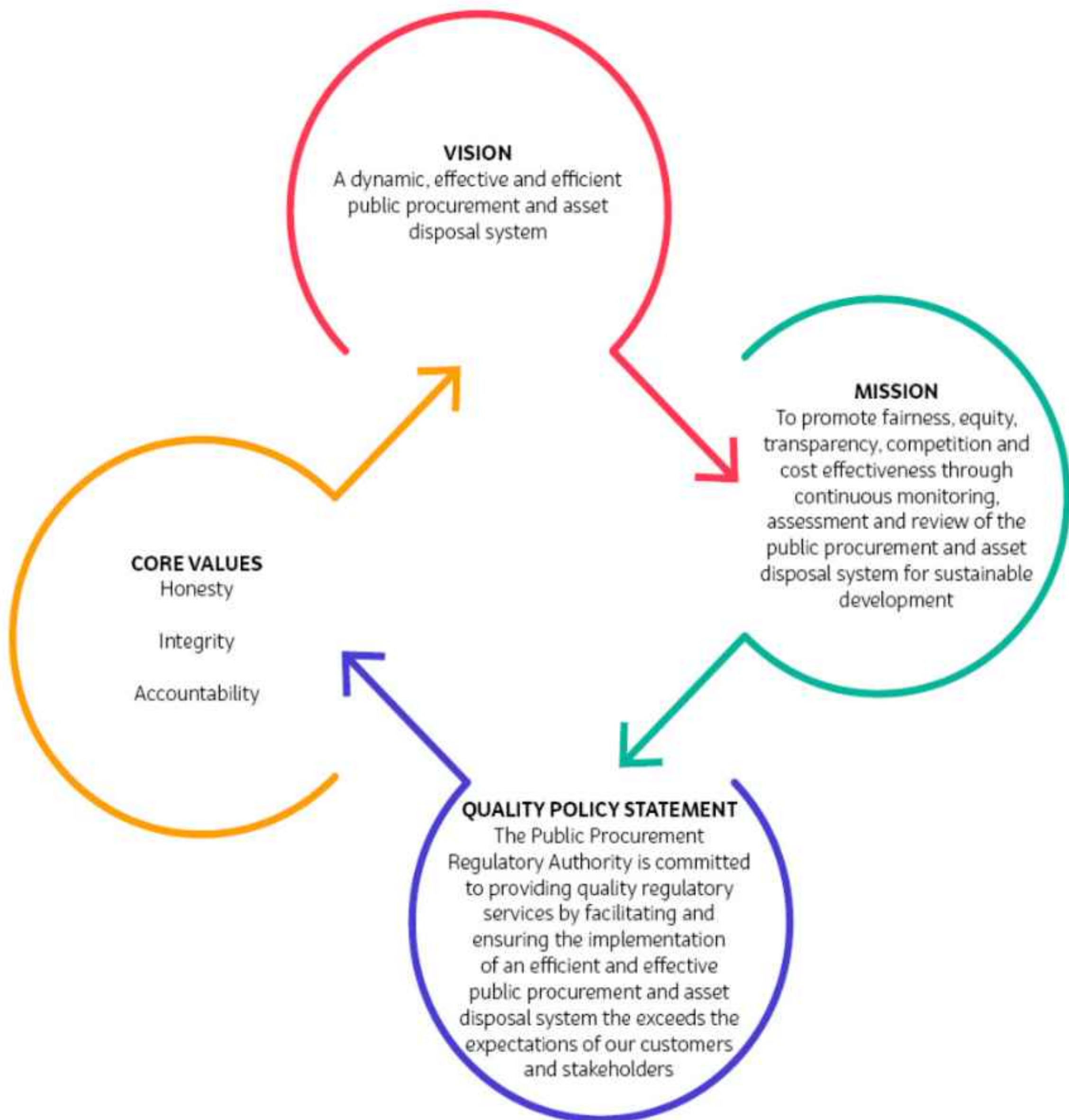



KENYA
VISION 2030



**STRATEGIC PLAN
2023 - 2027**

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FOREWORD

From The Chairperson



Adequate resourcing is a key enabler for successful realisation of the expected outcomes, mission and vision of the Authority at large.

Public Procurement Regulatory Authority strategic and policy direction is anchored on its vision of delivering a dynamic, efficient and effective public procurement and asset disposal system. The vision will be actualised through the mission which aims to promote fairness, equity, transparency, competition and cost effectiveness through continuous monitoring, assessment and review of the public procurement and asset disposal system for sustainable development. The Authority aims to transform the public procurement and asset disposal system from its current state to one that delivers value for money and quality services for a prosperous nation.

The Authority has developed this Strategic Plan for the 2023-2027



period, while building on the success, emerging issues and lessons learnt from the previous plan for the 2018 – 2023 period. This Strategic Plan aims to position the Authority as a knowledge based and information driven institution on public procurement and asset disposal system regulation. Building on the maturity of its process, continuous improvement and automation, the Authority aims to proactively address challenges affecting the system; drifting away from the reactive nature of operations experienced in the past.

This Strategic Plan outlines the strategic issues, strategic goals, key result areas and strategic objectives that the Regulatory Board will be at the fore front in ensuring that relevant policy frameworks are approved to facilitate realisation of the commitments and targets herein. These are aimed at providing the Authority with a conducive environment for effective and efficient regulation and reporting on the performance of the public procurement and asset disposal system.

In its support to the national development agenda, the Strategic Plan has carefully been developed to focus on providing proactive public procurement regulatory support to projects aimed at achieving the Bottom-Up Economic Transformation Agenda (BETA) and Fourth Medium-Term Plan (MTP IV 2023-2027). We are also positive that the development and roll-out of an end-to-end e-Government Procurement System (e-GP system) will be completed within the Plan period to enhance efficiency and transparency in public procurement. The Public Procurement Information Portal (PPIP) continues to deliver the key principle of transparency, accountability, openness and enhanced disclosure of public procurement information to the public, and will be upgraded for improved access to detailed data and information on public procurement.

The Authority took cognizance of Article 35 of the East Africa Community Common Market Protocol, and endeavours to ensure inclusion of these requirements in the public procurement and asset disposal policy and legal framework over the plan period. The Authority plays a key role in realisation of Sustainable Development Goals (SDGs) more so SDG 12.7 on Sustainable public procurement. The Strategic Plan has put in place mechanisms aimed at streamlining sustainable public procurement in the policy, legal and regulatory framework over the plan period. This is aimed mitigating the effects of climate change emanating from public procurement; to ensure building of resilience and adaptation.

Adequate resourcing is a key enabler for successful realisation of the expected outcomes, mission and vision of the Authority at large. The Strategic Plan has outlined measures and strategies that will be deployed to ensure that the Plan is adequately resourced. In addition, institutional processes transformations will be undertaken to ensure prudent utilisation of resources.

We underscore the Regulatory Board's commitment to providing strategic and policy direction in the implementation of the Strategic Plan towards realisation of the vision, mission and core values as outlined herein. We are confident that we will achieve and exceed the set targets and play its fundamental role in spearheading the transformation of the public procurement system in Kenya. This strategic plan will serve as an effective anchor for us to deliver on the mandate.

Jimmy K. Kahindi
Chairperson
Public Procurement Regulatory Board

PREFACE & ACKNOWLEDGEMENT

From The Director General



... this Plan has laid ground to support achievement of BETA and MTP IV targets, alongside international treaties and protocols.



The 2023-2028 strategic plan provides a roadmap for the Authority's mandate highlighting the major priority areas of focus for the Authority in the next five years. The Plan aims to deliver an effective and efficient public procurement system that promotes sustainable development. Public Procurement is a key catalyst in the realisation of Government policies and commitments; therefore, this Plan has laid ground to support achievement of BETA and MTP IV targets, alongside international treaties and protocols.

The Strategic Plan is anchored on Six key result areas and seeks to deliver five strategic goals namely; (a) Foster compliance with the legal and regulatory framework; (b) Promote ethical conduct among persons participating in the public procurement and asset disposal system; (c) Enhance efficiency in the public procurement and asset disposal system; (d) Increase stakeholder participation in the public procurement and asset disposal

System; and (e) Strengthen institutional capacity for effective service delivery. These goals shall be actualized through strategic objectives and strategies outlined herein.

Over the Plan period, the Authority is committed to strengthen monitoring of the overall functioning of the public procurement and asset disposal system, and make succinct recommendations for improvement. Specifically, the Authority shall strengthen compliance monitoring; enforcement of standards and resolution of public complaints and disputes; undertake research, capacity building and registration of procurement agents; enhance digital collection & disclosure of public procurement and asset disposal data and information; and strengthen institutional capacity to support delivery of the commitments. We therefore invite all stakeholders to join hands and provide necessary support whenever called upon to ensure delivery of the targets.

We sincerely wish to extend sincere appreciation to the Public Procurement Regulatory and Public Procurement Administrative Review Boards for their strategic guidance and support; and to our internal and external stakeholders who have contributed immeasurably to the development of this Strategic Plan. This includes enriching comments and feedback we received from stakeholders that shaped this Plan. We also appreciate the National Treasury and Economic Planning, through the State Department for Economic Planning for the guidance and support provided through the comments.

We wish to sincerely appreciate the support by the Government through the National Treasury and Economic Planning for the continued support over the years, and we are looking forward to deepen the engagement towards delivering value to the citizens. Special appreciation is extended to the Strategic Planning Committee that worked tirelessly to ensure that the Strategic Plan was developed and finalised. We express our commitment to ensure that the targets are realised within the stated timelines.

Patrick K. Wanjuki
Director General

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CONCEPTS & TERMINOLOGIES

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

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

Bottom-Up Economic Transformation Agenda (BETA): This is a government development agenda aimed at promoting inclusive economic growth across key sectors of the economy, including: Agricultural Transformation; Micro Small and Medium Enterprises (MSMEs); Housing and Settlement; Healthcare; and Digital Superhighway and Creative Industry.

Indicator: A means for measuring progress/change that results from an intervention. It measures a change in a situation or condition and confirms progress towards achievement of a specific result. It is used to measure a project impact, outcomes, outputs and inputs that are monitored during project implementation to assess progress.

Emerging Issues: This refers to recent occurrences /events /phenomena which might impact the sector negatively or positively. They include environmental, policy, legal, technological, economic, political, social and cultural.

Key Activities: Actions taken or work performed, through which inputs are mobilized to produce outputs.

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

Key Output: The overall product resulting directly from the implementation of activities defined within a procedure.

Key Results Areas: They are the broad areas in which you are expected to deliver results.

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

Local Content: Kenyan materials and workforce used in production.

M&E Culture: Shared understanding and practice of monitoring and evaluation tools, methods and standards.

Mainstreaming: Integration of cross cutting actions into various stages of decision making by sectors.

Monitoring: Is a continuous assessment that aims at providing all stakeholders with early detailed information on the progress or delay of the ongoing assessed activities. It is an oversight of the activity's implementation stage.

Outcome: The intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation as a result of an intervention output(s) such as changed practices as a result of a programme or project.

Output: Products, services, or immediate results, tangible or intangible resulting directly from the implementation of activities or applying inputs.

Preferences and Reservations: "Preference" means the right or opportunity to select a tenderer from an identified target group that is considered more desirable than another; "Reservations" means exclusive preference to procure goods, works and services set aside to identified target group of tenderers with a specified threshold or region

Strategies: Broad abstractions which are descriptive of the means for achieving the strategic objectives.

Strategic Issues: These are problems or opportunities emanating from situational analysis that an organisation has to manage in order to be able to fulfil its mandate and mission.

Strategic Goal: General qualitative statements on what an organisation is hoping to achieve in the long term. Each strategic goal is linked to a strategic issue. Goals are the foundations of your plan and need to be set at the start of the planning process.

Strategic Objectives: These are what the organization commits itself to accomplish in order to achieve strategic goals. Strategic objectives should be SMART; they establish performance levels to be achieved on priority issues and measures of success in fulfilling critical mission statement elements.

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

Target: A result to be achieved within a given time frame.

Top Leadership: Individuals or groups of people who carry the Vision of an organization and are responsible for achieving its mandate. For Ministries top leadership includes Cabinet Secretary and Principal Secretary, Board of Directors for State Corporations and Chairpersons or Heads of Commissions and Independent Offices, and respective CEOs.

Value Chain: A description of the production-to-market linkages, generating value to the customer through efficient processes and procedures. Value chains are about understanding how creation of value is distributed along the chain.

Value for Money (VFM): Is the processes of ensuring that public resources spent through public procurement are used economically, efficiently and effectively

ACRONYMS AND ABBREVIATIONS

AGPO	Access to Government Procurement Opportunities
BETA	Bottom-Up Economic Transformation Agenda
C & I	Complaints and Investigations
CS/DLS	Corporation Secretary/Director Legal Services
CSI	Corporate Social Investment
DCI	Directorate of Criminal Investigation
DD	Deputy Director
DG	Director General
DPP	Director of Public Prosecutions
EACC	Ethics and Anti-Corruption Commission
ERM	Enterprise Risk Management
GDP	Gross Domestic Product
ICT	Information, Communication and Technology
ISO	International Standards Organisation
L&S	Licensing and Registration
M & E	Monitoring and Evaluation
MOU	Memorandum of Understanding
MPI	Market Price Index
MTP IV	Fourth Medium Term Plan (2023 – 2027)
PE	Procurement Entity
PESTELE	Political, Economic, Social, Technological, Ecological, Legal & Ethical
PPADA	Public Procurement and Asset Disposal Act
PPARB	Public Procurement Administrative and Review Board
PPOA	Public Procurement Oversight Authority
PPRA	Public Procurement Regulatory Authority
PWD	Persons with Disabilities
Regulatory Board	Public Procurement Regulatory Board
Review Board	Public Procurement Administrative Review Board
RIBS	Research, Innovation and Business Systems
ROC	Regional Offices Coordination
S&P	Strategy and Planning
SDGs	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities and Threats

EXECUTIVE SUMMARY

Public Procurement Regulatory Authority Strategic Plan (the Plan) for the period 2023/24 – 2027/28 is to be implemented when the Government is focusing on the Bottom-Up Economic Transformation Agenda aimed at enhancing livelihoods of all Kenyans, while leaving no one behind. This Agenda has been operationalised through the Fourth Medium Term Plan (MTP IV), under the Kenya Vision 2030. This Plan succeeds the Strategic Plan (2018 - 2023) that was successfully implemented and saw strengthened monitoring and reporting on the public procurement and asset disposal system. Key among the achievements being the roll-out of the Public Procurement Information Portal (PPIP), that has enhanced disclosure of procurement information to stakeholders.

This Strategic Plan lays emphasis on enhancing the efficiency and effectiveness of the public procurement and asset disposal system, to ensure that it delivers value for money and quality services to the citizens. The strategies outlined herein are geared towards delivering the aspirations under the Kenya's Vision 2030, MTP IV as well as those under the Bottom-Up Economic Transformation Agenda (BETA). The Agency's contribution towards achieving the BETA goals will be focused on strengthening capacity development, provision of technical support and compliance monitoring of projects earmarked for implementation

under the different priority areas. The Authority has also focused on digitalisation of its operations and services by tapping into the Digital Superhighway priority area.

Under this Plan, the Authority has revised the vision, mission and core values to realign them with the organization's objectives and strategic focus. Key Result Areas have also been reviewed and sharpened to deliver value to the citizens. The Strategic Goals include:

1. Increase compliance with the legal and regulatory framework
2. Promote ethical conduct among persons participating in the public procurement and asset disposal system.
3. Increase efficiency in the public procurement and asset disposal system
4. Increase stakeholder participation in the public procurement and asset disposal System
5. Strengthen institutional capacity for effective service delivery.

These key result areas have been operationalised through the implementation matrix that details the strategic objectives, strategies to be deployed and key objectives that will be implemented to deliver on the Authority's mandate over the next five years. the organisational structure, human resource needs as well as financial resource requirements have also been

detailed; including measures to address resource gaps. To address potential risks that the Authority may face in delivering its mandate, a risk matrix has been developed highlighting key potential risk areas and mitigation measures to address the risks.

To ensure effective delivery of this Strategic Plan, periodic monitoring and evaluation have been prioritised. Monitoring and Evaluation frameworks have been put in place to ensure that the objectives are being monitored. A mid-term review of this plan will be undertaken to ensure that the set targets are being met and to assist in

determining any amendments that need to be made. A final review will be undertaken at the end of the plan period to determine the achievement of set targets and draw lessons in preparation for the next planning period.

The Plan therefore demonstrates our commitment to realise value to the citizens, by ensuring that the public procurement and asset disposal system is effective and efficient; and meets the requirements of Article 227 of the Constitution of Kenya, 2010.

CHAPTER **ONE** INTRODUCTION

1.1 Overview

This chapter presents the background information of the Public Procurement Regulatory Authority (the Authority), its functions and mandate as outlined Section 9(1) of the Public Procurement and Asset Disposal Act, 2015 (the Act); as well as Global, Regional and National Development issues specific to our mandate. Additionally, this chapter describes the role of the Authority vis-à-vis the national development blueprints including the Kenya Vision 2030, Fourth Medium Term Plan (MTP IV), the Bottom-Up Economic Transformation Agenda (BETA), regional and international development frameworks. The chapter concludes by presenting the process undertaken in the development of this Strategic Plan.

1.2 Strategy as an Imperative for Organisational Success

Public procurement is a strategic tool for enhancing a country's development agenda. Over the past two decades, Kenya has implemented an aggressive expansionary fiscal policy aimed majorly at bridging the existing infrastructural gaps in the Country. The projects have been implemented to facilitate seamless access to public services and interconnectivity on road, rail and ports. These have been delivered through expanded provision of clean water; expansion of renewable energy input in

the national grid; improved quality of learning and health facilities, and expanded access to electricity by the households, amongst other services.

Some of these investments, despite consuming huge sums of resources, have been abandoned, stalled or even remained incomplete; resulting into sunk costs. This therefore calls for reorientation of government focus towards realizing cost-effectives and eliminating such sunk costs in public procurement.

Globally, public procurement accounts for 13% to 20% of GDP¹. In Kenya, it is estimated to account for between 10% to 13% of GDP (estimates of use of goods and services, and development spending, from budget implementation reports). This implies that a greater portion of the annual general government budget is processed through public procurement.

Public procurement being a fiscal catalyst for delivery of public services to the citizens, and coupled by its magnitude, should be given a special attention. Ensuring that public procurement and asset disposal system is efficient and effective, is likely to deliver savings and create a fiscal space, that will allow shifting of the gains to other priority projects. It will also allow citizens to enjoy quality services.

¹ https://www.globalpublicprocurementdata.org/gppd/country_profile/KE

Public procurement has been faced with a number of challenges including corrupt and unethical practices, weak contract management, weak procurement planning, inadequate capacity of persons participating in the system, long turnaround time to conclude procurement processes, delays in payment of performed contracts, weak records management, and overlooking a highly decentralised procurement system.

In the era of fiscal consolidation, enforcing efficiency, effectiveness and integrity in public procurement expenditure is a panacea for quality services, public sector productivity through fiscal savings and economies of scale. As enforcement efforts are exerted on revenue mobilisation, double of that effort should be placed on enhancing the effectiveness of public expenditure.

There is a massive shift in the use of technology in public procurement to enhance transparency, accountability, integrity and realisation of fiscal savings. Through this, many governments are acquiring and rolling out standalone e-Government procurement systems to achieve these principles. This also coupled by the increasing demand for use of current technologies of block chain, artificial intelligence and machine learning to predict future public procurement needs.

There are also continuous calls for promotion of open contracting under the Open Government Partnerships (OGP). Countries are called upon to ensure adoption and implementation of the Open Contracting Data Standard (OCDS) that ensures seamless disclosure of public procurement data and information, through standardised formats that can be used and re-used by all stakeholders. This is aimed at standardisation of quality of public procurement data for decision making.

Following the onset of COVID-19 and the subsequent disruption of public procurement and supply chains, demands have been placed on countries to inculcate resilience and adaptability of the supply chain management systems. This is followed by requirements to institutionalise emergency procurement guidelines including early warning signs to facilitate effective response to such emergencies through public procurement.

In response to the changing landscape of public procurement, increased importance of public procurement in the national GDP and the challenges affecting public procurement, the strategic plan therefore becomes an imperative for the Authority. To address the foregoing key strategic responses have been outlined which if adequately implemented will result in a well-functioning public procurement and asset disposal system, that promotes sustainable socio-economic development and quality services to the citizens.

1.3 The Context of Strategic Planning

The Strategic Plan for the Authority is prepared within the context of Global, Regional and National development goals. These goals are contained in the UN Sustainable Development Goals, The Africa Agenda 2063, the EAC Vision 2030, the Constitution of Kenya, 2010, the Kenya Vision 2030 as operationalized in Medium Term Plan IV (MTP IV) the Bottom-up Economic Transformation Agenda (BETA) and other sector laws and policies.

1.3.1 United Nations 2030 Agenda for Sustainable Development

The United Nations General Assembly (UNGA) at its 70th session of the Sustainable Development Summit, the member states adopted 17 Sustainable Development Goals (SDGs) and 169 targets. The SDGs are a universal set of goals and indicators that the UN member states are expected to implement in furtherance of their development agenda and policies by 2030.

Under SDG 12 on sustainable production and consumption, countries are required to promote sustainable procurement practices that considers the environmental, social and governance issues to ensure sustainability of services consumed by the stakeholders. The goal is aimed at greening the government and promoting circular economy in the public procurement system.

In the 2022 SDG 12.7 level of implementation report released by the United Nations Environment Programme (UNEP), indicated that Kenya scored 38% and was ranked under the low-level category in implementation of this goal. The key issues identified for low performance was on lack of mandatory requirements for implementation of sustainable public procurement in Kenya. Kenya, however, performed well under the social pillar of the goal, majorly for the provisions that promote participation of disadvantaged and marginalised groups in public procurement. There is need therefore to strengthen mainstreaming of the other pillars of SDG 12.7 to ensure that Kenya moves to the medium or high-level ranking.

The Authority, being the regulator of public procurement in Kenya will champion mainstreaming of SDG 12.7: Promote public procurement practices that are sustainable, in accordance with national policies and priorities. This will involve setting specific sustainability criteria, promoting transparency and accountability, and actively engaging with stakeholders to ensure a holistic and inclusive approach. Additionally, the Authority will monitor, evaluate and annually report on the effectiveness of national commitments towards realization of this goal. The Authority will further endeavour to integrate and actualize the aspirations of the other SDGs in its operations.

1.3.2 Africa Union Agenda 2063

The Africa Union (AU), in their 50th Anniversary Solemn Declaration, the Heads of State and Government, adopted 7 Aspirations with 20 Goals under the Agenda 2063. The Aspirations are geared towards, "A shared strategic framework for inclusive growth and sustainable Development & a global strategy to optimize the use of Africa's Resources for the benefit of all Africans". Member states are expected to implement the Aspirations in furtherance of their development agenda and policies by 2063. An effective public procurement can contribute to achievement of infrastructure development, industrialisation, economic diversification, equality and women empowerment, environmental sustainability and good governance goals including anti-corruption.

Specifically, the Authority, will champion mainstreaming of Goal 1.7 that targets environmentally sustainable and climate resilient economies and communities. The Goal prioritizes, development and implementation policies and standards including environmental laws and regulations,

green procurement for sustainable production and consumption practices. In that regard, the Authority will develop programmes that seek to mainstream the targets, monitor, evaluate and annually report on the effectiveness of national commitments towards realization of this goal. East Africa Community Vision 2050

The Vision 2050 aims at transforming the economic well-being of the community into a higher income cohort and subsequently to the upper middle-income status. The underlying enablers include creation of a conducive environment for investment, coupled with effective institutional capacities, the region will expand its production capacity and widen its exports, both by composition and value. Public procurement will play a critical role in the delivery of the commitments, as an enabler. The Authority will jointly with other regulators within the region, facilitate harmonisation of the legal frameworks to facilitate effective delivery of the commitments.

The Authority also takes cognizance of Article 35 of the East Africa Community Common Market Protocol, which requires that, the Partner States shall not discriminate against suppliers, products or services originating from other Partner States, for purposes of achieving the benefits of free competition in the field of public procurement. The Authority will endeavour to ensure inclusion of these requirements in the public procurement and asset disposal policy over the plan period.

1.3.3 The Constitution of Kenya

The Constitution of Kenya 2010 was promulgated and introduced Article 227 on procurement of goods and services under Chapter 12 on Public Finance. Specifically, the Article requires that when a State organ or any other public entity contracts for goods or services, it shall do so in accordance with a system that is fair, equitable, transparent, competitive and cost-effective.

The Constitution provides that an Act of Parliament should be enacted to: operationalize public procurement principles that include : to advance categories of preference in the allocation of contracts; to provide for protection or advancement of persons, categories of persons or groups previously disadvantaged by unfair competition or discrimination; state the sanctions against contractors that have not performed according to professionally regulated procedures, contractual agreements or legislation; and provide for sanctions against persons who have defaulted on their tax obligations, or have been guilty of corrupt practices or serious violations of fair employment laws and practices.

The Authority has the mandate of ensuring that persons participating in the public procurement and asset disposal system, undertake their operations in compliance with the provisions of the Constitution. The Authority, will through this plan, establish mechanisms aimed strengthening monitoring the overall functioning of the public procurement and asset disposal system, for quality service delivery.

1.3.4 Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and the Fourth Medium Term Plan

Under the Vision 2030, public procurement has been identified as key area for reforms; which stated that Procurement Reforms, be geared towards enhancing the effectiveness of the Public Procurement Regulatory Authority (PPRA) in order to improve efficiency in public procurement and create fiscal space to allow for shifting resources to priority Vision 2030 development projects.

The Government has aimed at realization of the Bottom-Up Economic Transformation Agenda (BETA), anchored under the following five sectors: Agricultural Transformation; Micro Small and Medium Enterprises (MSMEs); Housing and Settlement; Healthcare; and Digital Superhighway and Creative Industry.

The Authority has reoriented its operations through this plan towards ensuring that public procurement processes are streamlined to ensure efficiency and effectiveness throughout the procurement cycle. The Authority will provide priority regulatory services in forms of compliance monitoring, technical support and advice, to projects being implemented under the BETA blueprint. The Authority will also heighten monitoring of performance of the MSMEs participating in the Access to Government Procurement Opportunities (AGPO) to ensure it delivers the intended objectives.

The MTP is a successive five-year plan that implements the Kenya Vision 2030 which is a development blueprint. The MTP IV contains five sectors namely: Finance and Production Economy; Infrastructure; Environment and Natural Resource; Social Sector; and Governance and Public Administration. Over the medium term, the Authority has committed to ensure that projects prioritised under the Medium-Term Plan (2023-2027) to facilitate economic recovery and re-position the economy on a steady and sustainable growth trajectory; are supported, facilitated and continuously monitored to ensure seamless performance.

The Authority will also ensure that the requirements and projects under the Fourth Medium-Term Plan (MPT IV: 2023-2027) are given a strategic focus, in terms of compliance monitoring, capacity building, and provision of advice and technical support. These are aimed at ensuring seamless delivery of these priority projects and quality services to the citizens.

1.3.5 Sector Policies and Laws

The development of the strategic has also been informed by the various sector policies and laws. These sector policies and laws have key provisions governing the public procurement system and practices in Kenya. These laws include the Public Finance Management Act, 2012 and its attendant Regulations, 2015, that governs the management of public finances across the entire public sector; Public Procurement and Asset Disposal Act, 2015: This is the main legislation governing public procurement in Kenya. The Act establishes the Public Procurement Regulatory Authority (PPRA) and sets out the procedures and principles for public procurement, including the disposal of public assets.; Public Procurement and Asset Disposal Regulations, 2020: These

regulations provide more detailed guidance on various aspects of public procurement, including the procedures for procurement planning, pre-qualification, tendering, and contract award; The Anti-Corruption and Economic Crimes Act, 2003: provides a legal framework to guide the fight against corruption and economic crimes in Kenya, including in public procurement and asset disposal processes; **E-Government Procurement (e-GP) System Implementation Strategy** outlines the road map towards acquisition and deployment of a stand-alone e-Government Procurement system for use by all procuring entities. The key modules for the Authority include: e-Monitoring module, e-Complaints module, e-Appeals Module, e-Procurement Management Information system (e-PMIS), and e-Catalogue module. The system will standardise procurement operations and deliver the much-needed fiscal gains.

The Authority shall ensure that the e-GP system is integrated with the Public Procurement Information Portal (PPIP) for seamless disclosure of public procurement data and information to the stakeholders. Additionally, The Authority is also committed to uphold the principles of open contracting and open ownership, which champion disclosure of quality public procurement data and information for decision making. The Authority through this plan, will deploy different strategies to engage stakeholders in the public procurement processes, more so overseeing contract management.

1.4 History of the PPRA

Public procurement and asset disposal system (the system) in Kenya has evolved from a crude system with no regulations to an orderly and a legally regulated system in line with international standards and best practice. Over the 1970s, 80s and late 90s, the system was originally regulated by the Supplies Manual of 1978, which was supplemented by circulars issued from time to time by the Ministry of Finance. The Director of Government Supply Services was responsible for ensuring the proper observance of the provisions of the Manual. The Manual also created various central tender boards for adjudication of tenders and their awards.

The World Bank conducted a Country Procurement Assessment Review in 1997 which identified the following weaknesses in the system: reduced effectiveness of the public financial management; Government's inability to deliver services efficiently; obscure rules not based on a sound and transparent legal framework; and that the system did not promote fair competition, thereby rendering it to serious abuse.

Since the beginning of the millennium, Kenya undertook efforts to reform and modernize the system. The evolution was through the issuance of the Exchequer and Audit (Public Procurement) Regulations March 2001, the Public Procurement Department (PPD) and the Public Procurement Complaints, Review and Appeals Board (PPCRAB). The PPD and PPCRAB, though largely independent in carrying out their activities, had been operating as departments in the Ministry of Finance on which they relied for staff, facilities and funding. Since these institutional arrangements have a potential for undermining the impartiality of these bodies in the long run it was found necessary to create an oversight body whose existence was based on a law.

Following the assumption to office by the NARC Government in 2002, which committed itself to implementation of policies aimed at promoting good financial governance principles and Anti-corruption measures; prioritised drafting of a public procurement legislation in line with the UNICITRAL Model Law on Procurement of Goods, Construction and Services. These efforts were part of the wider Public Financial Management Reforms being implemented by the Government. The result of the implementation of the reform agenda was the enactment of the Public Procurement and Disposal Act in the year 2005. The Act came into force in 2007 with the gazettment of the Public Procurement and Disposal Regulations, 2006; and established the Public Procurement Oversight Authority (PPOA) as the regulatory body to develop and oversight the public procurement and asset disposal system in Kenya.

The Constitution of Kenya 2010 was promulgated and introduced Article 227 on procurement of goods and services under Chapter 12 on Public Finance. Specifically, the Article requires that when a State organ or any other public entity contracts for goods or services, it shall do so in accordance with a system that is fair, equitable, transparent, competitive and cost-effective. The Constitution required enactment of an Act of Parliament to operationalize the stated principles.

In 2015, the Public Procurement and Asset Disposal Act (the Act) was enacted and became operational from January 2016. The Act, under Section 8(1), established the Public Procurement Regulatory Authority (PPRA), with an expanded mandate and as the successor of PPOA. The functions of PPRA included among others, to monitor, assess and review the public procurement and asset disposal system to ensure they respect the National values and other provisions including Article 227 of the constitution on public procurement. With a view of meeting the requirements of Article 6(3) of the Constitution of Kenya 2010 and Section 8(3) of the Act, PPRA has established four Regional Offices in Mombasa, Nakuru, Eldoret, and Kisumu, to facilitate ease of access to its services across the republic. Public procurement is a critical function in the delivery of services and public goods to the citizens, therefore, through this Strategic Plan, PPRA indicates its commitment to provide effective and efficient regulation and reporting on the overall performance of the public procurement and asset disposal system in Kenya. The Strategic Plan indicates the Authority's focus to domesticate and implement global, continental, regional; and Kenya's socio-economic development agenda. The strategies identified and documented in the plan are aimed at resolving the persistent challenges currently affecting the system.

1.5 Methodology of Development of the Strategic Plan

The 2023 – 2027 Strategic plan indicates our commitment to provide effective and efficient regulation and reporting on the performance of the public procurement and asset disposal system in Kenya. The Strategic Plan reaffirms the Authority's commitment to the global, continental, regional; and Kenya's socio-economic development agenda. The process of developing the plan was participatory and consultative process and involved four key steps.

The first step involved the initiation of the strategic planning process that included the resolution by the Board to review the previous strategic plan and use the lessons to inform the development of the strategic direction for the Authority. Terms of reference for the assignment were developed and a strategic plan development committee was appointed and appointment letters issued.

During the strategy development phase which was the second part of the assignment. It involved the review of the performance of the strategic planning period to identify achievements, challenges and lessons learnt. The committee undertook a review of the internal and external environment to identify the strengths, weaknesses, opportunities and threats. Additional analysis involved stakeholder analysis as well as the risk analysis. Based on the analysis, the next step involved the identification of strategic issues, goals and objectives as well as the strategies required. The step also involved developing the coordination framework, the financing arrangements as well as the monitoring and evaluation framework. This phase culminated into the development of a strategic plan for the Authority.

The third phase of the strategic plan involved the validation of the strategic plan. The plan was shared to members of staff for inputs before being presented to the Board. After review of the plan by the board, the plan was subjected to external stakeholders for validation and input. The stakeholders' comments were then integrated into the draft strategic plan. The plan was then submitted to the State Department for Economic Planning for review and quality assurance.

The final phase of the process involved finalization and dissemination. The strategic plan was finalized and printed. The dissemination of the strategic plan was undertaken during its launch and an abridged version uploaded on the Authority's website for public access. Implementation of the Strategic plan commenced with the cascading of the performance targets to the respective directorates and development of annual work plans that formed the basis of the performance contracting.

CHAPTER **TWO** **STRATEGIC DIRECTION**

2.1 Overview

This chapter details the strategic model that will guide the operations of the Authority towards realisation of its mandate in the next five years. Specifically, it presents the mandate, vision, mission, strategic goals, core values and quality policy statement.

2.2 Mandate

The mandate of the Authority is to regulate the public procurement and asset disposal system, and report on its overall functioning. This is undertaken through monitoring, assessing, reviewing, training, technical support, issuance of regulatory documents and acting on complaints towards realisation of an effective and efficient public procurement and asset disposal system that delivers value for money and quality services to the citizens.

The functions of the Authority are provided for under Section 9 (1) of the Public Procurement and Asset Disposal Act, 2015, and various provisions of the Public Procurement and Asset Disposal Regulations, 2020 (the Regulations) as follows:

- a) monitor, assess and review the public procurement and asset disposal system to ensure that they respect the national values and other provisions of the Constitution, including Article 227 and make recommendations for improvements;
- b) monitor the public procurement system and report on the overall functioning of it and present to the Cabinet Secretary and the county executive member for finance in each county, such other reports and recommendations for improvements;
- c) enforce any standards developed under this Act;
- d) monitor classified procurement information, including that of specific items of security organs and make recommendations to the Cabinet Secretary;
- e) monitor the implementation of the preference and reservation schemes by procuring entities;
- f) prepare, issue and publicise standard public procurement and asset disposal documents and formats to be used by public entities and other stakeholders;
- g) provide advice and technical support upon request;
- h) to investigate and act on complaints received on procurement and asset disposal proceedings from procuring entities, tenderers, contractors or the general public that are not subject of administrative review;

- i) research on the public procurement and asset disposal system and any developments arising from the same;
- j) advise the Cabinet Secretary on the setting of standards including international public procurement and asset disposal standards;
- k) develop and manage the State portal on procurement and asset disposal and ensure that it is available and easily accessible;
- l) monitor and evaluate the preference and reservations provided for under this Act and provide quarterly public reports;
- m) create a central repository or database that includes—
 - (i) complaints made on procuring entities;
 - (ii) a record of those prohibited from participating in tenders or those debarred;
 - (iii) market prices of goods, services and works;
 - (iv) benchmarked prices;
 - (v) State organs and public entities that are non-compliant with procurement laws;
 - (vi) statistics related to public procurement and asset disposal;
 - (vii) price comparisons for goods, services and works; and
 - (viii) any information related to procurement that may be necessary for the public;
- n) inform, as applicable, the Cabinet Secretary, Parliament, the relevant County Executive member for finance, the relevant County Assembly or Auditor-General on issues of non-compliance with procurement laws once the relevant State organ or public entity ignores the written directives of the Authority, including material breaches of the measures established under this Act;
- o) Generally, report to Parliament and the relevant county assembly;
- p) develop a code of ethics to guide procuring entities and winning bidders when undertaking public procurement and disposal with State organs and public entities;
- q) in undertaking its functions, cooperate with state and non-state actors with a view to obtaining recommendations on how public procurement and disposal can be improved;
- r) ensure the procurement entities implement the preference and reservations and provide data to the Authority disaggregated to indicate the number of disadvantaged groups that have benefitted;
- s) develop, promote and support the training and capacity development of persons involved in procurement and asset disposal;

- t) perform such other functions and duties as are provided for under this Act and any other relevant law.

The Authority while exercising the above functions, issues circulars, reporting guidelines, directives, manuals and market price indices for purposes of providing clarification on different aspects of the public procurement policy, legal and regulatory framework.

2.3 Vision Statement

A dynamic, effective and efficient public procurement and asset disposal system.

2.4 Mission Statement

To promote fairness, equity, transparency, competition and cost effectiveness in the public procurement and asset disposal system through effective monitoring, assessment and review for sustainable development.

2.5 Strategic Goals

1. Foster compliance with the legal and regulatory framework
2. Promote ethical conduct among persons participating in the public procurement and asset disposal system.
3. Enhance efficiency in the public procurement and asset disposal system
4. Increase stakeholder participation in the public procurement and asset disposal System
5. Strengthen institutional capacity for effective service delivery.

2.6 Core Values and Guiding Principles

Core Values

- a) **Honesty:** We will tell the truth, be upright, candid and sincere with what we say and do.
- b) **Integrity:** We will serve our stakeholders in a professional way with high ethical standards
- c) **Accountability:** We will exercise transparency and openness in our operations and take ownership of our actions and results

Guiding Principles

- d) **Innovation:** We will constantly apply creative ideas to meet stakeholders' changing needs and support innovation in public procurement and asset disposal system.
- e) **Responsiveness:** We will respond effectively, timely and in an economical manner that meets the needs of our stakeholders
- f) **Courage:** We will do what needs to be done regardless of the cost or risk
- g) **Teamwork:** We will work effectively with others across the functions to accomplish the mandate
- h) **Efficiency:** We will promote effectiveness, resource optimization, customer satisfaction, innovation, and sustainability in all our processes.

2.7 Quality Policy Statement

The Authority is ISO 9001:2015 Certified and has put in place mechanisms to ensure implementation of the quality management system in accordance with the requirements of the standard. The commitment under the standard has seen establishment of quality objectives within all functional areas in the Authority.

The Authority is committed to providing quality regulatory services by facilitating and ensuring the implementation of an efficient and effective public procurement and asset disposal system the exceeds the expectations of our customers and stakeholders

CHAPTER **SITUATIONAL & STAKEHOLDER ANALYSIS**

3.1 Overview

This chapter presents an analysis of the operating environment. It looks at the external environment that reviews the macro and micro issues affecting public procurement and asset disposal systems which reveals opportunities and threats. The internal analysis reviews the functional and administrative status, the assessment and systems and processes as well as the review of resources and capabilities. This resulted in identification of strengths and weaknesses. The chapter also looks at the status of implementation of the previous strategic plan (2018-2022) detailing key achievements, challenges, emerging issues and lessons learnt. In addition, it provides a detailed analysis of key stakeholders.

3.2 Situational Analysis

In the process of developing the 2023/24 – 2027/2028 Strategic plan, the Authority undertook an analysis of the operating environment, at the external and internal levels. At the external, the review aimed at identifying opportunities and threats to realization of our strategic goals; and at the internal level was undertaken to identify the strengths and weaknesses. The analysis was undertaken using different models as presented in subsections below.

3.2.1 External Environment

Analysis of external environment was undertaken to identify opportunities and threats likely to affect the strategic direction to be implemented by the Authority. The analysis of the external environment was disaggregated into macro-environment and micro-environment.

Macro-Environment

The PESTEL analysis was used to identify key issues in the Macro environment. These included: -

a) Political Issues

The political issues include the changes in government priorities and political administrations, including political transitions that lead to changes in the leadership of procuring entities both at National and County governments. Such changes normally take long to settle and have led to delays in contract implementation, payment to suppliers/contractors, and abandonment or stalling of public service delivery projects, or even duplication of projects, leading to sunk costs and wasteful spending.

In addition, changes in government policies have had positive and negative implications on the public procurement and asset disposal system. Promotions of preference and reservation schemes have enhanced inclusion of marginalised groups, for example; it has also led to emergence of unethical practices amongst persons participating in the public procurement and asset disposal system.

For the public procurement and asset disposal system to be effective and efficient, political support and goodwill is important. This will create a conducive business environment for private sector to thrive and provide the necessary space/conducive environment for procuring entities to undertake procurement operations. The Authority has the opportunity to strengthen stakeholder consultations with the political class to strengthen their role in public procurement oversight.

b) Economic Issues

The economic issues include the performance of the global and national economies as well as internal economic issues that include fluctuations in the exchange rates, inflation as well as rising costs of goods and services. A favourable economic environment is an important input in the public procurement and asset disposal system, as it directly affects the cost of delivery of public services, based on the level of competition.

On the flip side, an unfavourable economic climate and poor economic performance is characterised by high rates of inflation, increased prices of commodities and a reduction in the number of participants in the procurement and asset disposal system. This results in reduced competition and poor quality and expensive goods and services being procured by the government, ultimately affecting the quality of public services.

The Authority has the opportunity to reduce the effect of this threat through issuance of market price reference guides, and providing timely advisories to procuring entities on public procurement operations during uncertain economic times.

c) Social Issues

The social and cultural environment includes issues such as changes in demographics, behaviour of the population, attitudes as well as changes in the national culture. Negative social issues include corruption, negative perceptions on the procurement process as well as nepotism and other vices. These affect the effectiveness of the procurement system resulting to inferior supply of goods and services and reduced value for money. A favourable social fabric leads to integrity in the public procurement and asset disposal system, leading to realisation of value for money, and delivery of quality services. Some cultural practices or norms on property and business ownership have limited participation of certain communities in the affirmative action programmes in public procurement.

The Authority has the opportunity to communicate to stakeholders the code of ethics for persons participating in the public procurement and asset disposal system; provide training and stakeholder involvement in public procurement oversight.

d) Technological Issues

These relate to the availability and use of technology and its attendant tools in service delivery. The emergence and requirement to digitalise government operations to enhance provision of e-services led to the adoption of e-procurement systems in public procurement transactions. Roll out of the system was not comprehensive to the entire government, which resulted in lack of a centralised system to collect and disseminate public procurement statistics and information, diminishing transparency. The government has since focused on development and roll-out of e-Government Procurement (e-GP) system to be used by all procuring entities, alongside disclosure of procurement statistics and information through the Public Procurement Information Portal (PPIP).

In addition, as the government and the Authority automate their operations, focus must be given to the increasing and dynamic nature of cyber security threats, including on the social media platforms. Such systems should possess solid security features to withstand such threats.

e) Environmental Issues

These are issues related to compliance with the various environmental management laws and regulations, and climate change. Compliance with environmental laws is key input in the public procurement system and a contributor to mitigation efforts on climate change. The effects of climate change on public finance and public procurement specifically, have been delays in completion of projects due to unpredictable weather patterns, and increased costs of infrastructure maintenance.

On the other hand, mainstreaming sustainable public procurement has not been effectively implemented in Kenya, with the focus being mainly on the social pillar. The Authority has the opportunity to champion mainstreaming of sustainable public procurement towards mitigation of the effects on public procurement on the environment; as part of the greening the environment initiatives, towards building resilience and adaptation in all public infrastructure projects and goods.

f) Legal Issues

This concerns itself with the developing of laws and regulations that affect the public procurement and asset disposal system. Key implications of a poor legislative environment include overlapping mandate; gaps in enforcement as well as prolonged court cases. On the other hand, if the legal and regulatory environment is favourable, leads to a harmonised public procurement and asset disposal system, reduced litigations as well as enhanced enforcement of the standards.

3.2.2 Summary of Opportunities and Threats

The table below presents a summary of opportunities and threats from the Macro and Micro Environment Analysis.

Table 3-2: Summary of Opportunities and Threats

FACTOR	OPPORTUNITIES	THREATS
1. Political	Political stability and peace. Mandate to report to Parliament and County Assemblies	<p>Post-election political and administrative transitions that take too long to settle.</p> <p>Political interference with procurement processes</p> <p>Public procurement not considered a strategic tool for policy implementation.</p> <p>Parliament and County Assemblies have not fully operationalised their role in public procurement oversight.</p>
2. Economic	<p>Developments in the international and domestic supply chain systems/ Globalisation</p> <p>Increased demand for the Authority's services, e.g., the market price index</p>	<p>Uncertainty and volatility in the Global, Regional and Kenyan economies.</p> <p>Continued fiscal consolidation initiatives by the Government, which has reduced allocations to the Authority.</p> <p>Cost of delays in payment of performed contracts by procuring entities.</p> <p>Variations in the unit prices at which same items are procured by PEs in same locations.</p> <p>Weak mechanisms for disposal of due assets by PEs.</p>
3. Social	<p>Promotion of socially responsive public procurement</p> <p>Increase in public demand for information and participation in public procurement</p> <p>Requirements to comply with labour laws in procurement contracts</p>	<p>Social cultural practices that hinder participation in public procurement by segments of the society</p> <p>Misuse of information availed to stakeholders</p> <p>Cases of suppliers/contractor failing to comply with minimum wage requirements</p>
4. Technological	<p>Advancement in technology and its application in public procurement.</p> <p>Emergence of social media platforms</p>	<p>Cyber Security Threats.</p> <p>Rapid technological changes Likely misuse of social media platforms to promote fake news or deep fakes or provision of misleading feedback to stakeholders.</p>

FACTOR	OPPORTUNITIES	THREATS
5. Environmental	<p>Mainstreaming of Sustainable public procurement</p> <p>Mainstreaming of the Environmental, Social, Health and Safety (ESHS) requirements</p>	<p>Lack clear framework for disposal of e-waste and hazardous waste like asbestos.</p> <p>Outbreak of pandemics/incidents like Covid-19/ and natural disaster.</p>
6. Legal	<p>Establishment and mandate anchored in the legal and regulatory framework</p> <p>Powers to ensure compliance with the legal and regulatory framework entrenched in the Law</p>	<p>Overlapping mandates with other institutions.</p> <p>Changes in legislations that affects enforcement of public procurement.</p> <p>Difficulty in enforcing the public procurement legal framework.</p> <p>Grey areas in the legal framework leaving room for various interpretations.</p> <p>A one size fit all legal and regulatory framework.</p> <p>Lengthy legislative review process.</p> <p>Inadequate provisions in the legal framework to facilitate enforcement.</p>

3.2.3 Internal Environment

The internal analysis involved a review of the existing governance and administrative structures, internal business processes, and resources and capabilities that drive the delivery of the strategic direction of the Authority. This was undertaken with a view of identifying strengths and weaknesses, and designing strategic responses accordingly.

a) Governance and Administrative Structures

A functional analysis was undertaken to review the administrative and governance structures at the Authority. The objective was to identify the strengths that increase the Authority's and the weaknesses that reduce efficiency and effectiveness of the structures. The Authority is established under Section 8 of the Public Procurement and Asset Disposal Act, 2015. The Authority is governed by the Public Procurement Regulatory Board (Regulatory Board), which consists of members drawn from key government institutions and professional bodies. The Regulatory Board provides policy and strategic direction in the discharge of the Authority's mandate. In addition, the Regulatory Board is charged establish effective and efficient systems aimed at strengthening strategic, governance, financial, and compliance oversight over the operations of the Authority. The Regulatory Board establishes committees to facilitate delivery of its responsibilities.

The Authority is headed by the Director General (DG) is the Chief Executive Officer, and responsible for the day-to-day management of the Authority, under the guidance of the Regulatory Board. The Authority is organised into eight Directorates and two departments. The two departments report directly to the DG, and Internal Audit and Risk Assurance

Directorate that reports to the relevant Regulatory Board committee, as per the approved organisational structure. The Authority also provides Secretariat and administrative services to the Public Procurement Administrative Review Board (the Review Board).

Key notable matters included inadequate capacity of staff in terms of skills and numbers, to adequately support implementation of the mandate; directorates or functional areas working in silos and inadequate internal policies and strategies, and communication channels. The organizational culture is also not well defined. In addition, there is inadequate linkages and partnerships with key stakeholders such as Parliament, County Governments, Development Partners and the Private Sector to enhance delivery of the mandate.

b) Internal Business Processes

A business process analysis was undertaken in all the functional of the Authority. The process analysis helped to identify processes that are delivering value, processes that require improvement and processes that require to be put in place. The processes that are delivering value (strengths) and the processes that require to be put in place (weaknesses). The Authority has well documented processes for all functional areas, in forms of standard operating procedures and Service Charter.

The Authority's internal business processes are largely manual, with disjointed automation of process (systems are not integrated). There is need to digitalize the operations of the Authority, through integration of the processes to enhance efficiency and effectiveness in service delivery. The existing internal processes policies and manuals are under review to conform with the government policies and strategic direction. Performance management systems are established, though not effective, including monitoring and evaluation systems. In addition, due to constrained internal capacity, the Authority has not effectively monitored the public procurement and asset disposal system.

c) Resources and Capabilities

A Value, Rarity, Imitability and Organisation (VRIO) analysis was undertaken to map out the various resources at the Authority. The resources included financial resources, human capital, physical resources and intellectual resources. The Authority relies majorly on financial resources from the exchequer to deliver on its mandate; which have been inadequate to meet the financial requirements of the Authority to adequately deliver on its mandate. The anticipated additional source of revenue for the Authority, Capacity Building Levy, has not been fully operationalised to bridge the financial gap. The Authority will review its Resource mobilization strategy to widen the scope of resource mobilisation initiatives, to bridge the financing gap. The Authority focuses on prudent utilization of financial resources at its disposal through establishment of a robust financial management system.

The Authority has qualified and experienced staff, although the numbers have been inadequate compared with the mandate, being an in-post of 69 against an establishment of 199. The Authority is in discussion with the relevant government agencies to bridge this gap, as well as address the remuneration challenges. On infrastructure and equipment to facilitate the staff to perform their duties, the Authority has continued to upgrade the tools and equipment to meet the needs; the focus going forward is to modernise the ICT tools and equipment.

3.2.4 Summary of Strengths and Weaknesses

The internal analysis gave rise to the various strengths and weaknesses at the Authority. These are summarised in table 3.3.

Table 3-3: Summary of Strengths and Weaknesses

FACTOR	STRENGTHS	WEAKNESSES
Governance and Administrative Structures	<ul style="list-style-type: none"> • Mandate anchored in the Legal framework • Established leadership and governance structure • Approved organisational structure • Established and operational regional offices • Established partnerships and linkages 	<ul style="list-style-type: none"> • Inadequate internal policies • Inadequate staff capacity development policy and strategy • working in a silo mentality • Inadequate communication
Internal Business Processes	<ul style="list-style-type: none"> • ISO 9001:2015 Certification • Key Systems including: Electronic systems for complaints and case management • Existence of public procurement data and information through the Public Procurement Information Portal • Procurement or Asset Disposal Agents guidelines • Performance measurements systems 	<ul style="list-style-type: none"> • Inadequate monitoring and enforcement of the public procurement legal and regulatory framework • Low technology adoption in public procurement • Lack of an integrated system to facilitate delivery of services provided by the Authority • Inadequate institutionalization of M&E and Learning systems to enhance performance • Weak performance management system • Low coverage of PEs by the Authority in terms Compliance Monitoring • Unavailability of comprehensive critical data and information on public procurement • Weak systems, skills and competencies for centralized collection, collation, analysis and presentation/reporting on organizational performance • Inadequate application, use and uptake of Knowledge systems in service delivery.
Resources and Capabilities	<ul style="list-style-type: none"> • Own office space at headquarters • Budgetary support from the Government • Qualified, knowledgeable, motivated and committed staff 	<ul style="list-style-type: none"> • Weak corporate brand image • Weak succession planning • Inadequate funding for implementation of the Mandate • Lean staff, especially in technical areas • Weak public feedback and response mechanisms

FACTOR	STRENGTHS	WEAKNESSES
		<ul style="list-style-type: none"> • Low recognition and involvement of the Authority in some crucial teams touching on procurement management as well as investigative agencies on procurement malpractices

3.2.5 Analysis of Past Performance

A review of the implementation of the 2018/2019 – 2022/2023 Strategic Plan has shown notable achievement of the targets committed under the Plan.

The Strategic Plan for the 2018/2019 to 2022/2023 period was based on six (6) strategic themes of: Compliance and Enforcement of Standards; Research and Information Management; Legal and Regulatory Framework; Capacity Building and Technical Support; Stakeholder Engagement; and Institutional Capacity. A review of the implementation progress revealed a performance score of 82% meaning 18% of the planned targets were pending implementation due to various factors.

3.2.6 Key Achievements

a) Compliance and Enforcement of Standards

Under this theme, the Authority developed and disseminated the Public Procurement Performance Monitoring and Evaluation Policy and Framework; with key indicators for tracking and reporting on the overall performance of the public procurement and asset disposal system.

The Authority also developed and implemented the risk-based compliance monitoring manual; being applied to effectively monitor compliance with the public procurement policy, legal and regulatory framework. The Authority also developed capacity of 40 staff on monitoring and evaluation, and audit of public procurement systems, and another 10 as Certified Fraud Examiners. This has enhanced the capacity of the Authority to undertake regulatory functions.

The Authority also with the support of stakeholders upgraded and rolled out the Public Procurement Information Portal (PPIP) accessible through www.tenders.go.ke. PPIP is a central system for collection and dissemination of public procurement and asset disposal data and information. Thus far, a total of over 89,000 procurement opportunities, and 32,000 contracts worth Kshs. 1.066 trillion have been published in the PPIP for information to stakeholders. Also, over 2,000 procuring entity users have been trained on publication of information in the PPIP; which enhanced usage of the system.

The Authority also developed and implemented the investigation and enforcement manual, which has enhanced the quality of investigations undertaken by the Authority. The complaints management process was also automated and system is due for roll-out for use

by stakeholders. By streamlining the complaints management processes, the turn-around time for resolution of complaints has reduced from an average of 44 days to 37 days.

The Authority operationalized the debarment function, through which errant suppliers, contractors, consultants and service providers are debarred from participating in public procurement and asset disposal system. This saw eight (8) suppliers being debarred from participating public procurement processes for a period of three (3) years each.

b) Research and Information Management

On this theme, the Authority analysed and packed data and information to facilitate evidence-based decision making on public procurement and asset disposal matters. This included generation of statistics on Access to Government Procurement Opportunities for publication the Economic Survey by the Kenya Bureau of Statistics, since 2020 to date.

The Authority also undertook market surveys on prices of some of the items procured in the public sector and issued eight (8) market price reference guides. This has enhanced standardization of prices of items procured by procuring entities, towards delivery of value for money.

The Authority also finalised a study that *assessed the level of uptake of the 30% reserved procurement spend amongst youth, women and persons with disabilities (PWDs)*. The study found that the uptake of the reserved procurement spend was still low, greatly being affected by corrupt and unethical practices, poor access to information on the tenders, and delayed payment for performed contracts. The recommendations made included, increasing sensitisation on the scheme, strengthening monitoring and evaluation of the scheme, and timely payment of the disadvantaged groups for contracts that haven been performed.

c) Legal and Regulatory Framework

Under this theme, the Authority submitted compendia of amendments to the Act and Regulations. Most of the amendments were enacted towards improving the public procurement and asset disposal system, as contained in the Public Procurement and Asset Disposal (Amendments) Act, 2022. The Authority also, in collaboration with other stakeholders, supported development of the draft Green Public Procurement Framework and Action Plan. The Framework once finalised will be applied towards mainstreaming sustainable public procurement requirements in public procurement transactions. Training of key stakeholders have also been undertaken, towards enhancing capacity of champions of sustainable public procurement in the public sector.

d) Capacity Building and Technical Support

The Authority, under this theme, trained and provided capacity building to 8,000 persons participating in the public procurement and asset disposal system. The trainings focused on different aspects of the Public Procurement and Asset Disposal Act, Regulations,

Standard tender documents, and publication of information through the PPIP. The Authority also provided technical support to 100 procuring entities focusing on review of internal procurement manuals, policies and related documents over the plan period.

e) Stakeholder Engagement

The Authority, under this theme, leveraged on stakeholder collaborations to undertake capacity building of public officers on Code of Ethics for persons participating in public procurement and asset disposal system, with the Competition Authority of Kenya. The Authority has been a key partner in the conceptualization and development of the e-Government Procurement system. In partnership with the Ministry of Infrastructure, the Authority participated in the development of guidelines and trained contractors on performance-based road maintenance. The Authority also signed a memorandum of understanding with the Ethics and Anti-Corruption Commission (EACC), to intensify and strengthen the fight against corrupt and unethical practices in public procurement.

f) Institutional Capacity

Under this theme, the Authority completed the organisational restructuring process aimed at realigning the structure to its mandate. This restructuring processes took into the dynamic nature of public procurement operations; transition process has been completed. To enhance institutional efficiency and effectiveness, the Authority developed 20 policies, manuals, guidelines and strategies for implementation of various functions. Overall, the Authority implemented various programmes and projects aimed enhancing staff productivity, retention and succession management. Governance systems and risk management were also strengthened over the period, to ensure institutional sustainability.

The Authority continued to automate its services through development and roll out of the complaints management system, case management system, finance, procurement and inventory management systems. The Authority reorganised its operations by ensuring that the staff performed more than one job, alongside leveraging on the Public Service Internship Program (PSIP) to complement the staffing levels. During the period, the Authority, with the support of the National Treasury, secured own office space to establish its headquarters at KISM Towers, along Ngong road.

3.2.7 Challenges

Some of the challenges experienced during the implementation period included:

- a) Challenges relating to the negative impacts of COVID 19 on the operations of the Authority.
- b) Inadequate resources in terms of funds and human capital to effectively deliver on the mandate.
- c) Delayed gazettelement of the Regulations to the Act, affected timely implementation of some functions like debarment and capacity building.
- d) Inadequate compliance with directives of the Authority, due to lack of mechanisms to enforce the provisions of the law

- e) Inadequate understanding of the public procurement legal framework by persons involved in public procurement and asset disposal system

3.2.8 Lessons Learnt

- a) Leveraging on technology is key in mitigating impacts of natural calamities like COVID-19. Regulatory operations of the Authority were severely affected by the pandemic and little could be done to monitor the public procurement system. If public procurement was electronic, monitoring could be minimally affected.
- b) Establishment of guidelines to facilitate effective response to emergencies is important. The Authority also learnt the need to establish regulatory guidelines on management of public procurement operations during cases of emergencies. During the COVID-19 pandemic, public procurement was greatly affected due to mitigation measures instituted by different countries and locally.
- c) Developing and implementing a robust resource mobilization strategy will help the Authority navigate the perennial challenge of inadequacy in resources.
- d) Ensuring that any new regulations are gazetted in good time enables the timely implementation of some key activities of the Authority. This requires adequate sensitization of all the stakeholders on the importance of timely implementation of legal and regulatory changes.
- e) The authority should review the law and regulations to ensure that there are adequate and enforceable mechanisms on non-compliance. This should further be enhanced by adequate sensitization of stakeholders on the key provisions of the law.

3.3 Stakeholder Analysis

A stakeholder is any person, group or institution that has an interest in the activities of an organisation. PPRA's stakeholders are identified in the next page.

Table 3-4: Stakeholder Analysis

STAKEHOLDER	ROLE	STAKEHOLDER EXPECTATION	PPRA EXPECTATION
1. The National Treasury	<ul style="list-style-type: none"> Provides policy guidelines on public procurement Provision of budgets for the Authority 	<ul style="list-style-type: none"> Delivery of mandate as per the public procurement law Timely reporting Effective service delivery to PEs, bidders and other stakeholders 	<ul style="list-style-type: none"> Policy and legal formulation Provide technical, management and financial support
2. Procuring Entities	<ul style="list-style-type: none"> Delivery of public services The users of the public procurement and asset disposal system 	<ul style="list-style-type: none"> Effective and efficient procurement system Timely and complete technical advice Procurement guidelines and manuals on preference and reservations schemes 	<ul style="list-style-type: none"> Compliance with PPADA, 2015 Timely submission of statutory procurement reports with accurate information Implementation of recommendations issued to the PEs Compliance with provisions of preference and reservation schemes e.g. AGPO and Buy Kenya Build Kenya Initiative
3. Public Procurement Administrative Review Board	<ul style="list-style-type: none"> Receive and adjudicate on disputes arising out of procurement processes. 	<ul style="list-style-type: none"> Enforcement of ARB decisions Provision of efficient secretariat and administrative services Provision of adequate financial resources 	<ul style="list-style-type: none"> Effective adjudication of procurement processes and disputes
4. Judiciary	<ul style="list-style-type: none"> Interpretation of the law. Determination of legal disputes 	<ul style="list-style-type: none"> Full compliance with stipulated statutes while making decisions or resolving procurement related disputes Comply with judicial and arbitral decisions 	<ul style="list-style-type: none"> Appreciate the role of public procurement in national development Fair, just and timely adjudication of disputes and cases related to public procurement and provide interpretations of the Act
5. Office of the Attorney General	<ul style="list-style-type: none"> Provision of legal services to all public sector agencies 	<ul style="list-style-type: none"> Full compliance with contractual obligations Submission of proposed changes to the legal framework Provide guidance on application of the public procurement law 	<ul style="list-style-type: none"> Provide legal representation Provide legal advice of challenges related to contract management by procuring entities Efficiency in approval of contracts above KSh.5 billion
6. Constitutional Commissions responsible for governance and oversight	<ul style="list-style-type: none"> Implementation of Constitutional mandates 	<ul style="list-style-type: none"> Compliance with relevant legal and regulatory framework Submission of information on actions taken to comply with legal framework 	<ul style="list-style-type: none"> Prompt provision of technical support upon request Prompt issuance of compliance scores

STAKEHOLDER	ROLE	STAKEHOLDER EXPECTATION	PPRA EXPECTATION
7. Regulatory Institutions	<ul style="list-style-type: none"> Regulation of different sectors 	<ul style="list-style-type: none"> Timely provision of advice and technical support Continuous engagement 	<ul style="list-style-type: none"> Information sharing on procuring entities falling within their jurisdictions
8. National Police Service	<ul style="list-style-type: none"> Maintenance of law and order 	<ul style="list-style-type: none"> Timely information sharing for action Continuous engagement 	<ul style="list-style-type: none"> Support enforcement efforts by the Authority
9. Suppliers/Bidders	<ul style="list-style-type: none"> Suppliers of goods and services to public sector entities 	<ul style="list-style-type: none"> Transparency, equity and fairness in the procurement process Availability of relevant information Timely payment for goods and services Efficient management of contracts Efficient resolution of complaints 	<ul style="list-style-type: none"> Compliance with the public procurement law Efficient delivery on contracts Supply of quality goods and services Adherence to the code of ethics
10. Parliament and County assemblies	<ul style="list-style-type: none"> Development of legislation and oversight 	<ul style="list-style-type: none"> Timely and accurate reports Submission of proposed changes to the legal framework Timely response of matters raised against the Authority 	<ul style="list-style-type: none"> Timely feedback on the reports
11. Office of the Auditor General	<ul style="list-style-type: none"> Provide audit of public expenditure 	<ul style="list-style-type: none"> Collaboration and information sharing on procurement and asset disposal matters Capacity development on public procurement and asset disposal legal and regulatory framework Cooperation on audit matters and Timely response to audit queries 	<ul style="list-style-type: none"> Timely sharing of information Collaboration in services delivery
12. Enforcement Agencies e.g., EACC, DPP, DCI	<ul style="list-style-type: none"> Enforcement of various legislations and regulations 	<ul style="list-style-type: none"> Collaboration in services delivery Sharing of information Capacity development on public procurement and asset disposal legal and regulatory framework Compliance with existing laws and cooperation during investigations 	<ul style="list-style-type: none"> Sharing of information Collaboration in services delivery
13. Professional Bodies	<ul style="list-style-type: none"> Regulation of professional conduct 	<ul style="list-style-type: none"> Support and collaboration in professional development Enforcement of professional standards and codes of ethics 	<ul style="list-style-type: none"> Professional trainings and certification Support and collaboration in professional development Enforcement of professional standards

STAKEHOLDER	ROLE	STAKEHOLDER EXPECTATION	PPRA EXPECTATION
14. Training Institutions	<ul style="list-style-type: none"> Provision of training to various professionals 	<ul style="list-style-type: none"> Provision of accurate information and findings on public procurement 	<ul style="list-style-type: none"> Development and implementation of curriculum informed by public procurement law and regulations Collaboration in research on public procurement Dissemination of research outputs
15. Civil Society/ General Public	<ul style="list-style-type: none"> Consumers of public services Advocacy for vulnerable and marginalised persons 	<ul style="list-style-type: none"> Transparency, equity and fairness in the procurement process Sharing of information 	<ul style="list-style-type: none"> Sharing of information
16. Development Partners	<ul style="list-style-type: none"> Provision of technical and financial support 	<ul style="list-style-type: none"> Transparency and accountability in the utilization of public resources Proposals that are aligned to development partners strategy frameworks 	<ul style="list-style-type: none"> Technical and financial assistance Information on available funding Share financial agreement
17. AGPO target group (Youth, Women & PWDs)	<ul style="list-style-type: none"> Users of the PPAD system 	<ul style="list-style-type: none"> Enforcing implementation of the preference and reservation scheme Technical support Regular update of AGPO list 	<ul style="list-style-type: none"> Timely response to available opportunities Timely delivery of quality goods and services
18. Media	<ul style="list-style-type: none"> Education and information to the general public 	<ul style="list-style-type: none"> Provision of relevant information on topical issues on public procurement 	<ul style="list-style-type: none"> Factual reporting on public procurement matters
19. Staff	<ul style="list-style-type: none"> Delivery of services at PPRA 	<ul style="list-style-type: none"> Conducive working environment Empowerment Effective performance management system Competitive remuneration Implementation of staff benefit schemes 	<ul style="list-style-type: none"> Effective and efficient service delivery Dedication and commitment during engagement
20. Regional/ International institutions (EAPF, APPN)	<ul style="list-style-type: none"> Regional of public procurement initiatives 	<ul style="list-style-type: none"> Implementation of resolutions emanating from such engagements 	<ul style="list-style-type: none"> Timely sharing of resolutions Engagement in the forums

CHAPTER FOUR

STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

4.1 Overview

This chapter details components of the strategic direction that will operationalize the Authority's mandate over the next five years. Specifically, it presents the strategic issues, key result areas, strategic objectives, and strategies to be deployed for successful realisation of the strategic plan.

4.2 Strategic Issues

The Strategic issues arise from the analysis of the context of the strategic plan, external analysis, internal analysis, lessons learnt, stakeholder expectation and the strategic direction. These are issues that require strategic intervention to ensure that the Authority needs to address within this planning period. Generally, the public procurement and asset disposal system has not been able to support the achievement of the policy goals. The key issues identified fall under four broad areas and they include: -

- a) Low compliance with the legal and regulatory framework
- b) Inefficient public procurement and asset disposal system
- c) Inadequate stakeholder involvement in procurement and asset disposal system
- d) Weak institutional capacity for effective service delivery

4.3 Strategic Goals

Based on the strategic issues identified in 4.2, the Authority shall pursue the following strategic goals.

- a) Foster compliance with the legal and regulatory framework
- b) Promote ethical conduct among persons participating in the public procurement and asset disposal system.
- c) Enhance efficiency in the public procurement and asset disposal system
- d) Increase stakeholder participation in the public procurement and asset disposal System
- e) Strengthen institutional capacity for effective service delivery.

4.4 Key Result Areas

Key result areas have been identified under each of the strategic goal. The Key result areas are the key drivers towards the achievement of the Authority's Goals for the next planning period.

KRA 1: Public Procurement and Asset Disposal System Monitoring

The Authority shall prioritise compliance monitoring, performance monitoring and monitoring of the preference and reservations schemes. The Authority will strengthen the framework for undertaking these forms of monitoring and streamline

collection and communication of the resulting reports. In addition, mechanisms including pre-bidding analysis, contract performance monitoring, specialised audits, and mandatory report reviews shall be adopted.

Monitoring and evaluation of the overall functioning of the public procurement and asset disposal system will be undertaken. This will also be undertaken in line with the Methodology for Assessing Procurement Systems (MAPS).

Mechanisms to enforce compliance with the directives of the Authority on areas of non-compliance have been established to include procurement and asset disposal assessments, reviews, audits, inspections, and follow up on implementation of recommendations.

KRA 2: Standards Development and Enforcement

Development and enforcement of standards provided for under the Act is a key function and mandate of the Authority. The Authority issues these standards to ensure standardized procurement processes across the public sector, to deliver the desired outcomes of value for money. Key among these standards are the standard public procurement and asset disposal documents and formats. The Authority has outlined strategies and frameworks aimed at enhancing efficiency in development and issuance of these documents, and enforcing their use.

The Authority has also ensured that the complaints managements system is rolled out, as well as strengthening

the investigation function to effectively act on complaints, so as to reduce the turn-around time. On the other hand, enhancing the capacities of the Public Procurement Administrative Review Board, and the Debarment Committee have been prioritised to ensure efficiency in their processes. Directives issued under this key result area will also be promptly enforced to enhance compliance with the regulatory framework.

KRA 3: Research, Training and Advisory Services

The role of research in finding solutions to emerging issues in the public procurement and asset disposal system cannot be overemphasized. The Authority intends to leverage on the research function to design innovative measures in dealing with challenges experienced in the system, including to inform changes in the public procurement policy, legal and regulatory frameworks.

The Authority will also promote the training and capacity building of the persons involved in the public procurement and asset disposal system towards enduring that they possess the desired competencies to deliver on their mandates as detailed un the legal framework. This is aimed at minimizing the cases of omissions and malfeasances procurement processes. As such rigorous courses will be developed and delivered through physical trainings, online platforms and proficiency examinations.

These will be accompanied by continued provision of advice and technical support as requested from time to time. The Authority aims to streamline frameworks for offering these services to ensure they are proactive rather than reactive.

KRA 4: Public Procurement and Asset Disposal Information Management

Accessing quality public procurement data and information for decision making has been and continues to be a challenging area for many countries. The Authority, with the mandate to manage a State Portal, and as well as setting up a central depository/database of information and data on public procurement in the country; has identified this as a critical Key Result Area. The Authority will strengthen the Public Procurement Information Portal, set an analytical phase, a resource centre and related services; including a centralized regulatory information system to act as a data warehouse for all information generated by the Authority.

KRA 5: Stakeholder Engagement and Strategic Partnerships

Tapping in stakeholder net-worth is a key result area for the Authority in the next five years. This will border on collaborations, partnerships, engagements/forums, awareness creation and participation in multi-agency forums, national and international forums and benchmarking. The Authority intends to utilise the capacity of the citizens and non-state actors to undertake downstream contract monitoring and report on progress.

This also involves promoting and supporting policies, practices, and reforms related to the procurement processes carried out by the Government. Strategic activities in public procurement advocacy aim to enhance transparency, efficiency, fairness, and accountability in the procurement system. The key activities will be supported by research, media engagement, public forums as well as engagement with policy makers.

KRA 6: Institutional Sustainability and Service Excellence

Under this key result area, the Authority plans to enhance institutional capacity to deliver sustainable and quality regulatory services. The areas of focus include human capital strengthening, strengthening governance systems, internal controls and optimizing procurement and financial management. Providing adequate and conducive office space is also a key priority.

The other areas of focus under this key result area are mainstreaming the corporate planning and monitoring and evaluation, strengthening institutional performance management, operational efficiency and communicating concisely with the stakeholders. The Authority under this result area focuses on delivering service excellence to the stakeholders. This will be enabled by continued staff training and empowerment, concise communication and an enabling environment for staff to perform; as well as the culture, values, and organisational learning.

Table 4-1: Strategic Issues, Goals and Key Result Areas

STRATEGIC ISSUES	GOALS	KRAs
Low compliance with the legal and regulatory framework.	Increase compliance with the legal and regulatory framework	Public Procurement and Asset Disposal Monitoring
		Standards Development and Enforcement
Unethical conduct among persons participating in the public procurement and asset disposal system	Promote ethical conduct among persons participating in the PPAD system.	Research, Training and Advisory Services
		Public Procurement and Asset Disposal Information Management
Inefficient public procurement and asset disposal system	Increase efficiency in the public procurement and asset disposal system	Public Procurement and Asset Disposal Information Management
Inadequate Stakeholder Participation in the PPAD System	Increase stakeholder participation in the PPAD system	Stakeholder Engagement and Strategic Partnerships
Weak institutional capacity for effective service delivery.	Strengthen institutional capacity for effective service delivery.	Institutional Sustainability and Service Excellence

CHAPTER FIVE

STRATEGIC OBJECTIVES AND STRATEGIES

5.1 Overview

This chapter outlines the strategic objectives that the Authority will pursue in realization of the strategic goals and the Key Result Areas. It outlines the annual outcomes projections as well as the strategic choices for the Authority presented as strategies.

5.2 Strategic Objectives

The Authority has prioritized six (6) Strategic /Key Result Areas and detailed the supporting strategic objectives and strategies to facilitate effective implementation of the Plan over the next five years. The strategic objectives are listed as below. The outcomes associated with the strategic objectives are presented in table 5.1.

Table 5-1: Outcome Projections

STRATEGIC OBJECTIVE	OUTCOME(S)	KEY PERFORMANCE INDICATOR(S)	TARGET	ANNUAL TARGETS								
			5 YRS	Y1	Y2	Y3	Y4	Y5				
KRA 1: Public Procurement and Asset Disposal Monitoring												
To strengthen monitoring of public procurement and asset disposal system towards realisation of value for money and quality services	Improved level of compliance with the public procurement legal and regulatory framework	Level of compliance (%)	80%	65%	68%	70%	75%	80%				
	Monitoring and evaluation of Preference and reservation schemes enhanced	Level of uptake of reserved procurement spend	75%	54%	65%	70%	75%	75%				
		Number of procuring entities reporting contract rewards on preference and reservation schemes	700	179	200	500	600	700				
	Monitoring and evaluation of the performance of the public procurement and asset disposal system enhanced	Frequency of issuance of system performance M&E reports	Quarterly	4	4	4	4	4				
	Monitoring of Classified Procurement Information and Special / Complex Contracts strengthened.	Proportion of Classified Procurement Information Audited	50%	0%	20%	30%	40%	50%				
		Proportion of Specially Permitted/complex contracts audited	100%	10%	50%	60%	80%	100%				
KRA 2: Standards Development and Enforcement												
To enhance application of public procurement and asset disposal standards and formats for harmonised public procurement operations	Procuring entities increasingly using the right standards for their procurement operations	Proportion of PEs using the right standards in their operations	100%	100%	100%	100%	100%	100%				
	Increased enforcement of sanctions	Proportion of determined sanctions enforced	100%	100%	100%	100%	100%	100%				
	Established framework for mainstreaming Sustainable Public Procurement (SPP) in Kenya	Number of procurement practitioners trained/sensitised on SPP	5000	-	1000	1000	1000	1000				
	Complaints and Disputes Resolved in time	Turn Around Time in determination of tendering Disputes	21 Days	21 Days	21 Days	21 Days	21 Days	21 Days				
To enhance efficiency and effectiveness Resolution of public and asset disposal complaints, disputes, debarment and investigations	Efficient determination of debarment matters	Number of days taken to determine debarment cases	21 Days	21 Days	21 Days	21 Days	21 Days	21 Days				

STRATEGIC OBJECTIVE	OUTCOME(S)	KEY PERFORMANCE INDICATOR(S)	TARGET	ANNUAL TARGETS				
			5 YRS	Y1	Y2	Y3	Y4	Y5
To increase uptake of registration and licensing of procuring or asset disposal agents, and consortium buying arrangements	Efficient handling of complaints	Time taken to handle complaints	21 Days	33 Days	33 Days	21	21	21
	Registration and licensing regime of procuring or asset disposal agents, and consortium buying SPVs enhanced	Number of agents registered	22	2	5	5	5	5
		Number of consortiums buying agreements registered	10	2	2	2	2	2
KRA 3: Research, Training and Advisory Services								
To enhance use of evidence in public procurement and asset disposal decision making for enhanced service delivery	Quality research on public procurement issues undertaken and disseminated	Number of research findings disseminated	5	1	1	1	1	1
		Deviation of PE prices from the market prices (Index prices)	≤5%	-	≤10%	≤10%	≤5%	≤5%
To improve efficiency of provision of advisory services to stakeholders	Provision of advisory services to stakeholders streamlined	Turn Around time in provision of advisory services	3 days	9 days	7 days	5 days	3 days	3 days
To enhance the capacity of persons participating in the public procurement and asset disposal system	Provision of capacity building and technical support services to stakeholders streamlined	Number of persons trained	20,000	4,000	4,000	4,000	4,000	4,000
KRA 4: Public Procurement and Asset Disposal Information Management								
To leverage on ICT and emerging technologies to enhance service delivery	Digital collection and disclosure of public procurement and asset disposal information increased	Proportion of PEs registered and publishing information in the PPiP	40%	3%	10%	20%	30%	40%
	Use of ICT in service delivery enhanced	Level of uptake of digitised services	60%	20%	30%	40%	50%	60%
KRA 5: Stakeholder Engagement and Strategic Partnerships								
To enhance stakeholder engagements and partnerships for improved organisational performance	Strategic Linkages and Partnerships established	Number of joint projects undertaken with stakeholders	10	2	2	2	2	2
		Level of implementation of Signed MoUs	100%	100%	100%	100%	100%	100%
KRA 6: Institutional Sustainability and Service Excellence								
To enhance the capacity of employees to deliver on the mandate through strategic talent management	Increased capacity of the human resources	% increase in Productivity Index	75+	TBD	Y1+5%	Y2+5%	Y3+5%	Y4+5%
		% increase in employee satisfaction index	80%	TBD	Y1+5%	Y2+5%	Y3+5%	Y4+5%
To strengthen organisational processes and systems to increase productivity, good corporate governance and learning	Enhanced institutional productivity	Percentage increase in Organization Capacity Assessment Index	75%+	TBD	Y1+5%	Y2+5%	Y3+5%	Y4+5%

STRATEGIC OBJECTIVE	OUTCOME(S)	KEY PERFORMANCE INDICATOR(S)	TARGET	ANNUAL TARGETS					
			5 YRS	Y1	Y2	Y3	Y4	Y5	
To strengthen public financial management and reporting	Effective public financial management process and systems	Unqualified external audit opinion	Qualified	Un-qualified	Un-qualified	Un-qualified	Un-qualified	Un-qualified	Un-qualified
To enhance corporate brand visibility and image	Increased customer satisfaction	Customer satisfaction index	100%	100%	100%	100%	100%	100%	100%

5.3 Strategic Choices

After a review of the strategic alternatives, the Authority settled on a number of strategies that will support the attainment of the projected objectives. The details of the Key Result Areas and accompanying strategic objectives and strategies are summarised in table 5.2.

Table 5-2: Summary of Objectives and Strategies

KEY RESULT AREAS	STRATEGIC OBJECTIVE	STRATEGY
KRA 1: Public Procurement and Asset Disposal Monitoring	1.1 To strengthen monitoring of public procurement and asset disposal system towards realisation of value for money and quality services	1.1.1 Improve compliance monitoring with the legal and regulatory framework
		1.1.2 Strengthen monitoring and evaluation of the preference and reservation schemes
		1.1.3 Improve monitoring and reporting on the performance of the system
		1.1.4 Enhance monitoring of classified procurements
		1.1.5 Enhance monitoring of classified procurement information and special/complex procurements
KRA 2: Standards Development and Enforcement	2.1 To enhance application of public procurement and asset disposal standards and formats for harmonised public procurement operations	2.1.1 Promote use of public procurement and asset disposal standards
		2.1.2 Enforce standards and formats on public procurement and asset disposal
		2.1.3 Mainstream sustainable public procurement requirements
	2.2 To enhance efficiency and effectiveness Resolution of public and asset disposal complaints, disputes, debarment and investigations	2.2.1 Enhance the mechanism for determination of procurement and asset disposal tendering disputes
		2.2.2 Strengthen the mechanism for determination of procurement and asset disposal debarment proceedings
		2.2.3 Strengthen complaints management and resolution processes
		2.2.4 Strengthen conduct of investigations
	2.3 To increase uptake of registration and licensing of procuring or asset disposal agents, and consortium buying arrangements	2.3.1 Review and implement the framework for registration, licensing and monitoring of procuring or asset disposal agents, and sector specific agencies
		2.3.2 Establish a framework for registration and management of consortium buying arrangements

KEY RESULT AREAS	STRATEGIC OBJECTIVE	STRATEGY
KRA 3: Research, Training and Advisory Services	3.1 To enhance use of evidence in public procurement and asset disposal decision making for enhanced service delivery	3.1.1 Establish a framework for registration of consortium buying agreements
		3.1.2 Strengthen conduct of research on public procurement and asset disposal system
		3.1.3 Review and implement the system for undertaking market price indexing
		3.1.4 Strengthen research data management and dissemination of information on public procurement and asset disposal system
	3.2 To improve efficiency of provision of advisory services to stakeholders	3.2.1 Review and strengthen the framework for provision of advice to stakeholders
	3.3 To enhance the capacity of persons participating in the public procurement and asset disposal system	3.3.1 Review and strengthen the framework for provision of capacity building and technical support for persons involved in public procurement and asset disposal system
KRA 4: Public Procurement and Asset Disposal Information Management	4.1 To leverage on ICT and emerging technologies to enhance service delivery	4.1.1 To strengthen disclosure of public procurement information through the PPIP
		4.1.2 Establish and implement a framework to operationalise a Central repository on public procurement and asset disposal information
		4.1.3 Digitalise all PPRA processes and services
		4.1.4 Strengthen ICT governance framework for the systems and equipment
KRA 5: Stakeholder Engagement and Strategic Partnerships	5.1 To enhance stakeholder engagements and partnerships for improved organisational performance	5.1.1 Strengthen stakeholder collaborations and partnerships
		5.1.2 Strengthen stakeholder Engagement and consultation
KRA 6: Institutional Sustainability and Service Excellence	6.1 To enhance the capacity of employees to deliver on the mandate through strategic talent management	6.1.1 Identify, attract, and retain a diverse and multidisciplinary workforce with the skills necessary to achieve operational excellence
		6.1.2 Establish training and development programs that enhance employee multidisciplinary skills and support mission delivery

KEY RESULT AREAS	STRATEGIC OBJECTIVE	STRATEGY
		6.1.3 Establish a culture of diversity, inclusion, and accessibility that provides opportunities for all employees to excel
		6.1.4 Provide quality physical infrastructure to ensure that employees have an adequate, conducive, safe, and secure work environment for mission delivery.
	6.2 To strengthen organisational processes and systems to increase productivity, good corporate governance and learning	6.2.1 Strengthen corporate planning and Monitoring and Evaluation
		6.2.2 Improve the performance management system(s)
		6.2.3 Promote institutional learning and knowledge management
		6.2.4 Establish an integrated security management system
		6.2.5 Strengthen good governance, risk management and Quality assurance
		6.2.6 Strengthen corruption prevention systems
		6.2.7 Strengthen access to the Authority's services through decentralization
		6.2.8 Strengthen records management
		6.2.9 Implement government policies on all cross-cutting matters
		6.2.10 Strengthen provision of legal services
	6.3 To strengthen public financial management and reporting	6.3.1 Strengthen resource mobilisation
		6.3.2 Strengthen prudent financial management
		6.3.3 Improve asset management
		6.3.4 Improve financial reporting
		6.3.5 Optimize procurement, asset disposal and inventory management outcomes
		6.3.6 Strengthen internal audit function
	6.4 To enhance corporate brand visibility and image	6.4.1 Improve corporate communication and customer satisfaction
		6.4.2 Promote proactive and reactive access to information by the public

CHAPTER SIX **IMPLEMENTATION AND COORDINATION FRAMEWORK**

6.1 Overview

This chapter discusses the implementation and coordination framework for the strategic plan implementation. The implementation framework reviews the implementation plan that includes the action plan, the annual work plan and the performance contract. On the other hand, the coordination framework includes the institutional framework, staff establishment, leadership, and systems and processes. The chapter also presents the risk framework attached to the strategic plan.

6.2 Implementation Plan

The implementation plan contains the action plan implementation matrix, its relations with the annual work plan, budgets and performance contracts. The following key principles shall apply thereafter.

- a) The commitments made under this Strategic plan shall form the basis for annual performance contracting between the Regulatory Board and the Government of Kenya;
- b) Individual performance targets will be set and agreed upon between Regulatory Board and the Director General; then cascaded to the Directorates and their respective staff members. The performance targets must be aligned to the strategic direction of the mandate of the Organization;
- c) Performance evaluation will be carried out quarterly with the final evaluation to be done at the end of the year;
- d) Departmental meetings will be held to monitor the implementation of action plans cascaded from the strategic plan; and
- e) Annual strategic review meetings/workshops will be held to evaluate the impact of planned actions and the level of achievement of the strategic objectives

6.3 Action Plan

To effectively implement the strategic choices, an action plan containing the objectives, strategies, activities, outputs, targets, annual targets and budgets has been developed. The detailed implementation plan is outlined in Annex I.

6.3.1 Annual Work Plan and Budget

From the action plan implementation matrix, the Authority shall generate annual work plans that shall inform the annual budget. The work plans shall be reflective of the intended annual targets as anticipated in the implementation matrix and shall constitute the activities outlined.

6.3.2 Performance Contracting

The costed annual work plans shall be the basis of the performance contracts of which PPRA shall commit annually. The management shall ensure that all the prerequisite objectives, targets and activities are included in the annual performance contracts.

6.3.3 Coordination Framework

Successful implementation of the strategic plan requires effective coordination. The coordination framework looks at the proposed institutional arrangements, the staffing levels required, the skills and competencies required, leadership and the systems and procedures required for effective coordination.

6.4 Institutional Framework

The institutional arrangements focus on the required organizational structure and the policies and regulations that will support the implementation of the strategic plan. The Authority is governed by the Public Procurement Regulatory Board (Regulatory Board) that is responsible for providing policy and strategic direction in the discharge of the Authority's mandate. The key responsibility of the Regulatory Board is to establish effective and efficient systems aimed at strengthening strategic, governance, financial, and compliance oversight over the operations of the Authority. The Regulatory Board establishes committees to facilitate delivery of its mandate.

The Director General (DG) is the Chief Executive Officer, and responsible for the day-to-day management of the Authority. The Director General, under the guidance of the Regulatory Board, will be responsible for the delivery of the commitments made under this Strategic Plan. After the Director General's office, are seven directorates and a department that reports directly to the DG, namely:

1. **Strategy & Planning Directorate, which consist of:**
 - i) Planning department (Performance Management, Strategic planning, M&E);
 - ii) Resource Mobilization, partnerships and linkages department (stakeholder Management); and
 - iii) Quality Management System and Risk Management Coordination Department.
2. **Licensing & Standards Directorate, consisting of:**
 - i) Registration and Licensing Department;
 - ii) Capacity Building and Proficiency Department; and
 - iii) Ethics, Standards Development and Advisory Services Department
3. **Compliance Directorate, consisting of:**
 - i) Pre-bid Compliance Department;
 - ii) Procurement and Disposal Compliance Department;
 - iii) Contracts & Performance Compliance (Value for money Audit) Department; and
 - iv) Specialized Audit Department.

4. **Complaints & Investigation Directorate consisting of:**
 - i) Investigation Department; and
 - ii) Complaints Management Department.
5. **Corporation Secretary & Legal Services Directorates consisting of:**
 - i) Board Secretarial Services unit;
 - ii) Legal Services Department; and
 - iii) Debarment Secretariat.
6. **Corporate Services Directorate consisting of:**
 - i) Finance and Accounts Department;
 - ii) Human Resource, Administration & Property Management Department;
 - iii) Corporate Communications Division; and
 - iv) Security Services Division.
 - v) Records Management Division
7. **Research, Innovation and Business Systems Directorate consisting of:**
 - i) Business Applications Services Department;
 - ii) Business Infrastructure Department;
 - iii) Research and innovations Department;
 - iv) Resource Centre Department (State portal and central repository);
 - v) ICT Security Division.
8. Supply Chain Management Department (reporting directly to the DG).
9. Internal Audit and Risk Assurance Directorate (reports functionally to the Regulatory Board and administratively to the DG)
10. Administrative Review Board Secretariat (reports functionally to the Review Board and administratively to the DG)

The approved organisational structure is depicted in Annex 2.

An audit of the policies and procedures will be undertaken during the first year of implementation to determine their relevance and appropriateness in supporting strategic plan implementation. The Authority will then undertake a review of the policies and procedures to update them. Where new policies are required specifically to address emerging issues such as data protection and data analytics, new policies shall be developed.

6.5 Staff Establishment, Skills Set and Competence Development

6.5.1 Staff Establishment

In line with the approved organisational structure and staff establishment, the Authority has an approved staff establishment of 199, and a complement of 70. The significant difference impacts negatively on effective delivery of the expanded mandate of the Authority, and ultimately on the quality of services rendered to the general public and stakeholders. This constrained capacity has limited acquisition of technical skills to complement the existing capacity for complex procurements.

In terms of placement of staff in different positions, the table below presents the summary of the Authority's staff establishment and variances.

Table 6-1: Summary of Staff Establishment

GRADE/ CADRE	ESTABLISHMENT	OPTIMAL STAFFING LEVELS	IN-POST	VARIANCE
PPRA 1	1	1	1	0
PPRA 2	8	8	2	6
PPRA 3	23	23	8	15
PPRA 4	41	41	19	22
PPRA 6/5	80	80	27	53
PPRA 8/7	28	28	4	24
PPRA 9/8	13	13	6	7
PPRA 9/10	3	3	3	0
TOTAL	199	199	70	129

As presented in the table above, the Authority requires an additional 129 employees to effectively deliver on the expanded mandate detailed in this strategic plan, and continued demand for services from stakeholders. In consultation with key stakeholders dealing with matters relating to human resource management in the public service, the Authority has prioritised progressive recruitment of staff over the life of this plan and in line with the approved Organization Structure and staff establishment.

6.5.2 Skills Set and Competence Development

The Authority has identified the required skills and competencies across each of the job cadres. The Authority has also identified the skills and competencies that are available within the different cadres and mapped out the gaps. Several strategies have been proposed to fill in the gaps. The analysis is summarised in table 6.2.

Table 6-2: Skills Set and Competence Development

CADRE	SKILLS SET	SKILLS GAP	COMPETENCE DEVELOPMENT
PPRA 1	<ul style="list-style-type: none"> • Value driven decision-making skills. • Visionary, transformative and result-oriented strategic thinker • Value driven decision-making skills. • Visionary, transformative and result-oriented strategic thinker. • leadership skills • Organization, interpersonal and communication skills. • Motivating and mentorship skills. • Negotiation skills. • Resource mobilization skills • Self-driven • Team leader • Mentoring/coaching skills 	<p>Future of outstanding leaders.</p> <p>Leadership in the age of digital platforms and Artificial Intelligence</p>	Continuous training
PPRA 2	<ul style="list-style-type: none"> • Analytical skills, • Negotiation skills • Communication skills • Leadership skills • Integrity and ethical • People Management skills • Planning and Organizational • Team leader • Organization, interpersonal and communication skills • Proficiency in computer applications. 	Global Perspective, Mentorship and Coaching, emerging technologies and digital tools, Change Management, Data Analysis and Interpretation	Continuous training
PPRA 3	<ul style="list-style-type: none"> • Team player; • Organizational skills • Time management and ability to prioritize work • ICT project management skills • Problem-solving skills; • Attention to detail and accuracy • Communication and interpersonal skills; • Analytical skills; • Result oriented. 	Cybersecurity Awareness, IT Governance and Compliance, Leadership Development, Cloud Computing.	Continuous training
PPRA 4	<ul style="list-style-type: none"> • Time management skills • Interpersonal skills • Management skills • Customer care skills • Computing Skills • Analytical skills • Negotiation skills • Financial management skills • Communication skills 	<ul style="list-style-type: none"> • Corporate Governance. • Budgeting • Public Administration • Strategic Leadership, • Change management • Business process re-engineering 	Continuous training

CADRE	SKILLS SET	SKILLS GAP	COMPETENCE DEVELOPMENT
	<ul style="list-style-type: none"> • Supervisory skills • Team player • Organizational skills • Shorthand and Typing skills 		
PPRA 6/5	<ul style="list-style-type: none"> • Analytical • Negotiation • Communication • Leadership • Ethics and Integrity • Interpersonal skills • Report writing skills • People Management skills • Planning and Organizational • Proficiency in computer applications 	<ul style="list-style-type: none"> • Communication skills. • Report Writing. • Complaints Management Skills. • Curriculum development 	Continuous training
PPRA 8/7	<ul style="list-style-type: none"> • Time management skills • Problem solving skills • Confidentiality skills • Communications skills • Team player • Customer service skills • Public Relations skills • Interpersonal skills • Computing skills • Basic firefighting Techniques • Basic First Aid Methods/ Techniques 	Records management, communication skills, customer care and public relation, office management and operation, typing, supervisory skills, secretarial training, basic computer skills, team work, first aid, protocol and etiquette, report writing, sensitization of official secrets Act, counselling skills and safety measures at work place	Continuous training
PPRA 9/8	<ul style="list-style-type: none"> • Time management skills • Organizational skills • Problem solving skills • Computing skills • Customer service skills • Confidentiality • Communication skills • Basic first Aid skills • Leadership skills 	Occupational Test, Defensive Driving, First Aid, basic mechanic skills, vehicle maintenance, reflection curve, road traffic and safety management, customer care, public relations, computer training, communication skills, fleet operations management, transport logistic, basic report writing, emergency reporting.	Continuous training
PPRA 9/10	<ul style="list-style-type: none"> • Time management skills • Problem solving skills • Confidentiality skills • Communications skills • Team player • Customer service skills • Public Relations skills • Interpersonal skills • Computing skills • Basic firefighting Techniques • Basic First Aid Methods/ Techniques 	Records management, communication skills, customer care and public relation, office management and operation, typing, supervisory skills, secretarial training, basic computer skills, team work, first aid, protocol and etiquette, report writing, sensitization of official secrets Act, counselling skills and safety measures at work place.	Continuous training

6.6 Leadership

Execution of the strategic plan requires good and coordinated leadership. The authority has established a leadership structure that will ensure successful implementation of the plan. At the apex of the structure is the Regulatory Board that will provide policy direction and oversight of the strategic plan implementation. The Director General will be responsible for the day-to-day execution of the Strategic Plan. The DG has delegated this function to the respective Strategic Theme Teams. The members of the teams have been attached in Annex IV.

The Strategic Theme Teams shall be coordinated by the Director, Strategy and Planning with support of the Deputy Director, Strategy and Planning, to maintain data and information from the implementation of the thematic areas. shall be the secretary and shall provide secretariat services. The Strategic Plan Implementation Committee is also established, and shall consist of all Directors, and functional heads and Chaired by the Director General. The Secretary to the Committee shall be the Deputy Director, Strategy and Planning.

6.7 Systems and Procedures

The Authority reviewed and identified key areas that require improvement and optimisation to ensure effectiveness in the delivery of the strategic plan, as detailed under the chapter three on situational analysis. The areas include review and development of policies, strategies, manuals and standard operating procedures, alongside adoption of ICT solutions to improve efficiency of service delivery. The following key priorities will be implemented to ensure effective delivery of the strategic plan:

- a) **Review and development of policies, strategies and manuals:** All functional areas will be required to undertake an audit of policies, strategies, manuals and standard operation procedures required for implementation of their functions. The policies, manuals, operating procedures or strategies, are required to ensure standardization of processes and outputs.
- b) **Digitalization of Government Services:** The Authority has prioritised establishment of a Public Procurement Regulatory Integrated Management Information System (PPRIMIS). This system aims at integrating all existing systems as a single platform to coordinate all its operations. The system will act as a data warehouse for all sources of data and information received and disseminated by the Authority, and act as the base for all future automations. The Authority will also onboard citizen-facing services to the e-citizen platform, in line with government's Digital Superhighway agenda.
- c) **Knowledge Management:** The Authority will establish a knowledge management system to manage use and reuse of data collected and maintained in tacit and explicit forms. The aim is to establish a community of practice on public procurement and asset disposal matters.
- d) **International Organization for Standardization (ISO) Certification:** The Authority is ISO 9001:2015 certified, and the aim over the strategic plan period is to maintain the certification by ensuring the quality management system conforms to its own requirements and the requirements of the international standard.

6.8 Risk Management Framework

To facilitate implementation of this strategic plan, an Enterprise Risk Management Policy Framework and Registers will be reviewed, monitored and updated regularly. These are aimed at institutionalising effective risk management to ensure that adequate mechanisms are put in place to manage adverse future outcomes of risk, i.e., acting proactively rather than reactively. The Authority has identified some of the potential risks that may affect implementation of the strategic plan, and indicative mitigation plans to be instituted, as detailed in the table below.

Table 6-3: Risks and Mitigation Measures

STRATEGIC OBJECTIVES	RISK AND DESCRIPTION	RISK LIKELIHOOD (L/H/M)	SEVERITY (L/H/M)	OVERALL RISK LEVEL (L/H/M)	MITIGATION MEASURES
To strengthen monitoring of public procurement and asset disposal system towards realisation of value for money and quality services	Limited access to procurements information from PEs	M	M	M	Consultations, sensitisation, liaison, partnerships
	Failure by PEs to comply with the directives or orders of the Authority	M	M	M	Enhance Enforcement as well as sensitizations of key stakeholders
To enhance application of public procurement and asset disposal standards and formats for harmonised public procurement operations	Failure by PEs to use appropriate public procurement and asset disposal standard tender documents issued by the Authority	L	L	L	Enhance Enforcement as well as sensitizations of key stakeholders
	Low uptake of the complaints management system by stakeholders	H	H	H	Enhance Enforcement as well as sensitizations of key stakeholders Sensitisation; FAQs;
	Misinterpretation on application of standards and legal framework	L	L	L	Review of the legal framework
To enhance use of evidence in public procurement and asset disposal decision making for enhanced service delivery	Procurement of items over and above the prevailing market prices by PEs due to lack of updated market price index	H	H	H	Pre-bid procurement monitoring; issuance of MPI; enforcement
To enhance the capacity of persons participating in the public procurement and asset disposal system	Inadequate capacity of persons involved in public procurement and asset disposal system	H	H	H	Capacity building programs

STRATEGIC OBJECTIVES	RISK AND DESCRIPTION	RISK LIKELIHOOD (L/H/M)	SEVERITY (L/H/M)	OVERALL RISK LEVEL (L/H/M)	MITIGATION MEASURES
To leverage on ICT and emerging technologies to enhance service delivery	Lack of cooperation by PEs to comply with directives on disclosure of public procurement information	H	H	H	Sensitisation, enforcement, Stakeholder consultative forums
	Cyber security risks	H	H	H	Cyber security controls
To enhance stakeholder engagements and partnerships for improved organisational performance	Lack of cooperation by stakeholders	M	H	M	Stakeholder consultative forums
To strengthen organisational processes and systems to increase productivity, good corporate governance and learning	Governance risks	M	H	M	Training on corporate governance
	Legal risks	M	H	M	Training, collaboration
	Inadequate human and financial resources	H	H	H	Resource mobilisation; prudent financial management
	Security, health and safety risks	M	H	M	Integrated security management systems; valid insurance covers; liaison
	Resistance to change	H	H	H	Effective communication, Team building, sensitization, induction programme, Exit interviews
	Resistance to corporate culture transformation	H	H	H	Effective communication, Team building, sensitization, induction programme, Exit interviews

CHAPTER SEVEN

RESOURCE REQUIREMENTS AND MOBILISATION STRATEGIES

7.1 Overview

This section looks at the financial requirements for implementing the strategic plan, the available financing, the funding gaps, resource mobilization strategies as well as financial management at the Authority.

7.2 Financial Resources

The Authority has over the next five years prioritised programmes for implementation in this Strategic Plan. Adequate resourcing is a key enabler for successful realisation of the expected outcomes, and realisation of the mission at large. The resources required for implementing activities under this plan is estimated at Ksh. 5.605 billion that is expected to be provided under the rolling Medium Term Expenditure Framework, and mobilisation from other sources. The table below presents the resource requirements by Key Result Areas.

Table 7-1: Summary of Financial Requirements

COST AREA	PROJECTED RESOURCE REQUIREMENTS (KSH. MILLIONS)					
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	VARIANCE
KRA 1	106	5	5	5	5	126
KRA 2	98	74	79	76	86	413
KRA 3	52	31	28	23	21	155
KRA 4	125	85	56	38	32	336
KRA 5	19	15	16	15	13	78
KRA 6	168	158	192	218	276	1012
Personnel Emoluments	311	404	526	683	888	2812
O&M	50	55	61	67	74	307

COST AREA	PROJECTED RESOURCE REQUIREMENTS (KSH. MILLIONS)					
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	VARIANCE
Other expenditure items (insurances and welfare)	42	53	69	88	114	366
Total	971	880	1,032	1,213	1,509	5,605

The table below details the resources required to fully implement the plan vis the expected resources to be raised and the attendant resource gaps likely to be experienced.

Table 7-2: Summary of Financial Resource Gaps

FY	REQUIREMENT (KSHS. MN)	ESTIMATED RESOURCE ALLOCATIONS (KSHS. MN)	VARIANCE (KSHS. MN)
Year 1	971	372	(599)
Year 2	880	540	(340)
Year 3	1,032	600	(432)
Year 4	1,213	700	(513)
Year 5	1,509	850	(659)
Total	5,60	3,062	(2,569)

7.3 Resource Mobilisation Strategies

To ensure adequate resourcing of the plan and manage financial constraints that may affect its implementation, the Authority will institutionalize resource mobilisation strategies, through the Resource Mobilisation Strategy. The Authority also prioritises full operationalisation of the Capacity Building Levy provided for in the Act, alongside bidding for more resources from the Government. On the other hand, the Authority will up-scale resource mobilisation outreach programmes with development partners, non-state actors and other like-minded public entities to undertake joint-programmes that allows for cost-sharing and co-ownership of outputs.

7.4 Resource Management

To ensure prudence and sustainable financial management, the Authority shall institutionalise financial management practices as detailed in the Public Financial Management legal and regulatory framework. This will include, but not limited to planning, organizing, and monitoring the financial resources allocated and mobilised; while upholding transparency, accountability and cost-effectiveness to enhance credibility and quality service delivery.

The Authority will also strengthen operational efficiency and effectiveness, through automation of key processes and systems, development of staff capacity on financial resource management, performance management systems and modernize ICT Infrastructure to reduce turn-around time.

CHAPTER EIGHT

MONITORING, EVALUATION AND REPORTING FRAMEWORK

8.1 Overview

This chapter presents the monitoring, evaluation and reporting framework for the strategic plan. Monitoring and evaluation will involve a systematic and continuous process of collecting and analysing data on targets, output indicators and outcome indicators, and continuous comparison with the baseline. The results of the monitoring, evaluation and reporting will be used to provide an evidence-driven approach to decision making to inform corrective actions, improve implementation of strategic activities and inform future planning of the Authority.

8.2 Monitoring Framework

The Authority shall ensure that the strategic plan is closely monitored to track implementation status and take appropriate measures. Monitoring shall include the systematic collection of data and analysing information based on the targets, outputs, outcomes, performance indicators, and feedback reports from Directorates, Departments and Functional Areas of the Authority. The various reports shall be submitted to the Strategic Plan Implementation Committee, which shall then present its report to the Board Subcommittee responsible for Strategy. The collected information will be analysed to prepare monthly, quarterly and annual reports for dissemination to stakeholders. The output indicators for monitoring have been identified in the plan implementation matrix. On the other hand, the outcome indicators have been summarised in table 8.1.

8.3 Performance Standards

Outputs, outcomes, and processes will be monitored and evaluated to determine key performance standards of the Strategic Plan. The evaluations will be guided by key questions to address key evaluation criteria including relevance, effectiveness, efficiency, impacts and or sustainability. Some of the questions shall include:

- To what extent were the planned objectives consistent with customer needs and expectations? – Relevance. Includes measures such as customer and employee satisfaction.
- How were the financial, technical and human resources utilized to achieve the desired results? – Efficiency and includes measures such as productivity.
- To what extent the objectives were achieved, or are expected to be achieved, considering their relative importance? – Effectiveness and include measures such as compliance.

- d) What were/are the positive and negative effects achieved/produced during the strategy implementation period? Impacts and includes the long term measures such as contribution of procurement to the GDP.
- e) What were/are the major obstacles to reaching the desired goals in the strategic plan? What can be done to overcome these obstacles? – Processes that will include monitoring the process of implementation as well as the operating environment.
- f) What are the lessons learnt that can inform further strategy development for the Authority? This looks at sustainability of the interventions and the Authority.

8.4 Evaluation Framework

Evaluation will involve a systematic and objective process of examining the relevance, effectiveness, efficiency, and impact (both expected and unexpected) and sustainability of the strategies detailed in the Strategic Plan. The Authority shall conduct, mid-term, and end-term evaluations of the strategic plan to establish the extent to which the outputs and outcomes expected have been realised.

8.4.1 Mid Term Evaluation

Mid-term evaluation of the strategic plan shall examine the progress towards achieving set targets and generate recommendations that will be used to improve the strategic plan implementation process.

8.4.2 End Term Evaluation

End-term evaluations shall be conducted at the end of the strategic planning period to assess to what extent set targets have been accomplished. Results from the end-term evaluation shall be used to inform the next cycle of the strategic planning process.

The outcome performance matrix that will inform evaluations is presented in table 8.1

Table 8-1: Outcome Performance Matrix

STRATEGIC OBJECTIVE	OUTCOME(S)	KEY PERFORMANCE INDICATOR	BASELINE		TARGET	
			VALUE	YEAR	MID-TERM PERIOD	END OF TERM PERIOD
To strengthen monitoring of public procurement and asset disposal system towards realisation of value for money and quality services	Improved level of compliance with the public procurement legal and regulatory framework	Level of compliance (%)	62%	2021/2022	75%	80%
	Increased uptake of preference and reservation scheme for the disadvantaged groups	Level of uptake of reserved procurement spend	54%	2021/2022	75%	80%
	Increased number of procuring entities reporting contract awards on preference and reservation schemes	Number of procuring entities	179	2021/2022	500	700
	Increased availability of public procurement information on performance of the system for decision making	Frequency of issuance of system performance M&E reports	Annually	2021/2022	Quarterly	Quarterly
	Increase monitoring of classified procurement information	Proportion of Classified Procurement Information Audited	0%	2022/2023	30%	50%
To enhance application of public procurement and asset disposal standards and formats for harmonised public procurement operations	Increased monitoring of Special / Complex contracts	Proportion of Specially Permitted/ complex contracts audited	≤10%	2022/2023	60%	100%
	Procuring entities increasingly using the right standards for their procurement operations	Proportion of PEs using the right standards in their operations	-	2022/2023	100%	100%
	Increased enforcement of sanctions	Proportion of determined sanctions enforced	-	2022/2023	50%	100%
	Increased knowledge amongst procuring entities on sustainable public procurement requirements	Proportion of procurement practitioners trained/sensitised on SPP	50	2022/2023	1000	5,000
	Efficient determination of procurement tendering disputes	Turn-around in determination of tendering disputes	21 days	2022/2023	21 days	21 days
To enhance efficiency and effectiveness Resolution of public and asset disposal complaints, disputes, debarment and investigations		Turn-around time for dissemination of decisions	7 days	2022/2023	3 days	2 days
		Reduction in time taken to handle complaints	33	2023	30	30

STRATEGIC OBJECTIVE	OUTCOME(S)	KEY PERFORMANCE INDICATOR	BASELINE		TARGET	
			VALUE	YEAR	MID-TERM PERIOD	END OF TERM PERIOD
	Efficient determination of procurement debarment matters	Turn-around in determination of debarment matters	45 days	2022/2023	45 days	45 days
		Turn-around time for dissemination of decisions	7 days	2022/2023	3 days	2 days
	Enhanced efficiency in handling of complaints	Level of uptake of the complaints management system by complainants	-	2022/2023	80%	100%
		Reduction in time taken to handle complaints	33 days	2023	30	30
To increase uptake of registration and licensing of procuring or asset disposal agents, and consortium buying arrangements	Increased efficiency and effectiveness in conducting investigations	Reduction in time taken to undertake investigation and share draft with the procuring entity for comments/input	43 days	2022/2023	40	40
		Number of agents registered	1	2020/2021	20	30
	Increase in number of registered consortiums buying agreements	Number of consortiums buying agreements registered	0	2020/2021	5	10
		Number of dissemination sessions convened	0	2022/2023	3	5
To enhance use of evidence in public procurement and asset disposal decision making for enhanced service delivery	Procuring entities adhering to the issued market price indices	Deviation of procuring entity prices from the market prices index prices	-	2022/2023	≤10%	≤5%
		Turn-around time in	7 days	2022/2023	5 days	3 days
	Efficient provision of advice to stakeholders	Number of persons trained	3000	2022/2023	10,000	20,000
		Proportion of PEs registered and publishing information in the PPIP	3%	2022/2023	20%	40%
To improve efficiency of provision of advisory services to stakeholders	Enhanced capacity of persons involved in public procurement and asset disposal system to perform their functions	Level of utilisation of digitised services by stakeholders	20%	2022/2023	40%	60%
To enhance the capacity of persons participating in the public procurement and asset disposal system	Increased number of PEs registered and publishing information in the PPIP					
To increase digital collection and disclosure of public procurement and asset disposal information	Increased digital presence through online operations and provision of e-services					
To leverage on ICT and emerging technologies to enhance service delivery						

STRATEGIC OBJECTIVE	OUTCOME(S)	KEY PERFORMANCE INDICATOR	BASELINE		TARGET	
			VALUE	YEAR	MID-TERM PERIOD	END OF TERM PERIOD
To enhance stakeholder engagements and partnerships for improved organisational performance	Increased stakeholder engagements and feedback	Number of joint projects undertaken with stakeholders	2	2021/2022	5	10
		Level of implementation of the signed MOUs	100%	2021/2022	100%	100%
To enhance the capacity of employees to deliver on the mandate through strategic talent management	Enhanced employee satisfactions	Employee satisfaction index	-	2022/2023	100%	100%
	Enhanced employee performance	Average employees' appraisal score	-	2022/2023	100%	100%
To strengthen organisational processes and systems to increase productivity, good corporate governance and learning	Enhanced organisational productivity index	Productivity index	75+	2023/2024	75	85
	Enhanced financial management processes	Unqualified external audit opinion	Qualified	2021/2022	Unqualified	Unqualified
To enhance corporate brand visibility and image	Improved customer satisfaction	Customer satisfaction index	76%	2018/2019	100%	100%

8.5 Reporting Framework and Feedback Mechanisms

Reports shall track progress towards attainment of Authority's results and generation of strategic information to inform decision making by stakeholders at the organizational and at the national level. All directorates, departments and functional areas in the Authority will be involved in quarterly, bi-annual, and annual reporting on the progress of achievement of results and objectives based on the key output and outcome indicators. Reporting shall be guided by the frameworks provided in tables 8.2, 8.3, 8.4 and 8.5

8.6 Learning

The Authority shall promote institutional learning through continuous and timely sharing of information generated from monitoring and evaluation of the strategic plan. Follow ups shall be made to ensure that the information is applied in decision making and recommendations for improvements implemented.

The Authority shall ensure that critical information generated that relates to the public procurement and asset disposal system (at macro-level) is packaged and shared with relevant institutions in charge of the National Statistical System (NSS) and the National Integrated Monitoring and Evaluation System (NIMES). Feedback mechanisms shall be established to ensure timely receipt and acting on feedback received from stakeholders, as pertains the shared data and information.

Table 8-2: Reporting Framework

TYPE OF REPORT	REPORTING TO	REPORTING BY	FREQUENCY
End-Term Evaluation Report	Board of Directors	Board Subcommittee	End of Strategic Plan Period
	Board Subcommittee	DG	End of Strategic Plan Period
	DG	Strategic Plan Implementation Committee	End of Strategic Plan Period
	Strategic Plan Implementation Committee	PPRA Directorates and Departments	End of Strategic Plan Period
Mid-Term Evaluation Report	Board of Directors	Board Subcommittee	Mid Term of Strategic Plan Period
	Board Subcommittee	DG	Mid Term Strategic Plan Period
	DG	Strategic Plan Implementation Committee	Mid Term of Strategic Plan Period
	Strategic Plan Implementation Committee	PPRA Directorates and Departments	Mid Term of Strategic Plan Period
Annual Progress Reports	Board of Directors	Board Subcommittee	Annual Progress Report
	Board Subcommittee	DG	Annual Progress Report
	DG	Strategic Plan Implementation Committee	Annual Progress Report
	Strategic Plan Implementation Committee	PPRA Directorates and Departments	Annual Progress Report
Quarterly Progress Reports	Board of Directors	Board Subcommittee	End of Every Quarter
	Board Subcommittee	DG	End of Every Quarter
	DG	Strategic Plan Implementation Committee	End of Every Quarter
	Strategic Plan Implementation Committee	PPRA Directorates and Departments	End of Every Quarter
Monthly Progress Reports	DG	Strategic Plan Implementation Committee	End of Every Month
	Strategic Plan Implementation Committee	PPRA Directorates and Departments	End of Every Month

ANNEX IMPLEMENTATION MATRIX

STRATEGY	ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	TARGET					BUDGET (KShs. MN)					RESPONSIBILITY			
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	LEAD	SUPPORT		
Strategic Issue: Low compliance with the legal and regulatory framework.																		
Strategic Goal Increase compliance with the legal and regulatory framework																		
Key Result Area 1: Public Procurement and Asset Disposal Monitoring:																		
Outcome: Improved level of compliance with the public procurement legal and regulatory framework																		
Strategic Objective 1: To strengthen monitoring of public procurement and asset disposal system towards realisation of value for money and quality services																		
Improve compliance monitoring with the legal and regulatory framework	Review the framework for conducting compliance monitoring	Framework revised and approved	Framework operation; Minutes in Approval	1	1	-	4	4	4	-	-	-	0.75	-	-	-	Director – Compliance Monitoring	Deputy Director, Regional Offices Coordination
	Conduct analysis of pre-bidding procurement processes, prepare reports and issue directives on areas on non-compliance	Pre-bidding processes/ activities analysed and summary quarterly reports prepared with recommendations	No. of quarterly reports	20	4	4	4	4	4	-	-	-	-	-	-	-	Director – Compliance Monitoring	Deputy Director, Regional Offices Coordination
		Directives for corrective measures issued to concerned PEs for implementation	Proportion of PEs complying with the directives	100%	100%	100%	100%	100%	100%	-	-	-	-	-	-	-	Director – Compliance Monitoring	Deputy Director, Regional Offices Coordination
	Conduct procurement assessments, reviews and inspections, prepare reports and issue directives on areas on non-compliance	Assessments, Reviews and Inspections conducted, and quarterly reports with clear recommendations prepared	No. of assessments	20	4	4	4	4	4	-	-	-	-	-	-	-	Director – Compliance Monitoring	Deputy Director, Regional Offices Coordination
			No. of review														Director – Compliance	Deputy Director, Regional Offices Coordination
			No. of inspections														Director – Compliance	Deputy Director, Regional Offices Coordination

STRATEGY	ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	TARGET						BUDGET (KShs. MN)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28		23/24	24/25	25/26	26/27	27/28	LEAD	SUPPORT
		Recommendations for improvement issued to concerned PEs	Proportion of PEs followed up on implementation of the recommendations	100%	100%	100%	100%	100%	100%		-	-	-	-	-	Director – Compliance Monitoring	Deputy Director, Regional Offices Coordination
	Conduct contract implementation and performance audits, prepare reports and issue directives on areas on non-compliance	Contracts audited and quarterly reports with recommendations prepared	No. of quarterly reports	20	4	4	4	4	4		3	3	3	3	3	Director – Compliance Monitoring	Deputy Director, Regional Offices Coordination
		Recommendations for improvement issued to concerned PEs	Proportion of PEs followed up on implementation of the recommendations	100%	100%	100%	100%	100%	100%		-	-	-	-	-	Director – Compliance Monitoring	Deputy Director, Regional Offices Coordination
	Conduct specialised audits, prepare reports and issue directives on areas on non-compliance	Specialised audits conducted and quarterly reports prepared	Number of reports on specialised audits	20	4	4	4	4	4		1	1	1	1	1	Director – Compliance Monitoring	Deputy Director, Regional Offices Coordination
		Recommendations for improvement issued to concerned PEs	Proportion of PEs followed up on implementation of the recommendations	100%	100%	100%	100%	100%	100%		-	-	-	-	-	Director – Compliance Monitoring	Deputy Director, Regional Offices Coordination
Review the framework for monitoring and evaluation of the preference and reservation schemes	Develop and implement a framework for monitoring and evaluation of preference and reservation schemes	Framework Developed and approved	Framework approved and operational	1	1						1	-	-	-	-	Director- RIBS	Director, Strategy and Planning
	Monitor, evaluate and report on preference and reservation schemes	Preference reservation schemes monitored, evaluated and quarterly reports prepared and published	No. of reports finalised and published	20	4	4	4	4	4							Director- RIBS	Director, Strategy and Planning
		AGPO Half-yearly reports prepared and submitted to Parliament and National Treasury within the prescribed timelines	No. of reports on preference reservation schemes submitted to Parliament and National Treasury within the prescribed timelines	10	2	2	2	2	2							Director- RIBS	Director, Strategy and Planning

STRATEGY	ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	TARGET					BUDGET (KShs. MN)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	LEAD	SUPPORT
Review and implement the M&E framework for performance of the system	Review the M&E framework	Framework Revised and approved	M&E Framework approved and operational	1	1										Director- RIBS	Director, Strategy and Planning
	Monitor, evaluate and report on overall functioning of the public procurement and asset disposal system	Quarterly reports on overall functioning of the system	Number of reports	20	4	4	4	4	4						Director- RIBS	Director, Strategy and Planning
	Undertake a Country Procurement Assessment of the public procurement and asset disposal system using the MAPS framework and ensure publication of the report	Country Procurement Assessment conducted	Approved Country Procurement Assessment report	1	1	-	-	-	-	100					Director- RIBS	Director, Strategy and Planning
		Country Procurement Assessment Report published	Quality Assurance Approval of the report by MAPS Secretariat	1	-	1	-	-	-						Director- RIBS	Director, Strategy and Planning
	Coordinate implementation of recommendations of the MAPS Assessment Report	Action plan for implementation of the recommendations	Proportion of recommendations implemented	100%	-	-	50%	75%	100%						Director- RIBS	Director, Strategy and Planning
	Develop a framework for reviewing mandatory reports published by procuring entities	Framework developed and approved	Framework approved and operational	1	1	-	-	-	-						Director - Compliance Monitoring	Deputy Director, Regional Offices Coordination
	Review mandatory reports published by procuring entities and issue directives on areas of non-compliance	All mandatory reports reviewed and quarterly and annual reports prepared	No. of quarterly reports	20	4	4	4	4	4						Director - Compliance Monitoring	Deputy Director, Regional Offices Coordination
		Directives on areas of non-compliance communicated to the concerned PEs	Proportion of the directives implemented	100%	100%	100%	100%	100%	100%						Director - Compliance Monitoring	Deputy Director, Regional Offices Coordination
	Develop and implement a framework for monitoring classified procurements	Framework Developed and approved	Framework in operation	1	1	1	1	1	1						Director - Compliance Monitoring	Deputy Director, Regional Offices Coordination
	Monitor and report on classified procurements	Annual report on Classified procurement information	No. of reports finalised and submitted to CS National Treasury	5	1	1	1	1	1						Director - Compliance Monitoring	Deputy Director, Regional Offices Coordination
Enhance monitoring of Special / Complex Contracts	Develop and implement a framework for monitoring specially permitted procurements	Framework Developed and approved	Framework in operation	100%	100%										Director - Compliance Monitoring	Deputy Director, Regional Offices Coordination

STRATEGY	ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	TARGET					BUDGET (KShs. MN)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	LEAD	SUPPORT
Enhance use of public procurement and asset disposal standards	Monitor and report on specially permitted procurement procedures	Specially permitted procurement procedures monitored and quarterly report with recommendation prepared	No. of reports finalised	20	4	4	4	4	4	-	-	-	-	-	Director – Compliance Monitoring	Deputy Director, Regional Offices Coordination
	Establish a framework for development, review, dissemination and enforcement of procurement and asset disposal standards	Framework Developed and approved	Framework approved and operational	1	1					1	-	1	-	1	Director, Licensing and Standards	Director, Complaints and Investigations
	Develop, review and issue standard procurement and asset disposal documents, manuals, mandatory reporting requirements, guidelines, formats and codes	Standard procurement and asset disposal documents, manuals, mandatory reporting requirements, formats and codes developed and published	Proportion of identified standards developed and published	100%	50%	50%				6		3		2	Director, Licensing and Standards	Director Legal Services
	Sensitise stakeholders on the issued standards	Stakeholder sensitisation report	No. of reports	40	8	8	8	8	8	5	5	5	5	5	Director, licensing and Standards	All other directorates
	Monitor use of standards that have been issued and prepare quarterly reports	Standards monitored and reported on	No. of reports	20	4	4	4	4	4	1	1	1	1	1	Director, Licensing and Standards	Director, Compliance Monitoring
Strategic Issue: Low compliance with the legal and regulatory framework.																
Strategic Goal: Increase compliance with the legal and regulatory framework																
Key Result Area 2: Standards Development and Enforcement																
Outcome: Procuring entities increasingly using the right standards for their procurement operations																
Strategic Objective: To enhance application of public procurement and asset disposal standards and formats for harmonised public procurement operations																
Strengthen enforcement of standards	Develop a framework for application of sanctions	Framework developed and approved	Framework approved and operational	1	1					1	-	-	-	-	Director, Licensing & Standards	Director, Complaints and Investigations
	Apply and monitor the impact of the sanctions	List of Non-compliant PEs published in the Portal	No. of lists published	20	4	4	4	4	4	1	1	1	1	1	Director, Licensing & Standards	Director, Complaints and Investigations

STRATEGY	ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	TARGET						BUDGET (KShs. MN)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28		23/24	24/25	25/26	26/27	27/28	LEAD	SUPPORT
	Review the policy, legal and regulatory framework and propose a compendium amendment on enforcement of standards	Compendium of proposed amendments submitted to National Treasury	No. of compendia of amendments submitted to National Treasury	2	1	1	-	-								Director, Licensing and Standards	Director, Complaints and Investigations; Director Compliance Monitoring; Director Legal Services
Outcome: Efficient determination of public procurement and asset disposal complaints and disputes																	
Strategic Objective: To enhance efficiency and effectiveness Resolution of public and asset disposal complaints, disputes, debarment and investigations																	
Enhance the mechanism for determination of procurement and asset disposal tendering disputes	Coordinate proceedings of procurement administrative review mechanism	All received tender appeals heard and determined within the prescribed timelines	Proportion of lodged tender appeals heard and determined within the prescribed timelines	100%	100%	100%	100%	100%	100%	100%	30	35	35	35	38	Review Board secretary	Office of Director General
	Publish Review Board decisions in the website	All decisions rendered by the Review Board published within the prescribed timelines	Proportion of the decisions published within the prescribed timelines	100%	100%	100%	100%	100%	100%	100%	-	-	-	-	-	Review Board secretary	Office of Director General
	Monitor implementation of Review Board decisions	List of Review Board decisions	Proportion of Review Board decisions complied with by concerned parties	100%	100%	100%	100%	100%	100%	100%						Review Board secretary	Office of Director General
	Follow up on Review Board decisions referred for judicial reviews	Status report on decisions referred for judicial review	Number of status reports	20	4	4	4	4	4	4	0.5	0.5	0.5	0.5	0.5	Review Board Secretary	Office of Director General
	Roll out the case management system	Case management system rolled out and used by stakeholders	Proportion of appeals lodged and processed through the system	100%	100%	100%	100%	100%	100%	100%	1.5	1.5	1.5	1.5	1.5	Review Board Secretary	Office of Director General
	Facilitate the Review Board to undertake its role	Statutory Review Board meetings held	Number of meetings held	20	4	4	4	4	4	4	0.7	1.8	2.5	2.5	2.8	Review Board Secretary	Office of Director General
	Develop and disseminate public procurement and asset disposal law reports	Public procurement and asset disposal law reports published	No. of reports published	3	1	1	1	1	1	1	8.0	10	10	10	10	Review Board Secretary	Office of Director General
	Finalise and publish the Rules and Procedures for the Review Board	Rules and Procedures for the Review Board approved and published	Rules and Procedures for the Review Board in place	1	1	-	-	-	-	-	5.0	-	-	-	-	Review Board Secretary	Office of Director General

STRATEGY	ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	TARGET						BUDGET (KShs. MN)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	LEAD	SUPPORT	
Enhance the mechanism for determination of procurement and asset disposal tendering disputes	Coordinate debarment proceedings	All requests for debarment heard and determined within the prescribed timelines	Proportion of requests for debarment heard and determined within the prescribed timelines	100%	100%	100%	100%	100%	100%	3	3	3	3	3	CS/DLS	Office of Director General	
	Monitor implementation of debarment decisions	List of debarred firms	Proportion of debarred firms and PEs complying with debarment decisions	100%	100%	100%	100%	100%	100%	0.3	0.3	0.3	0.3	0.3	CS/DLS	Office of Director General	
	Review and disseminate the Debarment Manual	Debarment Manual revised and approved	Revised Manual in place	100%	100%					-	-	-	-	-	CS/DLS	Office of Director General	
	Sensitize the public on the debarment function	Sensitisation reports	No. of reports	20	4	4	4	4	4	1	1	1	1	1	CS/DLS	Office of Director General	
	Publish list of debarred firms in the State Portal and website	Debarred firms published within the prescribed timelines	Proportion of debarred firms published within the prescribed timelines	100%	100%	100%	100%	100%	100%	-	-	-	-	-	CS/DLS	Office of Director General	
Strengthen complaints management mechanism	Review and implement a framework for complaints management	Framework for resolution of complaints and management revised and approved	Framework approved and operational	1	1					4	0	0	0	2	Director Complaints & Investigations	Office of Director General	
	Roll out the Complaints management system	Proportion of complaints lodged and processed through the system	100%	100%	100%	100%	100%	100%	100%	1	2	2	2	2	Director Complaints & Investigations	Office of Director General	
		Proportion of complaints resolved within prescribed timelines	100%	100%	100%	100%	100%	100%	100%						Director Complaints & Investigations	Office of Director General	
Strengthen conduct of investigations	Review and implement a framework for conducting investigations	Framework for conducting investigations revised and approved	Framework approved and operational	1	1					4	0	0	0	2	Director Complaints & Investigations	Office of Director General	

STRATEGY	ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	TARGET					BUDGET (KShs. MN)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	LEAD	SUPPORT
	Conduct public procurement and asset disposal investigations	Investigation reports finalised and findings communicated	Proportion of investigations finalised and findings shared	100%	100%	100%	100%	100%	100%	2	3	3	3	3	Director Complaints & Investigations	Office of Director General
		Monitor and report on the implementation of the recommendations from investigations	Proportion of recommendations implemented	100%	100%	100%	100%	100%	100%						Director Complaints & Investigations	Office of Director General
		Average time taken to conclude an investigation and share findings	No. of days	30	40	40	40	40			40	Director Complaints & Investigations	Office of Director General			
Outcome: Registration and licensing regime of procuring or asset disposal agents, and consortium buying SPVs enhanced																
Strategic Objective: To increase uptake of registration and licensing of procuring or asset disposal agents, and consortium buying arrangements																
Review and implement the framework for registration, licensing and monitoring of procuring or asset disposal agents, and sector specific agencies	Develop and implement guidelines on registration, licensing and monitoring of agents	Guidelines for registration, licensing and monitoring of agents developed and approved	Guidelines in operation	1	1					2	-				Director, Licensing and Standards	Director Legal services
	Register and license procurement or asset disposal agents	Procurement or asset disposal agents requests for registration and licensing processed within 14 days	Proportion of applications for registrations and licensing processed within the 14 days	100%	100%	100%	100%	100%	100%	1	1	1	1	1	Director, Licensing and Standards	Director legal services
		Register of licensed procurements or disposal agents published in the website and state portal within seven (7) days	Proportion of registered and licensed procurement or disposal agents published within 7 days	100%	100%	100%	100%	100%	100%						Director, Licensing and Standards	Director legal services
	Sensitize the public on registration and licensing of agents	Sensitisation reports	No. of reports	20	4	4	4	4	4	6	2	2	2	2	Director, Licensing and Standards	All other directorates
	Monitor the performance of registered and licensed agents	Monitoring reports	No. of reports	20	4	4	4	4	4	1	1	1	1	1	Director, Licensing and Standards	NA
	Register sector specific agencies established by procuring entities	A register of sector specific agencies	Proportion of requests for registration processed within prescribed timelines	100%	100%	100%	100%	100%	100%						Director, Licensing and Standards	NA

STRATEGY	ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	TARGET					BUDGET (KShs. MN)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	LEAD	SUPPORT
Establish a framework for registration of consortium buying agreements	Develop and implement guidelines on registration of consortium buying agreements	Guidelines for registration, consortium buying agreements developed and approved	Guidelines in operation	100%	100%					2					Director, Licensing and Standards	All other directorates
	Maintain a register on consortium buying agreements	A register of consortium buying agreements maintained	Proportion of requests for registration processed within prescribed timelines	100%	100%	100%	100%		100%						Director, Licensing and Standards	NA
Establish a framework for mainstreaming Sustainable Procurement (SPP) in Kenya	Develop and implement SPP framework and Action plan	SPP framework and Action plan developed	SPP Framework and Action Plan in operation	1						5					Director, Licensing and Standards	Director, Strategy and Planning
	Monitor and report on implementation of SPP framework and Action Plan	Monitoring reports	No. of reports	20	4	4	4	4	4			2	2	2	Director, Licensing and Standards	NA
	Sensitize stakeholders on the SPP framework and action plan	Sensitisation reports	No. of reports	20	4	4	4	4	4	5	5	5	5	5	Director, Licensing and Standards	All other directorates
Strategic Issue: Unethical conduct among persons participating in the public procurement and asset disposal (PPAD), system																
Strategic Goal: Promote ethical conduct among persons participating in the PPAD system																
Key Result Area 3: Research, Training and Advisory Services																
Outcome: Quality research on public procurement issues undertaken and disseminated																
Strategic Objective: To enhance use of evidence in public procurement and asset disposal decision making for enhanced service delivery																
Enhance research on public procurement and asset disposal system	Review and implement a research and data management strategy	Research and data management strategy revised and approved	Revised strategy approved and in operation	100%	100%					1	-	-	-	-	Director - RIBS	Director, Strategy and Planning
	Develop a research governance manual	Research governance manual developed and approved	Manual in operation	1	1					1	-	-	-	-	Director - RIBS	Director, Strategy and Planning
	Conduct research on public procurement and asset disposal issues	Research reports disseminated	Number of research reports disseminated	5	1	1	1	1	1	5	5	5	5	5	Director - RIBS	Director, Strategy and Planning
Review and implement the system for undertaking market price indexing	Develop a framework for undertaking market price surveys and generation of market price index	Framework developed	Framework in operation	1	1					2	-	-	-	-	Director - RIBS	Director, Strategy and Planning

STRATEGY	ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	TARGET					BUDGET (KShs. MN)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	LEAD	SUPPORT
Enhance data management and dissemination of information on public procurement and asset disposal system	Review list of standard goods, works and services for preparation of market price index	List of standard goods, works and services for preparation of market price index revised and approved	Comprehensive list in place	1	1					2	-	-	-	-	Director - RIBS	Director, Strategy and Planning
	Conduct market price surveys and generate market price indices	Quarterly Market price indices published	Number of the market price indices published	20	4	4	4	4	4		-	-	-	-	Director - RIBS	Director, Strategy and Planning
	Develop and implement a data and information management framework	Framework developed	Framework in operation	1	1					2	6	6	6	6	Director - RIBS	Director, Strategy and Planning
	Sensitize stakeholder on the framework	Sensitisation reports	No. of reports	20	4	4	4	4	4	2	2	2	2	2	Director - RIBS	Director, Strategy and Planning
Outcome: Enhanced efficiency in provision of advisory services to stakeholders																
Strategic Objective: To improve efficiency of provision of advisory services to stakeholders																
Provide timely advice to stakeholders	Develop and implement guidelines for provision of advice to stakeholders	Guidelines for provision of advice to stakeholders developed and approved	Guidelines in operation	1	1					2					Director, Licensing and Standards	Director, Legal Services
	Provide advice to stakeholders upon request	All requests for advice addressed within the prescribed timelines	Proportion of requests for advice responded to within the prescribed timelines	100%	100%	100%	100%	100%	100%						Director, Licensing and Standards	Director, Legal Services
	Evaluate the effectiveness of advices issued to stakeholders	Evaluation reports	No. of reports	20	4	4	4	4	4	1	1	1	1	1	Director, Licensing and Standards	Director, Legal Services
Outcome: Provision of capacity building and technical support services to stakeholders streamlined																
Strategic Objective: To enhance the capacity of persons participating in the public procurement and asset disposal system																
Strengthen provision capacity building for persons involved in public procurement	Develop and implement a policy for conducting capacity building and technical support	Policy for conducting trainings and technical support developed and approved	Policy in operation	1	1					2					Director, Licensing and Standards	All other Directors
	Develop and maintain a training proficiency curriculum and materials	Training proficiency curriculum and materials developed and approved	Proportion of determined proficiency curriculum and materials developed	100%	50%	25%	25%			4	3	3	1	1	Director, Licensing and Standards	All other Directors

STRATEGY	ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	TARGET					BUDGET (KShs. MN)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	LEAD	SUPPORT
	Conduct a training needs analysis and prepare a capacity plan	Training needs report and capacity building plan	No. of reports	2	1	1				3		3			Director, Licensing and Standards	All other Directors
	Train persons involved in public procurement and asset disposal system	Quarterly Training reports	No. of reports	20	4	4	4	4	4						Director, Licensing and Standards	All other Directors
	Provide technical support to stakeholders upon request	Quarterly Technical support reports	No. of reports	20	4	4	4	4	4	2	2	2	2	2	Director, Licensing and Standards	All other Directors
	Evaluate the effectiveness of the trainings offered	Evaluation report	No. of reports	20	4	4	4	4	4						Director, Licensing and Standards	All other Directors
	Establish an e-learning platform	Functional e-learning platform	Level of establishment of the e-learning platforms	100%	75%	100%				5	1				Director, Licensing and Standards	Director, RIBS
			No. of training programmes delivered through the platform	10		2	2	3	3						Director, Licensing and Standards	All other Directors
	Establish a Public Procurement Proficiency Centre (Kenya School of Public Procurement)	Framework for establishment of the centre developed and approved	Framework approved and operational	1	1					5					Director, Licensing and Standards	All other Directors
		Public procurement proficiency centre established	Level of operationalization of the Centre	100%	20%	50%	70%	100%		10		5	5	3	Director, Licensing and Standards	All other Directors
	Develop and implement guidelines for transfer of procuring or asset disposal responsibilities	Guidelines for transfer of procuring or asset disposal responsibilities developed and approved	Guidelines approved and operational	1	1					2					Director, Licensing and Standards	All other Directors
	Transfer procuring or asset disposal responsibilities	Transfer procuring or asset disposal responsibilities received and analysed	Proportion of transfer of procuring or asset disposal requests analysed/granted	100%	100%	100%	100%	100%	100%						Director, Licensing and Standards	Office of the Director General
Establish a framework for transfer of procuring or asset disposal responsibilities	Monitor and report on the effectiveness of transfer of procuring or asset disposal proceedings	Monitoring reports	No. of reports	20	4	4	4	4	4	1	1	1	1	1	Director, Licensing and Standards	Director, Compliance Monitoring

STRATEGY	ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	TARGET					BUDGET (KShs. MN)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	LEAD	SUPPORT
Strategic Issue: Inefficient public procurement and asset disposal system																
Strategic Goal: Increase efficiency in the public procurement and asset disposal system																
Key Result Area 4: Public Procurement and Asset Disposal Information Management																
Outcome: Digital collection and disclosure of public procurement and asset disposal information increased																
Strategic Objective: To leverage on ICT and emerging technologies to enhance service delivery																
Enforce disclosure of public procurement information through the PPIP	Review and enhance functionalities of the PPIP system	PPIP reviewed, and enhanced	Level of review and enhancement of the PPIP	100%								1	1		Director RIBS	Director, Compliance Monitoring
	Train users on the enhanced PPIP system	Quarterly Training reports	No. of reports	20	4	4	4	4	4			1	2	2	Director RIBS	Director, L&S
	Monitor and report on uptake of the enhanced PPIP system	Quarterly Monitoring reports	No. of reports	20	4	4	4	4	4						Director RIBS	Director, Strategy and Planning
Develop and implement a framework to operationalise a Central repository on public procurement and asset disposal information	Develop a framework for establishing the Central Repository on public procurement information	Framework for establishment of the central repository developed and approved	Framework approved and operational	1	1						1				Director RIBS	Director, Strategy and Planning
	Develop and maintain a Central Repository on public procurement information accessible and available to stakeholders	Central Repository established	Level of operationalization the repository	100%	50%	100%						3	3		Director RIBS	Director, Strategy and Planning
	Sensitize stakeholders on the Central Repository	Quarterly Sensitization reports	No. of reports	20	4	4	4	4	4					2	Director RIBS	Director, L&S
Digitalise all PPRA services	Undertake a business process reengineering of all services	BPR Report	No. of reports	1	1					3	3				Director RIBS	All other Directors
	Design, develop and implement a Public Procurement Integrated Management Information System	Integrated Public Procurement Management System developed and rolled out	Level of operationalization the system	100%		50%	100%				120	80	50	30	Director RIBS	All other Directors

STRATEGY	ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	TARGET					BUDGET (KShs. MN)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	LEAD	SUPPORT
Strengthen ICT governance framework	Develop a framework for implementation of systems security, Data protection, and relevant standards	Framework for governance developed and approved	Framework approved and operational	1	1					2					Director RIBS	All other Directors
Strategic Issue: Inadequate Stakeholder Participation in the PPAD System																
Strategic Goal: Increase stakeholder participation in the PPAD system																
Key Result Area 5: Stakeholder Engagements and Strategic Partnerships																
Outcome: Strategic Linkages and Partnerships established																
Strategic Objective: To enhance stakeholder engagements and partnerships for improved organisational performance																
Strengthen stakeholder collaborations and partnerships	Develop a stakeholder engagement partnership and collaboration framework	Framework for engagement stakeholders developed and approved	Framework approved and operational	1	1					2					Director, Strategy and Planning	All other Directors
	Develop guidelines to involve stakeholders on public procurement contracts monitoring and related functions	Guidelines developed	Guidelines in operation	1	1					3	1	1	1	1	Director, Strategy and Planning	Director, Strategy and Planning
	Promote collaborations and partnerships to enhance research on public procurement and asset disposal system	Research reports	No. of reports	5	1	1	1	1	1	1	1	1	1	1	Director - RIBS	Director, Strategy and Planning
	Engage and collaborate with law enforcement agencies to facilitate information sharing	Signed MOUs	Proportion of law enforcement agencies engaged through MOUs	100%	100%	100%	100%	100%	100%	1	1	1	1	1	Director, Complaints and Investigation	Director, Strategy and Planning
	Engage and collaborate with development partners for resource mobilisation and technical assistance	Engagement reports	No. of reports	5	1	1	1	1	1	2	2	2	2	2	Director, Strategy and Planning	NA
	Monitor effectiveness of stakeholder engagement and collaboration strategies	Monitoring report	No. of reports	20	4	4	4	4	4	1	1	1	1	1	Director, Strategy and Planning	NA

STRATEGY	ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	TARGET					BUDGET (KShs. MN)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	LEAD	SUPPORT
Strengthen stakeholder Engagement and consultation	Convene stakeholder engagement forums	Stakeholder reports	No. of reports	20	4	4	4	4	4	2	2	2	2	2	Director, Licensing and Standards	Director, Strategy and Planning
	Participate in international and regional stakeholder forums	Forum reports	No. of reports	20	4	4	4	4	4	5	5	5	5	5	Director, Strategy and Planning	NA
	Implement resolutions emerging from stakeholder engagements	Resolutions implementation reports	No. of reports	20	4	4	4	4	4	-	-	-	-	-	Director, Strategy and Planning	NA
	Participate in inter-agency engagements and implement resolutions	Inter-agency reports	No. of reports	20	4	4	4	4	4	2	2	2	2	2	Director, Strategy and Planning	NA
Strategic Issue: Weak institutional capacity for effective service delivery.																
Strategic Goal: Strengthen institutional capacity for effective service delivery.																
Key Result Area 6: Institutional Sustainability and Service Delivery																
Outcome: Increased capacity of human resources																
Strategic Objective: To enhance the capacity of employees to deliver on the mandate through strategic talent management																
Enhance staff capacity to meet current and future organisation needs	Implement Human Resource instruments	Implementation of Human Resource instruments	No. of reports	5	1	1	1	1	1	7	9	12	16	21	Director – Corporate Services	All other Directors
	Develop requisite policies and frameworks required to implement the Human Resource instruments	Policies for implementation of human resource instruments developed and approved	No. of policies	25	5	5	5	5	5	3	3	3	3	3	Director – Corporate Services	All other Directors
	Implement post-retirement medical scheme	Approved framework for establishment of the scheme	Framework approved and operational	1	1	1	1	1	1						Director – Corporate Services	All other Directors
		Staff onboarded to the scheme	Proportion of staff who have joined the scheme	100%	100%	100%	100%	100%	100%	22	24	27	29	32	Director – Corporate Services	All other Directors

STRATEGY	ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	TARGET					BUDGET (KShs. MN)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	LEAD	SUPPORT
	Engage key stakeholders in the review and approval of the remuneration structure	New remuneration structure approved	Level of implementation of the remuneration structure	100%	100%	100%	100%	100%	100%	3	1	-	-	-	Director – Corporate Services	All other Directors
	Conduct recruitment of staff	Staff recruited	No. of staff recruited	140	28	28	28	28	28	39	51	66	86	11	Director – Corporate Services	All other Directors
	Conduct staff training needs analysis once in two years	TNA conducted	No. of TNA reports	2	1	1	1	1	100%	21	27	35	46	59	Director – Corporate Services	All other Directors
	Train staff to deliver on the mandate	Staff Trained	Proportion of staff trained	100%	100%	100%	100%	100%	100%						Director – Corporate Services	All other Directors
	Undertake an employee satisfaction survey	Employee satisfaction survey undertaken	Employee satisfaction index	100%	100%	100%	100%	100%	100%	1	1	1		1	Director – Corporate Services	All other Directors
	Implement the results/ recommendations of the survey	Survey recommendations implemented	Proportion of the recommendations implemented	100%	100%	100%	100%	100%	100%						Director – Corporate Services	All other Directors
Improve the performance management system	Develop a performance management system	Performance management system developed and operationalised	Proportion of staff appraised	100%	100%	100%	100%	100%	100%	26	34	44	57	74	Director – Corporate Services	All other Directors
	Develop a reward and sanctions policy	Reward and Sanctions policy developed and approved	Annual Performance report	5	1	1	1	1	1						Director – Corporate Services	All other Directors
			Policy in operation	5	1	1	1	1	2	0	0	0	0	0	Director – Corporate Services	All other Directors
Improve provision of administration support services and conducive work environment	Monitor compliance with workplace safety requirements	Compliance certificates	Number of OSHA certificates work environment index	25	5	5	5	5	5	1	1	1	1	1	Director – Corporate Services	All other Directors
	Develop a transport policy	Transport policy developed and approved	Transport policy in operation	1	1	1				2	0	0	0	0	Director – Corporate Services	All other Directors
		Fleet management system operationalised	No. of reports on fleet management	No. of reports on fleet management	20	4	4	4	4	4	15	0.5	0.5	0.5	0.5	Director – Corporate Services

STRATEGY	ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	TARGET						BUDGET (KShs. MN)						RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	LEAD	SUPPORT		
Establish and strengthen organisation culture	Provide adequate office space	Adequate and conducive office space	150 Square feet per employee	100%	100%	100%	100%	100%							Director - Corporate Services	All other Directors		
	Develop and implement change management strategy	Change management strategy developed and approved	Change management strategy in place	1	1					3					Director - Corporate Services	All other Directors		
	Implement change management strategies and programs	Change management strategies/programs implemented	Proportion of determined change management strategies implemented	100%	30%	50%	70%	80%	100%	2	2	2	2	2	Director - Corporate Services	All other Directors		
	Develop a corporate culture change policy	Culture change policy approved	Culture change policy in operation	1	1					2					Director - Corporate Services	All other Directors		
Outcome: Enhanced institutional productivity																		
Strategic Objective: To strengthen organisational processes and systems to increase productivity, good corporate governance and learning																		
Optimize procurement, asset disposal and inventory management outcomes	Develop and implement internal procurement and asset disposal policy, and procedures manual	Internal Procurement and asset disposal policy, and procedures manual developed and approved	Policy and Procedures manual in place	1	1										Head of Procurement Function	All other Directors		
	Prepare and implement consolidated procurement and asset disposal plans	Consolidated Annual Procurement and Asset Disposal plans developed and approved	Level of implementation of the approved procurement and asset disposal plans	100%	100%	100%	100%	100%	100%						Head of Procurement Function	All other Directors		
	Publish Procurement and asset disposal reports in the PPMP	All statutory reports published in the PPMP	Number of statutory reports published												Head of Procurement Function	All other Directors		
	Promote prudent management of inventory, stores and assets	Optimal inventory level maintained	Number of stocks taking reports	25	5	5	5	5	5						Head of Procurement Function	All other Directors		
		All assets identified for disposal processed/ disposed	Disposal committee reports;	20	4	4	4	4	4						Head of Procurement Function	All other Directors		

STRATEGY	ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	TARGET						BUDGET (KShs. MN)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28		23/24	24/25	25/26	26/27	27/28	LEAD	SUPPORT
Strengthen Corporate planning and Monitoring Evaluation			Proportion of identified assets for disposal, disposed	100%	100%	100%	100%	100%	100%							Head of Procurement Function	All other Directors
	Supplier relationship management	Supplier contract performance reports	No. of reports	10	2	2	2	2	2							Head of Procurement Function	All other Directors
	Monitor contract implementation and management	Contract monitoring reports	Number of contracts monitoring reports	60	12	12	12	12	12							Head of Procurement Function	All other Directors
	Coordinate preparation, implementation and review of Strategic plan	Strategic Plan for the 2028-2033 developed and approved	Strategic Plan in place	1	-	-	-	-	-		-	-	-	-	8	Director, Strategy and Planning	All other Directors
		Strategic implementation status reports	No. of reports	20	4	4	4	4	4		1	1	1	1	1	Director, Strategy and Planning	All other Directors
	Prepare annual corporate works plans	Annual corporate work plans prepared and approved	Approved work plan	5	1	1	1	1	1		1	1	1	1	1	Director, Strategy and Planning	All other Directors
	Develop an MSE framework of monitoring operations of the Authority	M&E framework prepared and approved	Framework approved and operational	1	1						1.5	-	-	-	-	Director, Strategy and Planning	All other Directors
	Coordinate preparation, implementation and review PC contract	Annual PC vetted and signed	Signed PC	5	1	1	1	1	1		1	1	1	1	1	Director, Strategy and Planning	All other Directors
	Develop work planning guidelines	Planning guidelines developed and approved	Approved guidelines	1	1						1.5	-	-	-	-	Director, Strategy and Planning	All other Directors
	Develop Sustainable Development Goals (SDG) mainstreaming guidelines	SDG Guidelines developed and approved	Approved guidelines	1	1						1	-	-	-	-	Director, Strategy and Planning	All other Directors

STRATEGY	ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	TARGET					BUDGET (KShs. MN)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	LEAD	SUPPORT
Establish an integrated security management system	Develop and implement a security policy	Security policy developed and approved	Security approved operational Policy and	1	1					2	0	0	0	0	Director – Corporate Services	All other Directors
		Quarterly and annual security surveillance reports	Number of reports	25	5	5	5	5	5						Director – Corporate Services	All other Directors
Enhance good governance, risk management and Quality assurance	Review and monitor implementation of the enterprise risk management policy framework	Enterprise risk management framework revised and approved	Revised approved operational Policy and	1	1					2		1	0	0	Director, Strategy and Planning	All other Directors
			Approved Corporate Risk Register	20	4	4	4	4	4	2	-	-	-	-	Director, Strategy and Planning	All other Directors
			Quarterly and Annual Risk management reports	25	5	5	5	5	5	-	-	-	-	-	Director, Strategy and Planning	All other Directors
	Monitor implementation of the relevant ISO standards	Re-certification	Number of ISO surveillance and recertification reports	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	Director, Strategy and Planning	All other Directors
		Internal QMS audit undertaken	Number of reports	10	2	2	2	2	2	0.5	0.5	0.5	0.5	0.5	Director, Strategy and Planning	All other Directors
	Develop capacity of the Regulatory Board to undertake their functions	Board Skills development report	Proportion of Board members Trained	50%	50%	50%	50%	50%	50%	5	5	5	5	5	CS/DLS	Office of the Director General
	Coordinate conduct of governance audits	Governance audit report	Number of reports	5	1	1	1	1	1	5	5	5	5	5	CS/DLS	Office of the Director General
		List of recommendation	Proportion of recommendations implemented	100%	100%	100%	100%	100%	100%	-	-	-	-	-	CS/DLS	Office of the Director General
	Facilitate the Regulatory Board to undertake its governance role	Approved Board and Committee calendars and Work Plans	Level of implementation of the calendars and Work plans	100%	100%	100%	100%	100%	100%	7	7	7	7	7	CS/DLS	Office of the Director General

STRATEGY	ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	TARGET				BUDGET (KShs. MN)					RESPONSIBILITY			
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	LEAD	SUPPORT	
	Regulatory performance management	Board Evaluation report	Number of reports	5	1	1	1	1	1	0.12	0.12	0.12	0.12	0.12	CS/DLS	Office of the Director General	
	Mainstream National Values and Principles of Governance	Quarterly and Annual report on National Values	Number of reports	25	5	5	5	5	5						DD - RO	Office of the Director General	
Enhance access to the Authority's services through decentralization	Review the framework for decentralization of services	Framework for decentralization of services revised and approved	Revised Framework of approved and operational	1	1										DD - ROC	Office of the Director General	
			Number of new regional offices established and operationalised	4	0	1	1	1	1						DD - ROC	Office of the Director General	
Strengthen records management	Review and implement a framework for management of records	Framework for management of records revised and approved	Revised Framework of approved and operational	1	1										Director- Corporate Services	All other Directors	
		Digitize all records	Proportion of records digitized	100%		40%	60%	80%	100%						Director- Corporate Services	All other Directors	
	Establish a central registry (general and confidential) at HQs and regional offices	Central registries (general and confidential) at HQs and regional offices established and operationalised	Number of registries established and maintained	8	2	2	2	2		0.5	0.5				Director- Corporate Services	All other Directors	
Enhance institutional learning and knowledge management	Review and implement knowledge management framework	Knowledge management policy and framework revised and approved	Revised policy and Framework approved and operational	1	1								5	5	5	Director - RIBS	All other Directors
	Establish a resource centre	Resource Centre established and operationalised	Level of establishment of the resource centre	100%	50%	50%									Director - RIBS	All other Directors	
Strengthen provision of legal services	Conduct legal audits at HQ and regional offices	Legal audit reports	Number of reports	3	1	1	1		1	3	-	3	-	3	CS/DLS	Office of the Director General	
		Follow up on implementation of the recommendations	Implementation progress reports					100%	100%	-	-	-	-	-	CS/DLS	Office of the Director General	

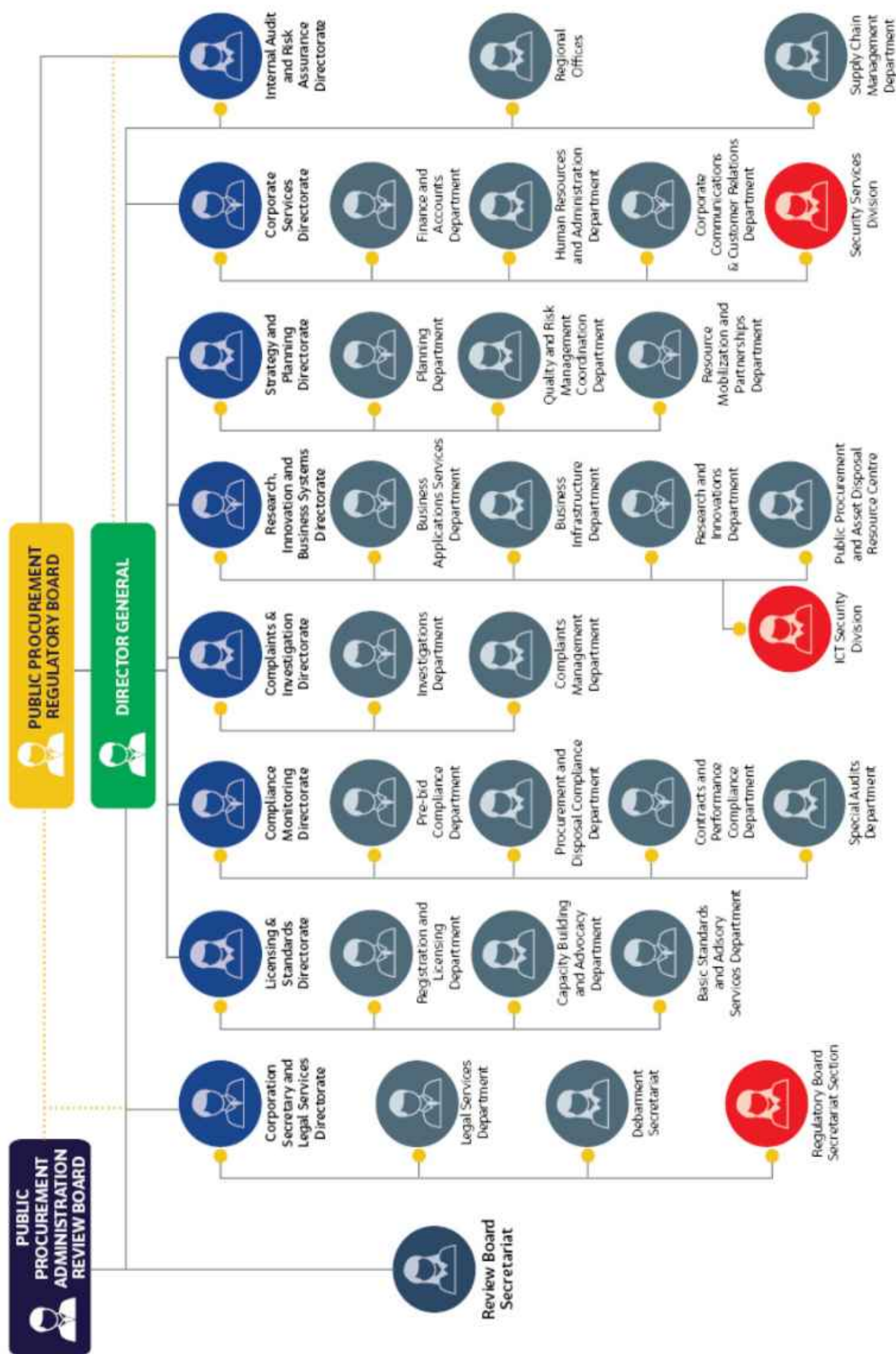
STRATEGY	ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	TARGET						BUDGET (KShs. MN)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	LEAD	SUPPORT	
	Develop a framework for provision of legal advice, representation and management of legal risks	Framework developed and approved	Framework approved and operational	100%							-	-	-	-	CS/DLS	Office of the Director General	
		Turnaround time for issuance of legal advice	No. of days	3	5	5	3	3	3		-	-	-	-	CS/DLS	Office of the Director General	
		Legal representation in all legal matters	Proportion of legal representation	100%	100%	100%	100%	100%	100%		5	5	5	5	CS/DLS	Office of the Director General	
		Legal risks report	Number of reports	25	5	5	5	5	5		-	-	-	-	CS/DLS	Office of the Director General	
Outcome: Effective public financial management process and systems																	
Strategic Objective: To strengthen public financial management and reporting																	
Strengthen resource mobilisation Establish other sources of funding to supplement government funding	Operationalise the Capacity Building Levy	Capacity building levy concept note approved	Concept Note	1	1						3	0	0	0	0	Director, Strategy and Planning	Office of the Director General
		Levy Order submitted to the National Treasury	Transmittal letter	1	1						-	-	-	-	-	Director, Strategy and Planning	Office of the Director General
	Develop a framework to implement the capacity building levy	Framework Developed and approved	Framework approved and operational	100		100					1	-	-	-	-	Director, Strategy and Planning	Office of the Director General
		Review and implement a resource mobilisation strategy/policy	Resource mobilisation strategy/policy approved and implemented	Level of revision of the strategy	100%	100%					2	-	-	-	-	Director, Strategy and Planning	Office of the Director General
	Participate in the MTEF budget hearings	MTEF Budget hearings attended	Amount in Ksh. mobilised annually	150 million	20	25	30	35	40		1	2	2	2	2	Director, Strategy and Planning	Office of the Director General
		MTEF Budget hearings attended	Number of MTEF budget hearings attended	1	1	1	1	1	1		1.3	1.3	1.3	1.3	1.3	Director Corporate Services	Office of the Director General

STRATEGY	ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	TARGET					BUDGET (KShs. MN)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	LEAD	SUPPORT
Strengthen prudent financial management	Review, implement and enforce a financial management policy and procedures manual including implementation of ERP system	Financial management policy and procedures manual revised and approved	Level of development of the policy	100%	100%										Director – Corporate Services	All other Directors
		ERP service level agreement signed	SLA in place	5	1	1	1	1	1	2.0	2.0	2.0	2.0	2.0	Director – Corporate Services	Director, RIBS
		Bank charges and commissions duly paid	All bank charges and commissions paid	100%	100%	100%	100%	100%	100%	0.3	0.3	0.3	0.3	0.3	Director – Corporate Services	NA
		Framework for acquisition and management of assets developed and approved	Framework approved and operational	100%	100%										Director – Corporate Services	Head of Procurement Function
Improve asset management	Regular assets verification and tagging	All assets verified and tagged once a year	Annual asset verification and tagging report	5	1	1	1	1	1	0.6	0.6	0.6	0.6	0.6	Director – Corporate Services	Head of Procurement Function
	Regular assets valuation	All assets valued once in five years	Assets valuation report	1				1		-	-	-	15	-	Director – Corporate Services	Head of Procurement Function
	Adopt PSASB financial reporting frameworks	Quarterly and Annual Financial reports and statements	No of reports and statements	25	5	5	5	5	5						Director – Corporate Services	Director, Internal Audit & Risk Assurance
	Review of draft annual financial reports	Draft annual financial statements reviewed and finalised	Final draft of annual financial statements	5	1	1	1	1	1	0.7	0.7	0.7	0.7	0.7	Director – Corporate Services	Director, Internal Audit & Risk Assurance
Improve financial reporting	External audit of financial reports	External audit undertaken	External audit report	5	1	1	1	1	1	1.2	1.2	1.2	1.2	1.2	Director – Corporate Services	Director, Internal Audit & Risk Assurance
	Design financial reports	Financial reports designed	Number of financial reports designed	10	2	2	2	2	2	0.3	0.3	0.3	0.3	0.3	Director – Corporate Services	Director, Internal Audit & Risk Assurance
	Develop internal audit strategic plan	Internal audit strategic plan developed and approved	Strategic plan approved and operational							3	0	0	0	0	Director, Internal Audit & Risk Assurance	NA
	Streamline internal audit processes															

STRATEGY	ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	TARGET					BUDGET (KShs. MN)					RESPONSIBILITY		
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	LEAD	SUPPORT	
	Develop and implement internal audit policy and procedures manual	Internal audit policy and procedures manual developed and approved	Revised Policy	1	1						3	0	0	0	0	Director, Internal Audit & Risk Assurance	NA
	Implement and monitor the internal audit strategic plan	Internal audit reports	Number of reports	25	5	5	5	5	5	5	1.5	2.0	2.5	3.0	3.5	Director, Internal Audit & Risk Assurance	NA
Outcome: Increased customer satisfaction																	
Strategic Objective: To enhance corporate brand visibility and image																	
Improve corporate communication and customer satisfaction	Receive and analyse stakeholder feedback on PPRA services	Stakeholders' feedback report	No. of reports	25	5	5	5	5	5	5	0	0	0	0	0	Corporate Comm & Customer service	NA
	Resolve complaints against the Authority	Complaints resolution reports	No. of reports	25	5	5	5	5	5	5	0.5	0.5	0.5	0.5	0.5	Corporate Comm & Customer service	NA
	Automate customer relationship management	Functional customer relationship management system	Level of implementation of the customer relationship management system	100%	100%						3	0.5	0.5	0.5	0.5	Corporate Comm & Customer service	Director, RIBS
	Develop and implement a strategic communications and media engagement plan	Communications and media plan developed and approved	Level of implementation of communications and media plan	100%	100%	100%	100%	100%	100%	100%	7	7	8	8	10	Corporate Comm & Customer service	NA
	Undertake customer satisfaction and perception survey	Bi-Annual Customer satisfaction reports	No. of customer satisfaction surveys	3	1	1	1	1	1	1	2		2		2	Corporate Comm & Customer service	Director, RIBS, Director, Strategy and Planning
	Implement recommendations provided in the customer satisfaction and perception survey	Quarterly reports on implementation of customer satisfaction report	No. of reports on implementation of recommendations for customer satisfaction survey	5	1	1	1	1	1	1	0	0	0	0	0	Director - Corporate Services	
	Review and implement the corporate communication policy	Corporate communication policy revised and approved	Revised Policy	1	1						0	0	0	0	0	Corporate Comm & Customer service	

STRATEGY	ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	TARGET						BUDGET (KShs. MN)					RESPONSIBILITY		
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	LEAD	SUPPORT		
	Review and implement the CSI policy	CSI policy reviewed and approved	Revised Policy	1	1						0	0	0	0	0	Corporate Comm & Customer service	All other Directors	
			No of CSI activities	5	1	1	1	1	1.5	1.5	2	2	2	2	2	Corporate Comm & Customer service	All other Directors	
	Review the service delivery charter	Service delivery charter revised and approved	Level of revision of the service charter	100%	100%						0.05	0	0	0	0	0	Corporate Comm & Customer service	All other Directors
			Level of adherence to service charter commitments	100%	100%	100%	100%	100%	0	0	0	0	0	0	0	0	Corporate Comm & Customer service	All other Directors

II ORGANIZATION STRUCTURE



ANNEX III REPORTING TEMPLATES

Table 8-3: Quarterly Reporting Template

EXPECTED OUTPUT	OUTPUT INDICATOR	ANNUAL TARGET	QUARTER OF YEAR			CUMULATIVE TO-DATE			REMARKS	COLLECTIVE ACTION
			TARGET (B)	ACTUAL (C)	VARIANCE (C-B)	TARGET (E)	ACTUAL (F)	VARIANCE (F-E)		

Table 8-4: Annual Reporting Template

EXPECTED OUTPUT	OUTPUT INDICATOR	ANNUAL TARGET	ACHIEVEMENT FOR YEAR			CUMULATIVE TO-DATE			REMARKS	COLLECTIVE ACTION
			TARGET (A)	ACTUAL (B)	VARIANCE (B-A)	TARGET (D)	ACTUAL (E)	VARIANCE (E-D)		

Table 8-4: Annual Reporting Template

KEY RESULT AREA	OUTCOME	OUTCOME INDICATOR	BASELINE		MID TERM EVALUATION		END OF PLAN PERIOD EVALUATION		REMARKS	COLLECTIVE ACTION
			VALUE	YEAR	TARGET	ACHIEVEMENT	TARGET	ACHIEVEMENT		
KRA1										
KRA2										
KRA3										
KRA4										
KRA5										
KRA6										

ANNEX IV STRATEGIC THEME TEAMS

KRA/ Strategic Theme Team	Lead/Convener	Team Members
Key Result Area 1: Public Procurement and Asset Disposal Monitoring:	Director – Compliance Monitoring	Director, Research, Innovation and Business Systems
		All Deputy Directors, Research, Innovation and Business Systems Directorate
		All Deputy Directors, Compliance Monitoring Directorate
		Deputy Director, Regional Offices Coordination
		Deputy Director, Regional Offices Coordination
		All Heads of Regional Offices
		Deputy Director, Strategy and Planning
Key Result Area 2: Standards Development and Enforcement	Director, Licensing and Standards	Director, Complaints and Investigations
		Director, Legal Services, and Head of Debarment Secretariat
		Secretary Public Procurement Administrative Review Board
		Director, Compliance Monitoring
		Director, Corporate Services
		All Deputy Directors in the Licensing and Standards Directorate
		Deputy Director, Strategy and Planning
Key Result Area 3: Research, Training and Advisory Services	Director, Research, Innovation and Business Systems	Director, Strategy and Planning
		Director, Legal Services
		Director, Licensing and Standards
		All Deputy Directors, Research, Innovation and Business Systems Directorate

KRA/ Strategic Theme Team	Lead/Convener	Team Members
		Director, Corporate Services
		All Deputy Directors in the Licensing and Standards Directorate
		Deputy Director, Strategy and Planning
Key Result Area 4: Public Procurement and Asset Disposal Information Management	Director, Research, Innovation and Business Systems	Director, Compliance Monitoring
		Director, Licensing and Standards
		Director, Complaints and Investigations
		Director, Strategy and Planning
		Director, Legal Services
		Deputy Director, Resource Centre
		Review Board Secretary
		Deputy Director, Strategy and Planning
Key Result Area 5: Stakeholder Engagements and Strategic Partnerships	Director, Strategy and Planning	All other Directors
		Deputy Director, Strategy and Planning
Key Result Area 6: Institutional Sustainability and Service Delivery	Director, Corporate Services	All Directors
		All Deputy Directors in the Corporate Services Directorate
		Head of Supply Chain Management
		Deputy Director, Strategy and Planning

The Terms of reference for the KRA Teams shall include:

- Coordinate implementation of the Strategic Plan, specifically the KRAs under their responsibility;
- Monitor, evaluate, report on and maintain detailed records on realisation of the activities under the respective KRAs;
- Undertake continuous review of the activities and targets, and advice the Strategy and Planning Directorate on the necessary changes or improvements;
- Prepare and submit to the Planning Department, quarterly progress reports on realisation of the targets under the respective KRAs;
- Ensure that the activities under the respective KRAs are cascaded to the departments, divisions and staff level to facilitate prompt implementation;
- Take responsibility for targets not realised within the prescribed period;
- Hold monthly meetings to review progress of implementation of the targets under the KRAs



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