



**STRATEGIC PLANNING AND MANAGEMENT POLICY  
2021**





Silicon Savannah



KONZA  
Technopolis

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## **OUR IDENTITY**

### **Vision**

To be a leading global technology and innovation hub.

### **Mission**

To develop a sustainable smart city and an innovation ecosystem, contributing to Kenya's knowledge-based economy.

### **Mandate**

The mandate of KoTDA is to develop Konza Technopolis as a globally competitive smart city by creating an enabling environment through utilization of ICT for socio-economic development.

### **Strategic Objectives:**

- Develop and manage a world-class smart city with a vibrant, safe, and secure, healthy and sustainable ecosystem.
- Form partnerships with other actors in the National Innovation System, to recruit, attract, and develop high-end talent as well as create relevant, and smart innovative solutions and commercialize them.
- Mobilise adequate and sustainable funding to meet the Authority's mandate and changing needs of the business community and residents.
- Create a strong brand and image of Konza Technopolis that will attract, facilitate, and retain investors.
- Ensure that the Authority has adequate institutional capacity to fulfil its mandate.



## LIST OF ABBREVIATIONS

<b>KoTDA</b>	-	Konza Technopolis Development Authority
<b>CEO</b>	-	Chief Executive Officer
<b>HOD (s)</b>	-	Head of Department (s)
<b>MDAs</b>	-	Ministries, Departments and Agencies
<b>SDG</b>	-	Sustainable Development Goals
<b>CEO</b>	-	Chief Executive Officer
<b>CS</b>	-	Cabinet Secretary
<b>KRA</b>	-	Key Result Area
<b>MDAs</b>	-	Ministries/Departments/Agencies
<b>Mn</b>	-	Million MTEF Medium Term Expenditure Framework
<b>MTP</b>	-	Medium Term Plan
<b>NIMES</b>	-	National Integrated Monitoring and Evaluation System
<b>PESTEL</b>	-	Political, Economic, Social, Technological, Environmental and Legal
<b>PS</b>	-	Principal Secretary
<b>SDGs</b>	-	Sustainable Development Goals
<b>SFA</b>	-	Strategic Focus Area
<b>SWOT</b>	-	Strengths, Weaknesses, Opportunities and Threats
<b>MoICT/YA</b>	-	Ministry of ICT and youth Affairs





## FOREWORD

The Management of Konza Technopolis Development Authority recognizes the critical role of ethical service and professionalism in service delivery in addition to concerted efforts from staff as a means to achieve the Authority's Vision, Mission and Mandate.


In order to promote transparency and accountability in the Authority, it is important to define the Authority's standards of practice to regulate behaviours, interactions and actions of its members of staff. The Management recognizes unethical and unprofessional conducts as impediments to social and economic development which also undermines confidence in public institutions.

The KoTDA Land Survey Policy outlines the standards for the Authority's undertaking of Land Surveys and associated services. This will ensure that the Authority engages with communities in land survey activities that enhances sustainable development with integrity and without diminishing the Authority's reputation.

To inform the standards of practice stipulated in this Code, this document takes cognizance of the Authority's Vision, Mission, Values and Mandates. It also incorporates the statutory provisions of various acts namely; *The Survey Act*, *The Land Act 2012*, *The Public Participation Bill 2018*, *Public Procurement and Disposal Act 2015*, *The Public Officer Ethics Act 2003*, *The Civil Service Code of Regulations Revised 2006*, *The Public Service Commission Act Cap 185*, *The Anti-Corruption and Economic Crimes Act 2003* and other relevant regulations.

To create a physical environment that fosters corporate innovation for the furtherance of our goal of developing a smart city, it is important to have the free social environment.

I therefore call for a concerted effort from our staff, stakeholders, investors, development partners and the community to support the Authority through adherence to this Policy. Any incidence of unethical practice should be reported to the Authority.

  
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Eng. John Tanui, MBS  
**CHIEF EXECUTIVE OFFICER**

Date: 18/06/21



### **3.INTRODUCTION**

The *Konza Technopolis Strategic Planning policy* provides guidelines for undertaking strategic planning and implementation oversight within the Authority. It also provides a framework upon which strategy planning, implementation and monitoring shall be administered and the correct procedures to be followed.

The strategic planning process is the responsibility of the board of directors of the authority. The directors will maintain oversight and control of the strategy planning process for the authority. The directors shall ensure that the Authority develops and keep the Strategic Plan current and relevant, with periodic reviews conducted biannually. The officer in charge of Research and Strategy department shall be responsible to ensure the authority has in place an updated strategy plan and that decisions are made in line with the approved strategic direction.

#### **Applicability**

This policy shall apply to KOTDA staff, board of directors and stakeholders.

#### **Purpose**

This Policy define procedures for *Development, Implementation and Communication* of the Authority's Strategic Plan. The Strategic Plan hereby documents long-term Focus of the Authority including Action Plans and Resources necessary to achieve desired long-term goals and objectives.

#### **Related policies and procedures**

Implementation of this Policy will be in cognizance to the internal policies, existing government plans and any other relevant statutory planning documents. In the development of the strategic planning policy, reference is made to various documents from public and private sectors including the guidelines for preparation of the fourth-generation strategic plans prepared and shared by the National treasury and planning in July 2018.

#### **Policy Administration**

The policy shall be administered by the research and strategy department, in collaboration with all departments.

#### **Policy Review statement**

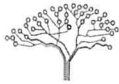
This Policy document shall be considered for review every three years.

#### **Objectives of the Policy**

The objectives of the Strategic Plan Policy are:

- To define procedures for *Development, Implementation and Communication* of the Authority's Strategic Plan.
- To provide guidelines and framework for undertaking strategic planning functions within the Authority





### **Purpose of the Policy**

This Document defines the procedure for the development, communication, and execution of the Authority's Strategic Plan. The Strategic Plan refers to the long-term focus of the company and action plans and resources to achieve the company long-term objectives.

## **STRATEGIC PLANNING PROCESS**

### **Introduction**

Ministries, state departments and Agencies use Strategic plans as the main tool for establishing development priorities for effectiveness. The MDAs strategic plans should align to national development priorities, expected outcomes and results with the budget. Strategic plans will be the basis for identifying deliverables under the Performance Contracting mechanism and for individual Annual Performance Appraisal.

The Authority will conduct three levels of strategic plans, as follows:

- i. Long-term strategies.
  - a. This is a strategy covering a period of five (5) years.
  - b. This process culminates in the long-term strategy for the Authority.
- ii. Medium term strategy/ plans
  - a. This is a yearly exercise conducted to plan for the year ahead borrowing from the Long-term strategy. The plan allows the Management to deliberate the priorities for the year stemming from the long-term strategic objectives.
  - b. The Annual strategic review session may result in the adjustment of the Long-Term strategy in view of the business and environmental performance.
- iii. Tactical strategies.
  - a. The Authority may need to come up with quick turnaround strategies to cater for emerging opportunities or changes to the business environment. The Management in consultation the technical staff will propose tactical strategies for the Authority.
  - b. The CEO will approve the advised strategies before they can be implemented.

The strategic plans will take due cognizance of the provisions in the Constitution of Kenya and will be anchored on relevant government policy documents

### **Key Legal and Policy Documents**

During preparation of the strategic plan, KOTDA shall take into consideration the provisions in the below policy documents, among others.

- i. The Constitution of Kenya
- ii. Kenya Vision 2030
- iii. KOTDA bill.
- iv. Third Medium Term Plan (2018– 2022) and the 28 Sector Plans
- v. The Sustainable Development Goals (SDGs)
- vi. Africa's Agenda 2063
- vii. National Spatial Plans, 2015-2045
- viii. The National Disaster Risk Management Policy
- ix. The Medium-Term Expenditure Framework (MTEF) budget
- x. The Executive Order(s) on Organizational of the National Government

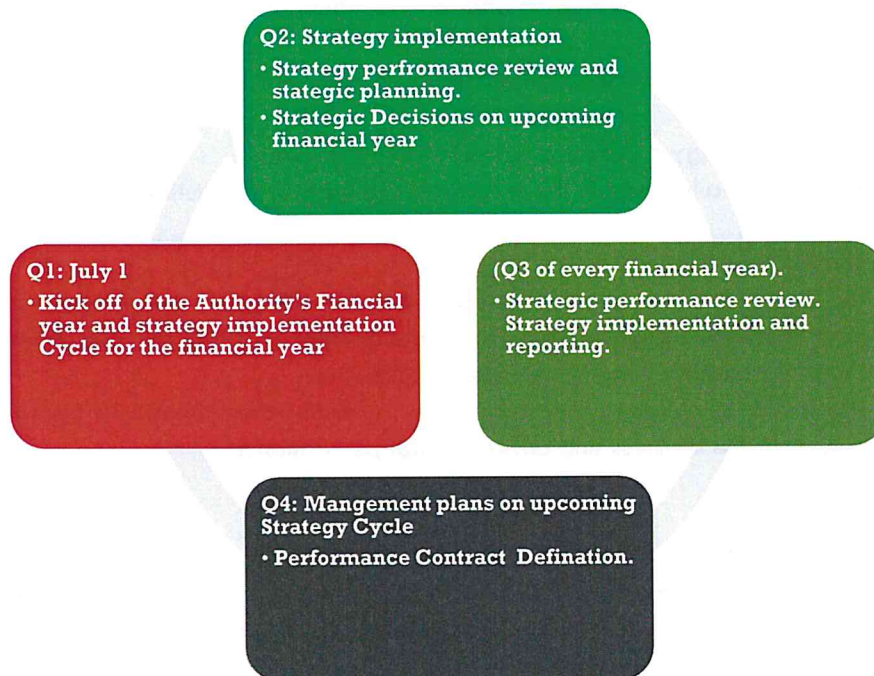


Konza Technopolis shall use a participatory approach, building on the input of different stakeholder groups including civil society, the private sector and development partners, to ensure the requisite ownership of the developed plans.

### **Organization wide Strategic planning, implementation, and review Cycle.**

The Authority's strategic plan implementation cycle shall commence on 2nd July of every financial year and end on June 30<sup>th</sup> of the next financial year. This is in line with the government's fiscal planning schedules.

The strategy planning and Execution Cycle shall be as follows.

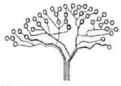


### **Strategy planning commencement.**

The Strategic Planning process of the Authority shall commence in Quarter 2 of every financial year with a preliminary management meeting.

At the meeting, the Management team shall review following reports:

- i. Macro-Economic Environment Report to be tabled by the Strategy and Research department.
- ii. Business Operating Environment Report to be tabled by the Business Development and Innovations department.
- iii. Business performance Report by the Business Development and innovation department.
- iv. Financial Performance Reports to be tabled by Finance.
- v. Competition Environment Report to be tabled by the Strategy and Research department.
- vi. Relevant Internal Data to be tabled by ICT and Innovation teams.
- vii. Infrastructure Report by COM
- viii. Physical Planning Report by PPD & C
- ix. Risk Report by the Audit department
- x. Procurement Report by Procurement Division.



- xi. In addition to these documents, the research and strategy department shall review and incorporate the inputs of key guidelines from government agencies and present the strategic imperatives drawn from these guidelines.

The strategy performance reports shall Provide insights on:

- i. Organization performance on key strategy indicators drawn from the long-term strategy implementation matrix.
- ii. Statement on strategy performance and recommendation to board of directors.
- iii. Key insights drawn from a 360 review of business given the prevailing environment and fiscal conditions of the specific financial year.
- iv. Research on developments in the industry, country and the globe with regards to key aspects of importance to KOTDA

Management team shall review and document the strategy performance for the term under implementation guided by the strategy implementation plan.

The Result of the Q2 Management strategy engagements shall be.

- a. Review of organization performance against strategic targets.
- b. Organization priority areas of focus for the next financial year and resources required.

### **Long term strategic planning process**

At the beginning of the Financial year preceding the end of term for a particular strategic period, the board of directors shall kick of the strategic planning cycle of the Authority through a strategic intent expressed by the approval of the long term strategy planning process.

### **Process steps for the development of the authority's Long term strategic plan.**

In preparing the strategic plans, KOTDA be guided by the following steps:

- i. **Strategic planning Model Approval.**

The Authority's board of directors shall make the Strategic plan oversight a standalone agenda in its meetings.

In the year preceding the end of a long-term strategic plan cycle, the board of directors shall commission the authority develop the Strategic Model which is the core of the Authority's strategy plan. The board of directors may engage the services of experts, in the development of the long-term strategy for the authority. The following key focus areas will inform the strategic model.

- a. Developing/Reviewing the Vision and Mission Statements and core values
- b. Identifying Key Result Areas/Strategic Focus Areas, strategic objectives, and strategies.
- c. Reviewing the existing organizational structure and developing a new one where necessary.
- d. Evaluating the staffing levels and skills gap against the desired organizational structure and identifying areas of staff surplus and deficit (by staff cadre).
- e. Identifying resource requirements and gaps and proposing measures to bridge the resource gaps.
- f. Assessing any risks, categorizing, and prioritizing the risks with suggested action for mitigation.



g. Developing the implementation and monitoring and evaluation frameworks.

ii. **Strategy planning process.**

- a. At the beginning of an upcoming Long term strategic planning cycle, the officer in charge of Research and strategy department shall notify the CEO and the board of directors of an upcoming long-term strategy planning cycle and provide a proposal for the development of a new strategic plan for approval.
- b. CEO shall incorporate in the Authority's Budget provisions to facilitate the Strategic planning process.
- c. Board of directors shall approve the long-term strategy plan process and budget.
- d. The officer in charge of Research and strategy department shall then coordinate the organization strategic planning process ensuring alignment and engagement of key stakeholders in the Authority's Ecosystem.

iii. **Strategic Plan Validation:**

The management team shall subject the strategy to a stakeholder validation process which shall comprise.

- a. Review, validation, and ownership by the senior management team.
- b. Consensus meetings with stakeholders.
- c. Review, validation, and ownership by the PS- MOICT/YA, CS MOICT/YA and the state department for planning, The National Treasury and Planning for review.
- d. The stakeholders comprise Staff and Board of the Authority, (internal stakeholders) and the government Ministries, Departments and Agencies as well as the private sector.
- e. Inputs from the stakeholder validation forums will inform the final strategic plan.
- f. The Board Committee shall review the final strategic plan and recommend to the Board for approval.

iv. **Commissioning of the Strategic Plan:**

The CEO shall lead the board of directors to commission the Authority's strategy plan. The commissioning process shall include: -

- a. Finalization, publishing, launching of the strategic plan.
- b. Dissemination of the strategic plan to Key stakeholders.

v. **Strategy communication:**

The purpose strategy communication is to ensure that stakeholders are made aware of Authority's strategy and their expected roles for its delivery. The Authority shall develop an abridged version of the strategic plan to facilitate quick reading and understanding of the strategy.

- a. The Strategy and Research department in collaboration with the corporate communication office of the Authority shall determine the appropriate communication strategy to engrain the Authority's strategy to its staff and key stakeholders. The dissemination material may include but not limited to emails, audiovisual materials e.g. videos, screensavers, posters, print media, upload the strategic plan on the website and social media and branding and Art (e.g. lifts, music, drama, giveaways etc.) etc.
- b. Staff may be required to show their commitments through various ways including signing a vision wall, a commitment bracelet, or any other commitment method that may be agreed to and chosen for a given year.

vi. **Strategy implementation:** The Authority's annual Performance Contract targets shall be derived from the Strategic Plan, relevant GoK Planning documents e.g. Vision 2030, MTP plans, SDG Plans,



and any other applicable statutory documents as approved or recommended by Management and Board.

- a. The performance targets shall cover the areas of Core Mandate, Financial Stewardship and Fiscal Discipline, Service Delivery, Cross-cutting Activities etc.
- b. The performance targets shall be discussed in the regular Management Strategy Sessions convened by the Strategy and Research department.
- c. The Management is responsible for the implementation, monitoring and evaluation of the approved strategy.
- d. The Strategy and Research department shall convene at least one Management forum per quarter to review the strategy implementation and performance.

### Long term strategy Duration

The Authority's Long-term strategy shall cover a maximum period of 5 years or a duration as defined by the board of directors.

### Board Oversight on strategy planning and execution

The management reports on Organisation Strategy performance shall be presented to the Authority's board of directors as a reflection of the authority's performance on a quarterly basis..

The board of director shall make recommendations to management on the upcoming strategy period guided by performance report presented, the long-term strategy, relevant documents drawn from government, the ICT sector, global development indices and other key factors as maybe deemed necessary.

The Authority shall incorporate strategic targets in the development of the upcoming performance targets for the authority.

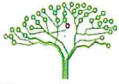
### Roles and Responsibilities

No.	Role	Responsibility
1.	Ownership of the Strategic Plan	Board of Directors
2.	Execution of the strategy plan	Chief Executive Officer
3.	Development of the Strategic Plan	Strategy and Research department
4.	Approval of the Strategic Plan	CEO and Board of Directors
5.	Cascading of the Strategic Plan to stakeholders	Board/Research and strategy department/ Ministry of ICT
6.	Implementation, Monitoring and Evaluation of the Strategic Plan	Management
7.	Strategy forums, events, and activities	Strategy and Research department in collaboration with other departments

### Equipment and systems for strategy planning, development, and implementation

The equipment and systems that will be required for strategy work include:

- a. Microsoft office software for various reports.
- b. E-board.
- c. SharePoint for depository function of the Approved strategy documentation.
- d. Flip boards, mind maps and other stationery among others needed during review forums.



**Smart Strategy performance management**

- a. The Authority shall implement technology to support the visibility and tracking of the Authority's strategic implementation plan through relevant dashboards, reminders, and cascade to ensure the strategy is at the core of everyday operational focus areas.

**Strategy Reports**

The strategy reports include:

- a. The 5-year Strategic Plan document.
- b. Strategy implementation plan.
- c. The Annual Strategy Performance Reports.
- d. Quarterly Performance reports
- e. Departmental Performance Reports.

**POLICY REVIEW**

Once approved, this policy will be reviewed on after three (3) years.

**EFFECTIVE DATE**

This policy comes into effect on the date of approval by the board of directors.

**Signed**

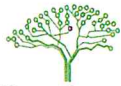
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Eng John Tanui, MBS

CEO – KONZA TECHNOPOLIS DEVELOPMENT AUTHORITY







## Annex1: Document History

### Document History

Issue/Revision No	Subject of Amendment	Reviewed By	Authorized By	Date
Version 1	Policy development	Josephine Ndambuki Manager, Economic Development, Partnerships and Resource Mobilization	KOTDA CEO	27 <sup>th</sup> Jan 2021

### Annex2: Policy Development process

In the development of this policy document, the below process steps were followed.

- i. Policy developed at the department level.
- ii. Policy reviewed by the policy committee.
- iii. Policy reviewed by the Authority's Management Team and approved by CEO for presentation to the relevant board committee.
- iv. Policy presented at board committee level for review and recommendation for board approval.
- v. Policy presented at Board level for approval.
- vi. Policy Executed by the Authority's CEO

### Annex2: Policy Committee members

Committee member Name	Role
Josephine Ndambuki	Chairperson
Gladys Koletit	Member
Sarah Baraza	Member
Clement Tongi	Member
John Paul Okwiri	Member
June Chepkemei	Member
Christa Riany	Member
Mercyleen Ndatho	Member
Ian Korongo	Member
Damaris Mwendwa	Member
Hillary Nyadwa	Secretary

