



KIPI STRATEGIC PLAN 2023-2027

Nurturing Innovation and Creativity for Economic Transformation

VISION

Fostering Global Innovation and Creativity for Sustainable Development

MISSION

To Promote Inventive and Innovative Activities through the Protection of Industrial Property Rights for an Innovative and Creative Kenya

CORE VALUES

Confidentiality

Customer focus

Integrity

Teamwork

Excellence

FOREWORD

It is my honour to present the 2023/24 - 2027/28 Strategic Plan of the Kenya Industrial Property Institute (the Institute). This Strategic Plan, the fourth since the Institute's inception, will be the key instrument through which it will discharge its mandate.

The Institute's mandate, as provided for under the Industrial Property Act, Cap 509 and the Trade Marks Act, Cap 506, is to promote inventive and innovative activities, facilitate the acquisition of technology through registration and regulation of patents, utility models, technovations, industrial designs and trademarks. This legal framework will guide the implementation of the Strategic Plan.

This Strategic Plan has been developed considering the Constitution of Kenya, the long-term development blueprint for the country, the Kenya Vision 2030, the Fourth Medium Term Plan (MTP IV), the Bottom-up Economic Transformation Agenda (BETA), the United Nation's Sustainable Development Goals (SDGs), the African Agenda 2063 and the East African Community (EAC) Vision 2050.

The Board will see to it that the Institute, in collaboration with relevant stakeholders and other agencies, nationally, regionally, and internationally, plays a crucial role in implementing the priority areas of BETA - agricultural development, transforming the Micro, Small and Medium Enterprise (MSMEs) Sector, Housing and Settlement, Healthcare and Digital Superhighway and the Creative Economy.

The implementation of this Strategic Plan will enable the Institute to deliver high-quality and timely service guided by the core values namely: ***Confidentiality, Customer focus, Integrity, Teamwork and Excellence***. This way, the Institute will contribute towards enabling Kenyans to attain the aim of the Vision 2030 of "a globally competitive and prosperous country with a high quality of life by 2030."

I thank the Board of Directors, Management, Staff and all our stakeholders for their time and input in the development of this Strategic Plan.

**AHMED ISSACK HASSAN, CBS
CHAIRMAN, BOARD OF DIRECTORS
KENYA INDUSTRIAL PROPERTY INSTITUTE**

PREFACE AND ACKNOWLEDGEMENT

The Institute has developed this Strategic Plan 2023-2028 through an extensive participatory process involving both internal and external stakeholders targeting four key result areas (KRAs): KRA 1, Industrial Property Protection; KRA 2, Industrial Property Information and Knowledge; KRA 3, Promote Inventiveness and Innovativeness, and KRA 4, Institutional Capacity.

The Strategic Plan provides clear operational strategies to ensure the effective implementation of the KRAs. The Plan further provides the resource requirements to ensure effective implementation while further reviewing possible risks that would impede successful implementation.

The Institute intends to implement it in line with its new Vision of *Fostering Global Innovation and Creativity for Sustainable Development*; and its Mission; *To Promote Inventive and Innovative Activities through the Protection of Industrial Property Rights for an Innovative and Creative Kenya*.

The Institute will, therefore, develop and review the relevant policies, systems, and procedures to ensure effective implementation of this Strategic Plan. It will also strengthen its collaboration with various stakeholders and ensure prudent utilization of resources to achieve the strategies contained in the Strategic Plan, guided by its core values of Confidentiality, Customer focus, Integrity, Teamwork and Excellence.

I want to thank the Board of Directors for guiding us in the development of this Strategic Plan, the Management for facilitating its preparation, the Strategic Plan Committee for their sacrifice to realise its finalisation, members of staff for their input, and all our stakeholders for their feedback that enriched it. We are indeed grateful to the Consultants from the Kenya Institute for Public Policy Research and Analysis (KIPPRA) for professionally steering the strategy formulation process.

JOHN ONYANGO

MANAGING DIRECTOR

KENYA INDUSTRIAL PROPERTY INSTITUTE

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DEFINITION OF CONCEPTS AND TERMINOLOGIES

Concepts	Definition
Expired patents	This refers to patents that are no longer enforceable because the protection period has lapsed. The Institute published available patented technologies to the public free of charge. These technologies can be commercialized in Kenya without fear of infringement.
Collective marks	Collective mark is a trademark owned by an Association, used by its members to identify their products with a level of quality or accuracy, geographical origin, or other characteristics set by the Association.
Geographical indicator	Sign or mark used on a product that have a specific geographical origin and possess qualities or a reputation that are due to that place of Origin.
Indicator	A means for measuring progress/change that results from an intervention.
Industrial design	Industrial design means the overall appearance of a product resulting from one or more visual features of the shape, configuration, pattern, or ornamentation of a product.
Industrial property	The Paris Convention for the Protection of Industrial Property applies to industrial property to include patents, trademarks, industrial designs, utility models, service marks and geographical indications. As established in the Industrial Property Act Cap 509, “industrial property rights” mean rights under patents, certificates of utility models and include technovation and registration of industrial designs issued under the Act. In this Strategic Plan, IP refers to Industrial Property. Industrial property forms part of the broader concept of intellectual property.
Intellectual property rights	The rights given to persons over the creations of their minds. They usually give the creator an exclusive right over the use of the creation for a certain period.
Key activities	Action taken or work performed, through which inputs are mobilised to produce outputs.
Key results area	Board areas that Institute is expected to deliver during the strategic plan period.
Outcome	The intermediate results generated relevant to the objective of the intervention.
Output	Products, services, or immediate results, tangible or intangible resulting directly from implementation of activities or application of inputs.
Patents	A patent is an exclusive right granted for an invention. A patent gives the owner the right to prevent any other person from exploiting the protected invention. Invention is a solution to a specific problem in the field of technology, and which may be or may relate to a product or a process.
Strategies	Board abstractions which are descriptive of means of achieving strategic objectives.

Concepts	Definition
Strategic issues	Problems or opportunities emanating from situation analysis that have been identified in filling the mandate and therefore inform the key results area.
Strategic goal	Statements on what the Institute is aiming to achieve during the strategic plan period in line with the strategic issue.
Strategic objective	The actions the Institute commits to accomplish to achieve the strategic goals.
Trademarks	A mark/sign used or proposed to be used to distinguish goods or services produced or sold by one company from those originating from the competitors; includes a distinguishing guise, slogan, device, brand, heading, label, ticket, name, signature, word, letter or numeral or any combination thereof, whether rendered in 2- or 3-dimensional form.
Utility models	Utility model means any form, configuration or disposition of element of some appliance, utensil, tool, electrical and electronic circuitry, instrument, handicraft mechanism or other object or any part of the same allowing a better or different functioning, use, or manufacture of the subject matter or that gives some utility, advantage, environmental benefit, saving or technical effect not available in Kenya before and includes micro-organisms or other self-replicable material, products of genetic resources, herbal and nutritional formulations which give new effects.

ACRONYMS AND ABBREVIATIONS

ADM	Administration
AGOA	African Growth and Opportunity Act
AM-ICT	Assistant Manager Information and Communication Technology
AfCFTA	African Continental Free Trade Area
AMA	Assistant Manager Audit / Assistant Manager Administration
AMF	Assistant Manager Finance
ARIPO	African Regional Intellectual Property Organization
AU	African Union
BETA	Bottom-up Economic Transformation Agenda
CS	Corporate Services
DMD	Deputy Managing Director
DMD-CS	Deputy Managing Director - Corporate Services
EAC	East Africa Community
ERP	Enterprise Resource Planning
GDP	Gross Domestic Product
GI	Geographical Indications
HR	Human Resource
HRM	Human Resource Manager
IPAS	Industrial Property Administration System
ICT	Information and Communication Technology
ID	Industrial Design
IP	Industrial Property
IPA	Industrial Property Act
IPAK	Intellectual Property Authority of Kenya
IPR	Intellectual Property Rights
ISO	International Organization for Standardization
KIPI	Kenya Industrial Property Institute
KPI	Key Performance Indicator
KRA	Key Result Areas
MD	Managing Director

M&E	Monitoring & Evaluation
MERL	Monitoring, Evaluation, Reporting and Learning
MFA	Manager Finance and Accounting
MLS	Manager Legal Services
MPT	Manager Patents
MTP	Medium Term Plan
MoU	Memorandum of Understanding
MRI	Manager Research and Innovation
MSMEs	Micro, Small and Medium Enterprises
MTER	Mid-Term Evaluation and Review
MTM	Manager Trademarks
PCT	Patent Cooperation Treaty
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PT	Patent
R&D	Research and Development
SCCO	Senior Corporate Communication Officer
SCM	Supply Chain Management
SIA	Senior Internal Auditor
SSCMO	Senior Supply Chain Management Officer
STI	Science, Technology, and Innovation
SPS	Sector Performance Standards
SDGs	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities and Threats
TISC	Technology Innovation Support Centres
ToRs	Terms of Reference
TRIPS	Trade-Related Aspects of Intellectual Property Rights
TM	Trademark
TNA	Training Needs Assessment
UM	Utility Model
WIPO	World Intellectual Property Organization
WTO	World Trade Organization

EXECUTIVE SUMMARY

This strategic plan has been developed in consideration of national, regional, and global development agenda and frameworks, which are highlighted in Chapter 1. The IP laws that the Institute administers have domesticated the provisions of International Treaties that facilitate partnership in relation to fostering innovation for sustainable development in Kenya. The Strategic Plan is guided by relevant national, regional, and international development priorities. These include the Constitution of Kenya 2010, Bottom-up Economic Transformation Agenda (BETA), Kenya Vision 2030, and Fourth Medium Term Plan. Regional and international priorities comprise the United Nations 2030 Agenda for Sustainable Development, Africa Union Agenda 2063, and East Africa Community Vision 2050.

The Mission of the Institute is to promote inventive and innovative activities through protection of industrial property rights for an Innovative and Creative Kenya. This is informed by the Institute's Vision, fostering global innovation and creativity for sustainable development. The Mission and Vision have been drawn from the Institute's mandate as provided for under the Industrial Property Act and the Trademarks Act. The core values are guided by the Constitution of Kenya, particularly the National Values and Principles of Governance enshrined in Article 10; the Mwongozo Code of Governance for State Corporations, protocols and legal instruments that inform the administration of industrial property rights.

Chapter 3 contains a review of the achievements, challenges and lessons learnt during the implementation of the strategic plan 2018-2022, which informed the situational and stakeholder analyses of the strategic plan 2023-2028. This further enabled the identification of the strategic issues, goals, Key Result Areas (KRAs), objectives and strategies as presented in Chapters 4 and 5.

The Institute identified 4 KRAs and 12 strategic objectives to guide its operations during the Plan period. The KRAs are:

KRA 1: Industrial Property Protection

KRA 2: Industrial Property Information and Knowledge

KRA 3: Promote Inventiveness and Innovativeness

KRA 4: Institutional Capacity

The strategic objectives are:

- (i) To facilitate acquisition of industrial property rights;
- (ii) To create a conducive policy and legal framework to address needs and developments;
- (iii) To promote awareness of industrial property;
- (iv) To increase knowledge on industrial property;
- (v) To promote a culture of creativity and innovation;
- (vi) To improve productivity and competitiveness of MSMEs;
- (vii) To strengthen internal systems, procedures, and processes for efficient service delivery;
- (viii) To enhance institutional and financial sustainability;
- (ix) To enhance corporate image of the Institute;
- (x) To enhance corporate governance;
- (xi) To attract, develop and retain competent staff; and
- (xii) To digitalize processes for efficient service delivery.

The strategic plan identifies various strategies and activities to achieve these objectives which are detailed in the Action Plan. The Institutional, staff and systems requirements for effective implementation of this strategic plan is established in Chapter 6. The chapter also documents the Institute's Risk Management Framework and describes the strategic risks for monitoring for effective risk-based performance management. The financial resource requirements and the resource mobilization strategies that the Institute will adopt during this strategic plan are detailed in Chapter 7. The projected resource requirements for implementation are Ksh 5.385 billion over the total five-year period of the strategic plan, revealing funding shortfall of Ksh 2.892 billion.

For successful implementation of the Plan, Chapter 8 outlines the Monitoring, Evaluation, Reporting and Learning framework, which is a central feature of the implementation process.

In conclusion, by the end of the five-year period, the Institute aims to achieve the following goals:

- (i) Enhanced industrial development and growth;
- (ii) Increased respect and uptake of IP;

- (iii) Enhanced competitiveness of goods and services; and
- (iv) Effective and efficient service delivery.

1 CHAPTER ONE: INTRODUCTION

This chapter provides the context within which this strategic plan has been developed. The Institute is committed to delivering the strategic objectives in informing the implementation of national, regional, and international development agenda.

1.1 Strategy as an Imperative for Organizational Success

The Mission of the Institute is to promote inventive and innovative activities through protection of industrial property rights for an innovative and creative Kenya. This is informed by the Vision; fostering global innovation and creativity for sustainable development.

To achieve the vision, the Institute will ensure effective implementation of this strategic plan by creating industrial property (IP) awareness through education and training. This will enhance IP knowledge among the public, enhance innovative activities and lead to more IP applications. Several strategies will be adopted, such as an effective rewards mechanism to motivate inventors; market linkages for innovators that will facilitate commercialization; and effective stakeholders' engagement.

Further, the Institute will facilitate the ease of doing business by enhancing access to markets through IP protection. This will be done through ensuring there is an efficient system to access the Institute's services by strengthening and modernising internal systems. To ensure effective and efficient service delivery, the Institute will strengthen its human resource capacity through recruitment of competent staff and establishment of an attractive reward system. The Institute will enhance corporate image and strengthen the internal efficiency to achieve a strong brand and good reputation. Finally, the Institute will enhance its resource mobilization strategies to generate the financial resources needed for smooth operation and sustainability.

1.2 The Context of Strategic Planning

This strategic plan has been developed in consideration of national, regional, and global development agenda and frameworks. Further, the IP laws that the Institute

administrators have domesticated the provisions of international treaties that facilitate partnership in relation to fostering innovation for sustainable development in Kenya.

1.2.1 United Nations 2030 Agenda for Sustainable Development

The Sustainable Development Goals (SDGs), adopted by the United Nations in 2015, call for the achievement of 17 SDGs by 2030. Innovation is a key enabler of majority of the Goals. However, the Institute will focus on the achievement of the following 3 SDGs: Decent work and Economic Growth (SDG 8), Industry, Innovation and Infrastructure (SDG 9) and Partnerships for the Goals (SDG 17), which will be achieved through promotion of creativity and innovation.



Table 1.1: United Nations 2030 Agenda for Sustainable Development

SDG	KIPI's related mandate	Strategic plan contribution
SDG 8 Decent Work and Economic Growth. To achieve this goal, higher levels of economic productivity through diversification, technological upgrading and innovation is required.	The mandate of the Institute as provided for under the Industrial Property Act and the Trade Marks Act is to promote inventive and innovative activities, facilitate the acquisition of technology through registration and regulation of patents, utility models, technovations, industrial designs and trademarks.	Provision of industrial property information and knowledge, and promotion of inventiveness and innovativeness. A key strategic objective in the latter is to promote a culture of creativity and innovation.
SDG 9 Industry, Investment, and Infrastructure. This goal seeks to build resilient sustainable infrastructure, promote inclusive and sustainable industrialization. This is	The mandate of the Institute as provided for under the Industrial Property Act and the Trade Marks Act is to promote inventive and innovative activities, facilitate the	Provision of industrial property Information and knowledge and promotion of inventiveness and innovativeness. A key strategic objective in

SDG	KIPI's related mandate	Strategic plan contribution
achieved through research and innovation.	acquisition of technology through registration and regulation of patents, utility models, technovations, industrial designs and trademarks.	the latter is to promote a culture of creativity and innovation.
SDG 17 is on revitalizing global partnership for sustainable development.	For KIPI to achieve its mandate to facilitate acquisition of industrial property rights, technical assistance through relevant global partnerships is imperative.	Partnerships are critical for the achievement of the strategic objectives to promote industrial protection; to enhance industrial property information and knowledge and to promote inventiveness and innovativeness.

The Institute, in undertaking its function of protection of industrial property and promotion of inventiveness and innovativeness, will thereby support the achievement of SDGs.

1.2.2 African Union Agenda 2063



The AU Agenda 2063, as Africa's blueprint and master plan for transforming Africa, aims to deliver inclusive and sustainable development. The AU Agenda 2063 is therefore founded on seven Africa's aspirations and key flagship programmes aimed at boosting Africa's economic growth and developments, three of which inform the Institute's mandate.

Table 1.2: AU Agenda 2063 Aspirations of Relevance

AU Agenda 2063 Aspiration	KIPI Mandate	Strategic plan contribution
Aspiration 1: A Prosperous Africa, based on inclusive growth and sustainable development. Among the priority areas is a Science, Technology,	The mandate of the Institute as provided for under the Industrial Property Act and the Trade Marks Act is to promote inventive and innovative activities, facilitate the acquisition of technology	One strategic objective is to improve productivity and competitiveness of MSMEs through leveraging on IP for value addition.

AU Agenda 2063 Aspiration	KIPI Mandate	Strategic plan contribution
and Innovation (STI) driven Manufacturing/ Industrialization and Value Addition.	through registration and regulation of patents, utility models, technovations, industrial designs and trademarks.	
Aspiration 6: An Africa, whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children. Youth Empowerment and Children is a priority area.	Improvement of productivity and ensuring economic empowerment especially for women and youth through innovation, thus promoting inventiveness and innovativeness.	Two strategic objectives: (1) To promote a culture of creativity and innovation, and; (2) To improve productivity and competitiveness of MSMEs.

The key AU flagship programme is the African Continental Free Trade Area (AfCFTA), which has an objective of enhancing competitiveness of economies. KIPI recognises IP as an enabler for regional trade. The Institute will further facilitate the protection of industrial property and promotion of inventiveness and innovativeness for the achievement of the AU aspirations and objectives of AfCFTA.

1.2.3 East Africa Community (EAC) Vision 2050



The rationale for the EAC Vision 2050 is to enhance transformation for growth and development and move the Community to a higher income cohort and subsequently achieve an upper middle-income status. Sharing of knowledge and innovation experiences across key sectors is of priority for cross-sector development and learning in various sectors, including infrastructure, mining, ICT, and pharmaceutical sectors.

The protocol for the Establishment of the EAC Common Market is recognised in the Vision 2050 as a key integration milestone of EAC Protocol (Art.43). Partners states are to cooperate in the field of intellectual property rights to promote and protect

creativity and innovation for economic, technological, social, and cultural development in the Community. Partner states are also to enhance the protection of intellectual property rights. Partner states are therefore required to promote public awareness on IP. The Institute therefore plays a significant role in promoting inventiveness and innovativeness, protecting IP and provision of industrial property information and knowledge.

1.2.4 The Constitution of Kenya

The following provisions in the Constitution of Kenya are relevant to the KIPI mandate. It recognises the importance of IP as provided in the following articles:

1. Article 40 (5) - The State shall support, promote, and protect the intellectual property rights of the people of Kenya
2. Article 69 (c)- The State shall protect and enhance intellectual property in, and indigenous knowledge of, biodiversity and the genetic resources of the communities
3. Article 260 - Definition of property to include IP

The Constitution of Kenya also establishes intellectual property rights as a National Government function in Fourth Schedule. The Institute implements these articles through IP protection; IP information and knowledge; promotion of inventiveness and innovativeness which are three of the strategic plan's KRAs.

1.2.5 Kenya Vision 2030, Bottom-up Economic Transformation Agenda (BETA) and Fourth Medium Term Plan



Kenya's Vision 2030 establishes Science, Technology, and Innovation (ST&I) as among the enablers of growth. This is further established in policy priorities to support Kenya's manufacturing sector. Among the achievements registered by the Government in the previous strategic plan period include patent, industrial design, utility model and trademark registrations under the research, technology, and innovation programme. The Fourth

Medium Term plan of the Kenya Vision 2030 (MTP IV) identifies MSMEs development

as a priority in the Finance and Production Sector and continues to promote IP under various programmes and projects as detailed in the Table 1.3 below.

Table 1.3: Kenya’s Vision 2030 MTP IV

Fourth Medium Term Plan	How KIPI supports Vision 2030
Establishment of a national centre for industrial and entrepreneurship skills training; establishment of business innovation and incubation centres; reskilling and upskilling and training of artisans, technicians.	The Institute is mandated to administer IP and conduct training aimed at promoting inventiveness and innovativeness. The Institute collaborates with various stakeholders to enhance capacity.
MSMEs development programme will enhance MSMEs access to industrial property rights registration; enhance awareness creation on IPRs; and avail IP databases for utilization.	The Institute continues to provide the public with industrial property information for technological and economic development and administering IP.
Support entrepreneurs in innovation and incubation centres and establishment of technology and innovation support centres (TISCs).	<p>Technology and Innovation Support Centres (TICS), which the Institute facilitates in terms of establishment and technical support is aimed at enhancing inventiveness and innovativeness among entrepreneurs in Kenya.</p> <p>The Institute promotes innovation, and industrial property protection by conducting trainings, competitions and awards relating to industrial property matters.</p>
Enhance patent, utility models and protection of industrial designs by enhancing access, shortening of the application and approval process for trademarks and patents and promoting geographical indicators.	The Institute undertakes the registration of industrial property rights and undertakes collaborative interventions to assist MSMEs, business enterprises, inventors and research institutions to secure patents, utility models, and industrial designs. The Institute also provides information on patent and technology.

The Kenya Vision 2030 envisions for a knowledge-led economy where knowledge plays a critical role in boosting wealth creation, social welfare, and international competitiveness. The Vision calls for the use of intellectual property rights to identify and protect indigenous technology. In recognition of the importance of ST&I, the Government is streamlining science technology and innovation into all

sectors of the economy with the overall aim of providing value added goods and services that will contribute to the growth of Kenya.

The Government's development plan is established in the Bottom-Up Economic Transformation Agenda (BETA). The plan is anchored on five key pillars: Agriculture, Micro, Small and Medium enterprises (MSMEs), Housing, Healthcare and Digital and Creative Economy. In supporting the transformation of MSMEs and development of creative economy, protection of intellectual property rights is a key government priority. Further, innovation as an enabler has the potential to promote transformation in the sectors of the pillars. The Institute plays a vital role in promoting value addition for products, thus promoting competitiveness; branding for visibility and market access; creating awareness of IP, thus promoting innovation; and protecting IP, thus facilitating industrial development.

The Institute, in ensuring value generation to the customer and other stakeholders, will strengthen internal systems, procedures and processes for efficient service delivery. This is a strategic objective under KRA 4, Institutional Capacity.

1.2.6 Sector Policies and Laws

1.2.6.1 Sector Policies

The Government is committed to regional and international co-operation to promote trade and investment. This is further established in relevant national policies. The Government engages in the development and implementation in national, regional, and international policy frameworks on IP.

The Government continues to participate in multilateral and regional integration processes through the World Trade Organisation (WTO) framework, WIPO Intergovernmental Committee Meetings and Regional Economic Communities. This is through formulation and implementation of IP protocols within bilateral and multilateral trade agreements. Regional trade matters are established under the East African Community (EAC), Common Market for Eastern and Southern Africa (COMESA), African Growth and Opportunity Act (AGOA), African, Caribbean, Pacific, and European Union (ACP-EU), Inter-Governmental Authority on Development (IGAD), Economic Partnership Agreements (EPAs), among others.

1.2.6.2 Sector laws

Kenya is party to national laws, regional and international frameworks. The main international treaties and agreements on IP including those of the WTO, which include:

- i. Paris Convention for the Protection of Industrial Property,
- ii. Trade Related Aspects of Intellectual Property Rights (TRIPS) Agreement,
- iii. Patent Cooperation Treaty (PCT),
- iv. The Madrid Agreement Concerning the International Registration of Marks;
- v. The Protocol relating to the Madrid Agreement; and
- vi. Convention on biological diversity and her protocols (Cartagena and Nagoya).

The Institute is central in the implementation of various international treaties and agreements listed above. The Institute implements these international laws through the strategic plan KRAs 1 to 3.



The Regional Framework: The Protocol on Patents and Industrial Designs Within the Framework of The African Regional Intellectual Property Organization (Harare Protocol) was adopted on 10th December 1982 in Harare, Zimbabwe. The Harare Protocol empowers the African Regional Intellectual Property Organization (ARIPO) to grant patents and register utility models and industrial designs and to administer such patents, utility models and industrial designs on behalf of Contracting States in accordance with the provisions of the Harare Protocol and the laws of the member states. The Institute implements the Protocol as established in the first three KRAs.

National Framework: The Institute administers two acts; Industrial Property Act and Trade Marks Act and informs implementation of four other Acts, the Biosafety Act; Protection of Traditional Knowledge and Cultural Expressions Act, the Science, Technology, and Innovation Act and the Anti-Counterfeit Act:

- **Industrial Property Act (CAP 509):** Provides for protection of patents, industrial designs, and utility models.
- **Trade Marks Act (CAP 506):** Provides for the registration of trademarks.

- **Biosafety Act (CAP 310):** Identifies the Institute as among the agency responsible for examination for the purpose of patent application that relate to genetically modified organisms.
- **Traditional Knowledge and Cultural Expressions Act (CAP 218A):** Establishes that any trademark, patent, industrial design, geographical indication or other intellectual property right that exists in relation to a derivative work that is based on traditional knowledge, or cultural expressions is vested upon the creator of the work. The Institute implements the provision of this act with respect to Geographical Indicators (GI) and collective trademarks through the following KRAs: IP protection; IP information and knowledge; promotion of inventiveness and innovativeness. The specific strategic objective is to improve productivity and competitiveness of MSMEs.
- **Science, Technology, and Innovation Act (CAP 511):** Aims to facilitate the promotion, coordination, and regulation of the progress of science, technology, and innovation of the country. The Institute promotes innovation through registration of industrial property rights and enhances awareness of industrial property.
- **Anti-Counterfeit Act (CAP 510):** Prohibits trade in counterfeit goods. The Institute therefore supports combating of counterfeiting through the facilitation of the acquisition of industrial property rights and IP awareness.

1.3 History of the Organization

Prior to 1989, the patent system in Kenya was regulated by the Kenya Patent Registration Act, Cap 508, Laws of Kenya. Under the Act, an applicant for grant of a patent in Kenya was required to file an application in the United Kingdom (UK) and upon grant, the registration would be transmitted to Kenya for the purpose of recording at the Attorney General Chambers, the then custodian of the Register of Patents. This meant that only patents granted in the UK could be registered in Kenya and that the duration of patent protection was determined by the UK term.

In 1989, the Kenya Medical Research Institute invented KEMRON, a drug which was expected to manage HIV AIDS. It was therefore imperative for Kenya to develop an independent patent system. The Industrial Property Act, Cap 509, laws of Kenya were therefore enacted, establishing the Kenya Industrial Property Office (KIPO), a

Department under the Ministry of Research Science and Technology and repealing the Kenya Patent Registration Act. This enabled applicants to file an application for grant of patents in Kenya with KIPO. KIPO's mandate also included the implementation of the Trademarks Act, Cap 506, Laws of Kenya, which provides for administration of trademarks and service marks.

In 2001, the Industrial Property Act, No. 3 of 2001, Laws of Kenya was enacted to, among others, establish the Kenya Industrial Property Institute as a State Corporation, enable Kenya to comply with the various industrial property treaties that Kenya is party to, including the Agreement on Trade Related Aspects on Intellectual Property Rights, and repeal the Industrial Property Act, Cap 509.

KIPI was therefore established on 2nd May 2002 upon the coming into force of the Industrial Property Act No. 3 of 2001. The Institute's first strategic plan (2005-2008) was developed in 2005. The second plan (2008-2012) was developed in 2008. When the Kenya Vision 2030 came into being and the first medium term plan (MTP I) was developed, KIPI was required to review the 2008-2012 Strategic Plan to align with the Vision. The review was undertaken in 2010, which birthed a two-year plan (2010-2012) that was in alignment with the MTP I. After its expiry, KIPI Strategic Plan 2013-2018 was developed that was aligned to MTP II, then 2018 - 2022 that was aligned to MTP III and now this current one 2023-2027 that is aligned with MTP IV.

1.4 Methodology of Developing the Strategic Plan

The development of this strategic plan was a consultative process that involved obtaining feedback from internal stakeholders, staff, management and the Board and external stakeholders through questionnaires and later during the KIPI stakeholder Strategic Plan validation workshop. The development of the strategic plan was guided by literature review, including review of national, regional, and global development agenda. The process was steered by a Technical Committee that consisted of top management. The process was guided by the Revised Guidelines for Preparation of the Fifth-Generation Strategic Plans, 2023-2027.

2 CHAPTER TWO: STRATEGIC DIRECTION

This chapter provides the mandate, vision and mission of the Institute and the strategic goals aimed at ensuring the vision and mission is achieved. The Institute's mission is further underscored by core values, which are central to the culture of the Institute, which are elaborated in section 2.5.

2.1 Mandate

The mandate of the Institute as provided for under the Industrial Property Act and the Trade Marks Act is to promote inventive and innovative activities, facilitate the acquisition of technology through registration and regulation of patents, utility models, technovations, industrial designs and trademarks.

The function of the Institute as provided for under the Industrial Property Act (Section 5) as follows:

- i. Consider applications for, grant and registration of industrial property rights;
- ii. Screen technology transfer agreements and licences;
- iii. Provide to the public, industrial property information for technological and economic development;
- iv. Promote inventiveness and innovativeness in Kenya; and
- v. Organize and conduct training, competitions and awards relating to industrial property matters.

2.2: Vision Statement

Fostering global innovation and creativity for sustainable development.

2.3: Mission Statement

To promote inventive and innovative activities through protection of industrial property rights for an innovative and creative Kenya.

2.4: Strategic Goals

Based on the four identified the strategic goals are as follows:

- (a) Enhance industrial development and growth;
- (b) Increase respect and uptake of IP;
- (c) Enhance productivity and competitiveness of goods & services; and
- (d) Effective and efficient service delivery

2.5: Core values

The core values of the Institute are guided by the Constitution of Kenya, particularly the National values and principles of governance enshrined in Article 10; the Mwongozo, the Code of Governance for State Corporations and Protocols and legal instruments that inform industrial property management.

The core values therefore are:



Confidentiality



Customer Focus



Integrity



Team Work



Excellence

(a) Confidentiality

The Institute guarantees the privacy and confidentiality of our customers' information and data.

(b) Customer focus

The Institute will strive to understand, meet, and exceed customer expectations.

(c) Integrity

The Institute will endeavour to be honest, fair, and ethical in creating a culture of trust, good governance, transparency, and accountability in all the Institute's activities, interactions, and decisions.

(d) Teamwork

The Institute acknowledges that effective collaboration, mutual support, and genuine interest in each other's success is essential for a thriving institute. The Institute's approach to teamwork is aimed at ensuring individuals and departments attain their full potential and achieve the Institutional goals.

(e) Excellence

The Institute will accord quality and professionalism in the discharge of responsibilities and delivery of services. The Institute shall abide to professional considerations on the methods, standards, and procedures in our work. In ensuring excellence, the Institute shall further promote equity, equality, patriotism, human dignity, social justice, inclusiveness, and adhere to human rights, protection of the

marginalized and non-discrimination. The Institute will strive to understand and meet customer needs and aim to exceed their expectations.

2.6 Quality Policy Statement

KIPI is committed to the protection and promotion of industrial property rights to foster global innovation and creativity for sustainable development. This is through implementation of its mandate to promote inventive and innovative activities, facilitate the acquisition of technology through registration and regulation of patents, utility models, industrial designs, and trademarks.

The Institute will implement a quality management system that meets all statutory and regulatory requirements; ensures continual improvement and enhances customer and stakeholder satisfaction. These are incorporated in the strategic plan and strategic objectives of the Institute.

3 CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSES

This chapter provides a critical review of the previous strategic plan, including the achievements, challenges and lessons learned and a review of the internal and external environment, and the expectation of the stakeholders.

3.1 Situational Analysis

3.1.1 External environment

3.1.1.1 Macro environment

The Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis below is aimed at identifying the external factors that impact the Institute.

Table 3.1: PESTEL Analysis

PESTEL Components	Factors	Description (Strategic implication of respective factors)
Political	Devolution	<ul style="list-style-type: none"> Increased demand for services
	Change in Government policies and priorities	<ul style="list-style-type: none"> Implementation delays Austerity measures / budget cuts Enhanced efficiency Decentralization
	Political goodwill	<ul style="list-style-type: none"> Timely approvals Enhanced institutional efficiency Updated legislative framework Provision of adequate resources
	Political unrest	<ul style="list-style-type: none"> Negatively impacts productivity Inefficiency Security and safety concerns
Economic	National development agenda	<ul style="list-style-type: none"> Government's Bottom-up Economic Transformation Agenda (BETA) focuses on supporting MSMEs, manufacturing sector, agriculture, creative economy, and digital economy, thus increasing demand for IP services from innovators
	Economic integration	<ul style="list-style-type: none"> Bilateral and multilateral arrangements including trade agreements with IP provisions, thus increased demand for IP services and increased collaborations
	Economic shocks	<ul style="list-style-type: none"> Disruption of the Institute's services Slowdown of investment and economic activities Inadequate financial resources

PESTEL Components	Factors	Description (Strategic implication of respective factors)
		<ul style="list-style-type: none"> • Increased innovative activities • Remote working • Cost savings
	Global recession	<ul style="list-style-type: none"> • Decline in the number of IP registrations • Slowdown of investment and economic activities • Inadequate financial resources
	Counterfeiting	<ul style="list-style-type: none"> • Loss of confidence in the IP registration • Impacts negatively on locally produced products • Slowdown of investment
Social	Demographic /Population dynamics	<ul style="list-style-type: none"> • Flexible work environment allowing remote working • Leverage on social media to increase IP awareness • Increased interactions with young innovators through increased engagements within universities & TVETs
	Culture change	<ul style="list-style-type: none"> • Flexible work environment allowing remote working • Improved planning, including succession planning, human resource management; management and staff meetings; meetings within functional areas • Use of champions • Enhanced access of IP services leveraging on ICT • Staff welfare programmes to enhance mental health and physical health • Use of innovations and promotion of business process re-engineering • Coaching and mentorship programmes • Adoption of rewards and recognition for existing and retiring staff
Technological	Technological developments	<ul style="list-style-type: none"> • Growth in demand for innovation • Compliance to data privacy and data protection provisions • Technology is dynamic due to technological advancements • Increased cybercrime and cyberbullying • Artificial Intelligence can impact IP registration • Remote working

PESTEL Components	Factors	Description (Strategic implication of respective factors)
		<ul style="list-style-type: none"> Enhance efficiency Fourth Industrial Revolution introducing additive manufacturing and other disruptive technologies
	Research and Development (R&D)	<ul style="list-style-type: none"> Increased funding for R&D will increase innovation activities and increase demand for IP services Enhance institutional efficiency
	Innovation ecosystems	<ul style="list-style-type: none"> Increased collaborations and interactions with players in the innovation ecosystem
Environmental	Climate change effects	<ul style="list-style-type: none"> Global warming Technologies in mitigating climate change
	Environmental degradation	<ul style="list-style-type: none"> Adopt green energy technologies Effective water harvesting mechanisms
	Waste management	<ul style="list-style-type: none"> Effective e-waste management Appropriate disposal mechanism with advice from relevant authorities
Legal	Compliance to legal and regulatory changes	<ul style="list-style-type: none"> Enhanced compliance with all relevant statutory requirements including the Constitution of Kenya and Mwongozo Non-compliance can hamper implementation of programmes Review of IP laws to address emerging issues

3.1.1.2 Micro-environment

A review of the Institute's operating environment and resources is necessary to achieve the strategic objectives. This includes human resource; financial resources; equipment and infrastructure as provided in the Table 3.2 below.

Table 3.2: Review of microenvironment

Key variable (operating environment variable)	Description (strategic implication)
Customers	The Institute will establish customer profile and strive to meet their needs and requirements. This has a direct effect on human, finance, and infrastructure resources.
Suppliers	Institute will develop and implement an appropriate supply chain strategies for the provision of timely and quality goods, services and works at reasonable price and correct quantity. This has a direct effect on human, finance, and infrastructure resources.

Key variable (operating environment variable)	Description (strategic implication)
Public	The Institute has a duty to meet customer requirements. This has a direct effect on the Institute's human, finance, and infrastructure resources.
IP Agents (as market intermediaries)	The Institute, through patent and trademark agents, undertakes the registration of IP on behalf the applicant. This is provided in the law and enhances access to IP registration service. Services offered by patent and trademark agents, therefore, has an effect of the Institute's human, finance, and infrastructure resources through the provision of IP registration services.

3.1.2 Summary of Opportunities and Threats

The weakness and threats identified are as follows:

Table 3.3: Summary of Opportunities and Threats

Environmental factor	Opportunities	Threats
Political	<ul style="list-style-type: none"> Political goodwill Devolution system of governance 	<ul style="list-style-type: none"> Undue interference
Economic	<ul style="list-style-type: none"> Government's Bottom-up Economic Transformation Agenda (BETA) focus on supporting innovative and creative MSMEs 	<ul style="list-style-type: none"> Inadequate financial resources Disasters and calamities
Social	<ul style="list-style-type: none"> Entrepreneurial and innovative culture in Kenya Demographics - youthful population 	<ul style="list-style-type: none"> Mistrust from the public
Technological	<ul style="list-style-type: none"> Availability of various communication channels and an innovative and interactive media platform National ICT infrastructure Artificial intelligence 	<ul style="list-style-type: none"> Data privacy Cybersecurity threats Slow adaption to technological developments
Legal	<ul style="list-style-type: none"> Recognition of Industrial Property Rights in the Constitution Existence of IPR enforcement system 	<ul style="list-style-type: none"> Lack of respect for IP Government directives or statutory amendments that introduce significant shifts on KIPI mandate or strategic priorities

Environmental factor	Opportunities	Threats
Ecological	<ul style="list-style-type: none"> • Goodwill from international organizations and IP offices • Collaborative partnerships with other institutions with the capacity and interest, which includes international institutions and local universities in various aspects • Existence of institutions in the innovation ecosystem nationally, regionally, and globally 	<ul style="list-style-type: none"> • Weak innovation ecosystem • Climate change including environmental degradation

3.1.3 Internal environment

3.1.3.1 Governance and administrative structures

The Institute examined the governance and administrative structures with a view to bringing out the strengths and weaknesses reflecting on the Institute’s functional areas. A common weakness to all functions, however, is inadequate staffing levels and poor working environment.

- (a) **Trademarks:** The Institute is mandated to undertake searches and examination of trademarks and geographical indication applications as provided for under the Trade Marks Act, Cap 506, and provision of industrial property information to the public. The strengths of the Institute in delivering this function include skilled, competent, and experienced staff and legal mandate on registration of trademarks. The weaknesses include inadequate staffing levels; inadequate processes structure and poor working environment.
- (b) **Patents, industrial designs, and utility models:** The Institute undertakes examination of patent, utility model and industrial design applications as provided under the Industrial Property Act and provision of technological information to the public. The strengths of the Institute in delivering this function include skilled, competent, and experienced staff and legal mandate to grant patents and utility models and register industrial designs. The weaknesses include inadequate staffing levels and poor working environment.
- (c) **Research and innovation:** The Institute undertakes research on IP, coordinates IP training and public awareness; and provides intellectual property information

to the public to promote innovation in the country. The Institute has skilled, competent, and experienced staff to undertake this function, but faces challenges of inadequate staffing levels, unsuitable organizational structure, and poor working environment.

- (d) Finance:** The Institute has skilled, competent, and experienced staff to ensure prudent management of finances and compliance to relevant laws and regulations on public finance management. The Institute further has the capacity to generate own revenue.
- (e) Internal Audit:** The Institute has skilled, competent, and experienced staff and audit charters for ensuring internal control systems are in place and advising on methods and procedures for proper and effective financial controls. This function is, however, challenged by inadequate staffing levels; poor working environment; unsuitable positioning of internal audit function and weak internal audit structure.
- (f) Supply Chain Management:** The Institute has skilled, competent, and experienced staff to ensure adherence and efficiency in inventory control, procurement, warehousing, issuance, utilization, verification, boarding, write-off, and disposal of stores, and guarding against wastage and misuse in accordance with the laid down procedures and regulations. This function is, however, challenged by inadequate staffing levels and poor working environment.
- (g) Administration:** The Institute has skilled, competent, and experienced staff to effectively undertake administrative action but is challenged by inadequate staffing levels and poor working environment.
- (h) Human resources (HR):** The weakness is that there is no human resource personnel in post. HR instruments are further outdated and working space is inadequate.
- (i) ICT:** The strength is skilled, competent, and experienced staff which is, however, constrained by inadequate staffing levels and poor working environment.
- (j) Strategy and planning:** The Institute has skilled, competent, and experienced staff to undertake planning, monitoring and evaluation of the Institute's Strategic Plan, Performance Contract and Work Plans. This is, however,

constrained by inadequate staffing levels, poor working environment and unsuitable positioning of strategy and planning function.

- (k) **Corporate communications:** The Institute has skilled, competent, and experienced staff to enhance the corporate image and internal and external communication of the Institute. However, the function structure is inadequate for efficiency and effectiveness of this mandate.
- (l) **Legal:** The Institute has skilled, competent, and experienced staff to provide legal advice, safeguards the interests of the Institute, handling dispute resolution with respect to industrial property rights; drafting legislation; commercial contracts and international agreements on behalf of the Institute and offering Board secretarial services. This function is, however, challenged by inadequate staffing levels and poor working environment.

3.1.3.2 Internal business processes

The Institute examined the internal systems, processes, and procedures with the objective of bringing out the strengths that ensure the Institutional operational efficiency. In doing so, the analysis also brought out the weaknesses.

- (a) **Risk Management:** The Institute is committed to risk based decision-making and has developed a risk management framework. This includes a trained risk management steering committee and sensitized Board and staff. The Institute is, however, yet to establish a risk function.
- (b) **Supply Chain:** The Institute has a procurement process which is efficient with strong internal controls. The processes are not fully automated and integrated.
- (c) **Finance:** The Institute has strong financial controls. The finance processes of the Institute, however, are not fully automated and integrated.
- (d) **Corporate communication:** The Institute has established corporate communication systems and processes. A strength of the Institute is the effective complaints handling procedures and the Institutional communication policy. The Institute, however, experiences limited use of various communication channels.
- (e) **Human resource:** The Institute has automated the HR processes; However, these need to be reviewed to ensure they are in line with government directives and human resource best practises.

- (f) **ICT:** The Institute is committed to automation of internal processes to strengthen the digitalization of processes which is currently low. Further, ICT systems are not accessible remotely.
- (g) **Registration of trademarks and patents:** The Institute has streamlined examination processes and streamlined process of receiving and documenting of IP requests. The process of administration of trademarks, patents, industrial design, and utility models is centralised at KIPI. Further, the examination guideline (patents) and procedure (trademarks) do not cover new/emerging fields and technologies.
- (h) **Research and innovation:** The Institute has established a system for acquiring, processing, and borrowing library materials, but the library processes are not fully automated.
- (i) **Registry:** The Institute has instituted a system for the record, dispatch, and receipt of official documentation; however, the tracking of dispatch or receipt of official documentation is not effective.
- (j) **Legal (hearing of opposition of trademarks and industrial designs):** The Institute has an effective opposition procedure for industrial designs and trademark informed by the legal framework and an effective expungement proceeding for trademarks.
- (k) **Monitoring, evaluation, and reporting:** A system of monitoring activities is established on a quarterly basis; however, the monitoring and evaluation (M&E) policy and framework is not yet in place.

3.1.3.3 Resources and capabilities

KIPI's strategic advantage lies within valuable tangible and intangible assets. The tangible resources include physical assets, financial assets, computer software, working tools/equipment. These assets, however, need to remain relevant. The intangible resources include brand reputation. Computer software for registration for trademarks and patents is further unique and the brand reputation inimitable. The capabilities, skills and knowhow within the Institute are highly valued and rare. The Institute has skills and expertise that are inimitable. The diversity of skills, knowledge and experience is also established within the KIPI Board. These resources

and capabilities will be used to ensure effective delivery of the mandate and strategic plan.

3.1.4 Summary of Strengths and Weaknesses

Based on analysis of the internal environment, the strengths and weakness of the Institute as established below.

Table 3.4: Summary of strengths and weaknesses

Factor	Strengths	Weaknesses
Governance and administrative structures	<ul style="list-style-type: none"> • State Corporation established under the Industrial Property Act • Diverse and competent Board • Skilled, competent, and experienced staff 	<ul style="list-style-type: none"> • Inadequate staffing levels. • Poor working environment • Outdated HR instruments • Limited career progression • High staff attrition • Ineffective succession management and knowledge transfer system • Lack of rewards and recognition policy to appreciate efforts and performance of staff • Skill inadequacies
Internal business processes	<ul style="list-style-type: none"> • Strong internal controls in finance and supply chain management functions • Effective systems for requisition and facilitation of transport services; recording, dispatching, and receiving official documentation; in acquiring, processing, and borrowing library materials and in undertaking monitoring, evaluation, and reporting; opposition procedures for industrial designs and trademark informed by the legal framework and expungement proceedings for trademarks 	<ul style="list-style-type: none"> • The process of administration of trademarks, patents, industrial design, and utility models is currently centralized at KIPI • Low levels of digitalization of various processes • Limited use of various communication channels • The examination guideline (patents) and procedure (trademarks) do not cover new/emerging fields and technologies

Factor	Strengths	Weaknesses
	<ul style="list-style-type: none"> Streamlined and efficient trademark and patent examination process Streamlined process of receiving and documenting of IP requests Risk management framework 	
Resources and capabilities	<ul style="list-style-type: none"> Capacity to generate own revenue Brand reputation KIPI Board with diverse relevant experience, knowledge, and skills to provide strategic direction 	<ul style="list-style-type: none"> Inadequate working environment Skill gaps HR Limited sources of revenue

3.1.5 Analysis of Past Performance

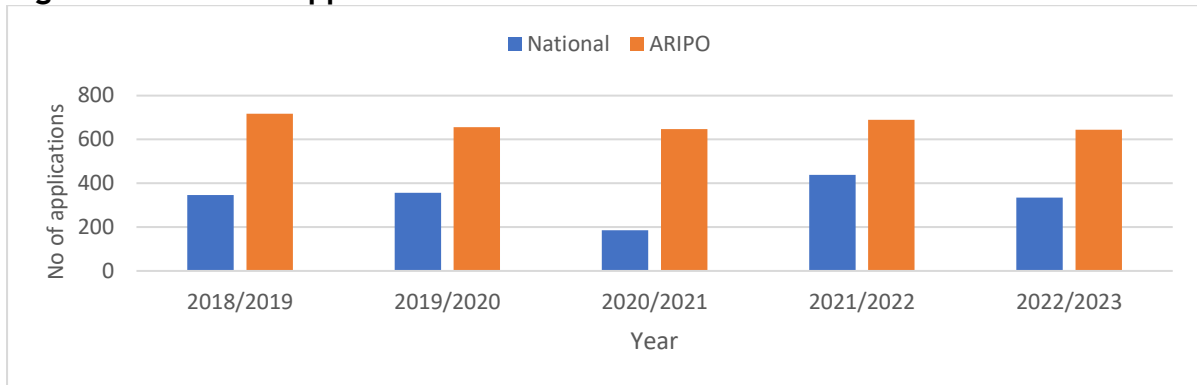
The following section provides a review of the achievements, challenges and lessons learned in the implementation of the previous strategic plan. The targets were in the reviewed strategic plan of 2018-2022.

3.1.5.1 Key Achievements

KRA 1: Industrial Property Protection

For the past three years, the Institute registered 1,293 patents, which surpassed the set target of 1,083, 144 utility models against the target of 175, and 505 Industrial designs, which exceeded the set target of 423 established in the Strategic Plan (2018-2022). The registrations were efficient in facilitating the acquisition of Industrial Property Rights. A review of patent, utility model and industrial design applications and registrations for the previous five years is provided below.

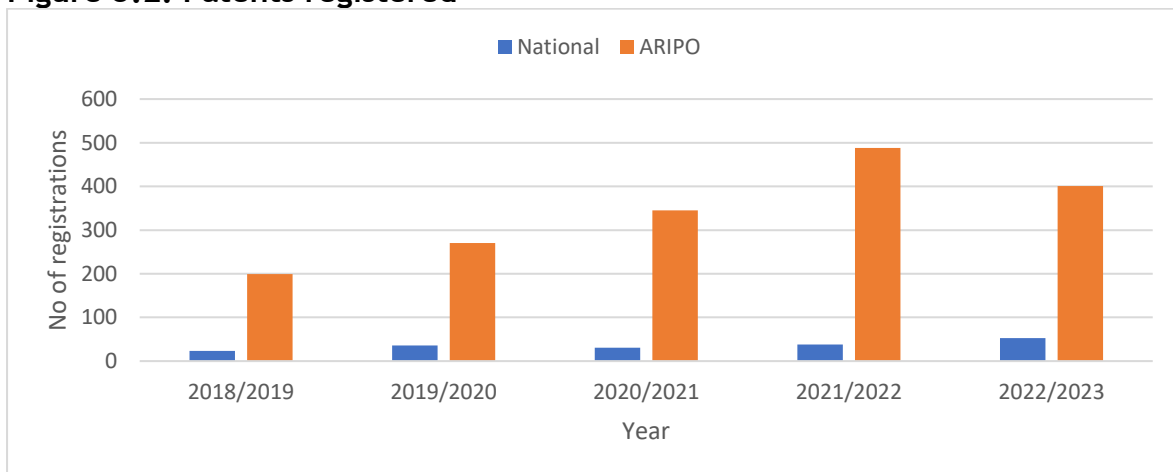
Figure 3.1: Patent applications



Data source: KIPI

Over the five years, KIPI received 5,014 patent applications of which 3,354 were through ARIPO and 1,660 were national by residents and non-residents. Applications for patents have increased over the years. The increase, with exception to 2020/21, for resident applications is a result of increased IP awareness nationally and regionally, and increased uptake of IP by the public. The decline between 2019/2020 and 2020/2021 in resident patent applications is explained by the following reasons: limited IP awareness activities due to COVID-19 movement restrictions, and possible shift to ARIPO application process given it offers digital application option.

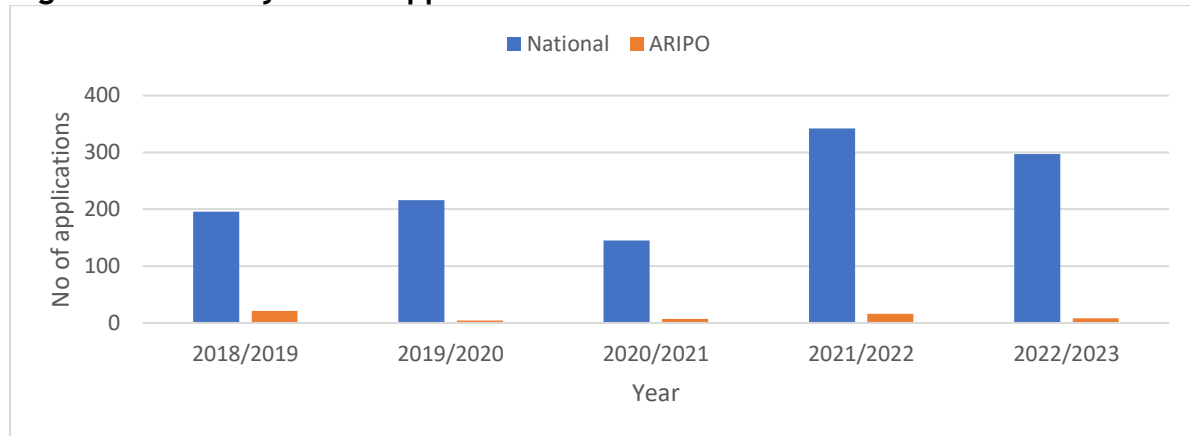
Figure 3.2: Patents registered



Data source: KIPI

The patent granted also increased over the years. Over the past three years, the Institute registered 1,293 patents, which surpassed the 2018-2022 Strategic Plan target set target of 1,083. Over the last five years 1,884 patents have been granted, the majority of which again were through ARIPO as illustrated in Figure 3.2.

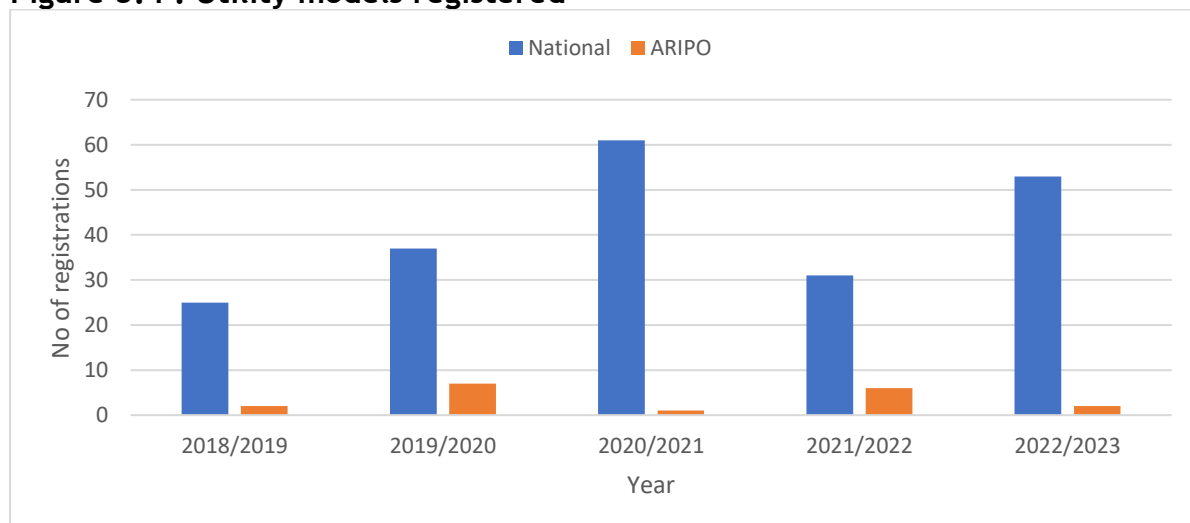
Figure 3.3: Utility model applications



Data source: KIPI

The Utility model (UM) applications registered are largely through residents as established in Figures 3.3 and 3.4. From 2014, the Institute discontinued substantive examinations of utility model applications. The applications are, however, subject to examination for compliance with all other requirements of the Act and regulations. This informs the increased application of Utility Models. The country's Technical and Vocational Education and Training (TVET) institutions have enhanced awareness and participation in fairs and exhibitions, which has increased the number of utility models on innovations and inventions that do not meet the patent criteria. In addition, applicants who have failed the patent route are usually advised to convert their applications to UMs.

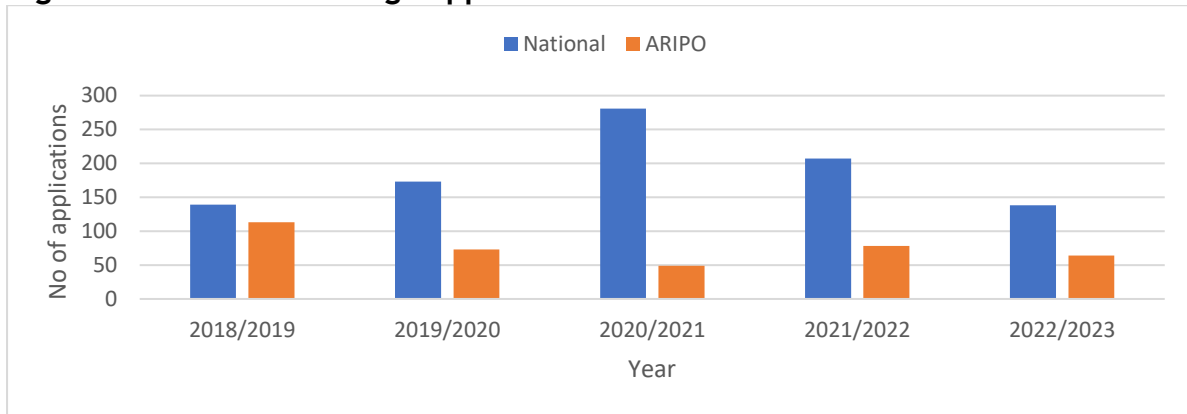
Figure 3.4 : Utility models registered



Data source: KIPI

The data reveals an increase in the number of utility models by residents from 25 in 2018/29 to 61 in 2020/21, which later declined to 31 but rose again to 53.

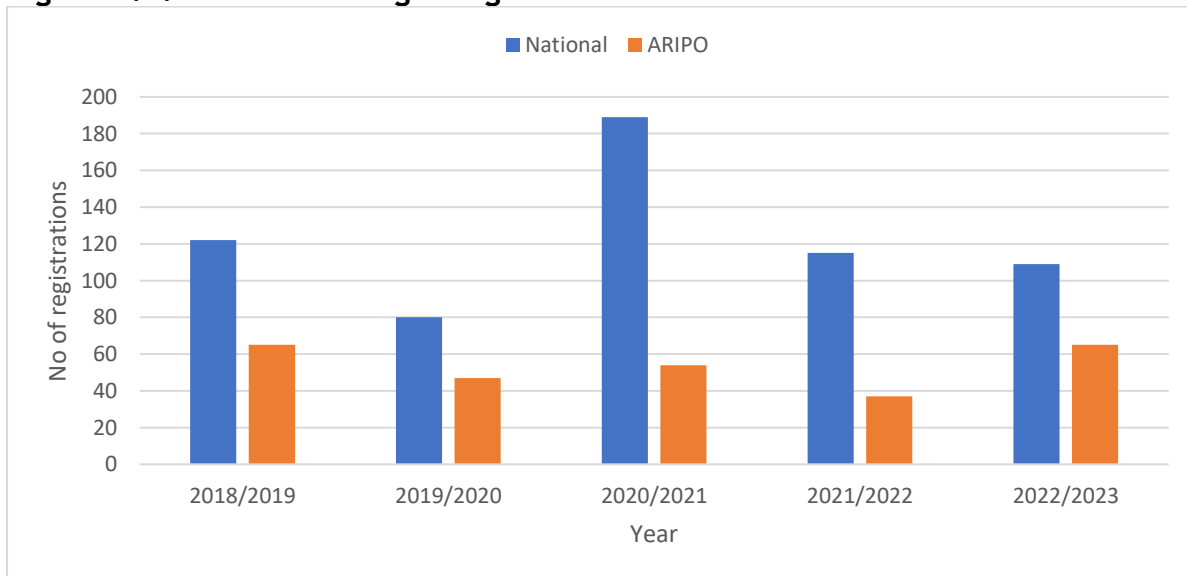
Figure 3.5: Industrial design applications



Data source: KIPI

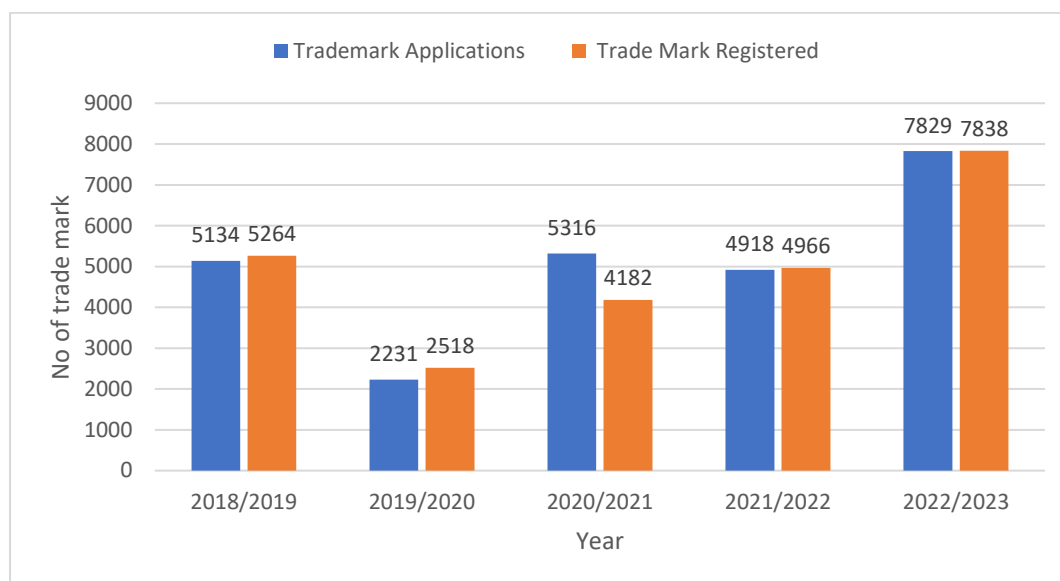
As shown in Figure 3.5, there was a sharp increase in design applications in 2020/2021, which also resulted in an increase in the number of registrations as indicated in Figure 3.6. This increase is explained by a single/specific company who submitted several applications following successful IP awareness campaigns by the Institute. The COVID-19 further brought about an opportunity and products design or re-design, particularly for hygiene products and Personal Protective Equipment (PPE).

Figure 3.6: Industrial designs registered



Data source: KIPI

Figure 3.7: Trademark Applications and registrations



Data source: KIPI

The total trademarks' applications and registrations for the last five years (FY 2018/19 to FY 2022/23) was 25,428 and 24,768, respectively. The target for FY 2020/21 to FY 2022/23 was 18,770. The number of registered trademarks over the same period, however, was 16,986. The Institute further initiated a review of 11 out of 55 most used trademark guidelines, which improved efficiency in processing applications.

Lastly, the Institute coordinated with nine learning institutions in the establishment of Technology Innovation Support Centres (TISC), among them universities, and national polytechnics. These collaborations facilitated the acquisition of industrial property rights. The Institute has also provided support to institutional IP offices in institutions of higher educations.

KRA 2: Technology transfer licensing and agreements

- (i) The Institute identified and published 133 technologies in the public domain. These were expired patents, which are a rich source of innovation to be accessed and exploited by entrepreneurs.
- (ii) Baseline survey report was undertaken in 2021 on IP commercialization

KRA 3: Industrial property information

- (i) The Institute conducted fifteen (15) successful collaborations with universities to establish IP training that surpassed the set target of 9 over the last three

years of the previous strategic plan. The collaborations helped in creating Industrial property awareness.

- (ii) The Institute conducted an IP awareness index that reported 55 per cent IP awareness in 2020, which was an improvement of the previous index of 13.3 per cent in 2013/14.

KRA 4 Inventiveness and innovativeness

- (i) The Institute conducted 35 sensitization workshops and eleven MOUs with various public sectors, institutions of higher learning, and private sector associations/societies that improved IP trainings and awareness.
- (ii) The Institute undertook 5 competitions for the last five years that improved innovation and invention.
- (iii) Trained 5 MSMEs groups and more than 50 individuals for the last five years. The trainings Improved productivity and competitiveness of MSMEs.

KRA 5: Institutional capacity

- (i) The Institute, during the review period, developed the risk management framework.
- (ii) In ensuring prudent financial management, the Institute complies with the PFM Act, the Public, Procurement and Disposal Act and other statutory obligations.

3.1.5.2 Challenges

The factors that hindered the achievement of the set targets during implementation of the previous plan include the following:

- (i) Capacity constraints: This is a result of exit of experienced staff and the lack of an effective succession plan. This has resulted in skills and capacity gaps (as presented in Tables 6.1 and 6.2). This is has contributed to work overload, leading to burnout, low morale, and further delays in meeting some set targets.
- (ii) Proposed merger: During the previous strategic plan, the Intellectual Property Bill, 2020 was developed. The Bill establishes the Intellectual Property Authority of Kenya (IPAK). This leveraged on the Presidential Taskforce on Parastatal Reforms (2013), which proposed the merger of KIPI, the Kenya Copyright Board (KECOBO) and the Anti-Counterfeit Authority (ACA). The Bill further proposes to consolidate IP related laws, including the Industrial Property Act and the Trade Marks Act and the Geographical Indications (GI)

Bill, among others. Given these proposed reforms, the Institute experienced several delays in receiving approvals that relate to the Institute's human resource management. This affected the Institute's implementation of various key activities, including drafting instructions for GI Regulations and reviewing the Industrial Property Act, the Trademarks Act, and the respective subsidiary legislation, reviewing and approving of human resource instruments, recruitment, and succession planning.

- (iii) There are some activities that experienced implementation delays, largely due to ineffective prioritization and weak governance.
- (iv) Complex manual application and processing procedures as occasioned by the provisions of the applicable law.
- (v) Financial constraints: Some strategic objectives including increasing of IP awareness and outreach programmes were reduced largely due to budget cuts and delayed approvals. This led to implementation delays and reduction on the targeted activities and programmes.
- (vi) Low awareness on industrial property rights: low uptake of IPR is a result of a range of factors, including lack of awareness of the requirements and benefits of IPR.
- (vii) Weaknesses in IP management offices in some institutions of higher learning and research institutions to facilitate IP acquisitions.
- (viii) Lack of a National Intellectual Property policy: Though a priority as established in the Kenya Vision 2030 medium term plans, the national intellectual property policy is yet to be developed.
- (ix) Centralised IP services: IP services are provided from KIPI's office located in Nairobi.
- (x) Some TISC are not fully functional. This may be a result of lack of technical and financial support and capacity to operationalize the TISC within respective Institutions.
- (xi) Limited use of various communication channels: The Institute has not effectively leveraged on the various communication channels, thus limiting its visibility and communication among various stakeholders.

3.1.5.3 Lessons Learnt

The following are key observations made by the Institute during implementation of the previous strategic plan aimed at improving future performance.

- (i) Effective succession planning strategies are important to enable the Institute mitigate skill gaps and staff attrition.
- (ii) Effective staff remuneration and retention strategies to attract and retain relevant competent staff.
- (iii) An organizational structure of an IP office and consequent delegated roles, responsibilities and resources including staffing can be more effective when emphasis is given to IP classes that are well utilised or required in the country. There are established IP offices in other jurisdictions.
- (iv) Review of all guidelines, policies and standards be undertaken on a continuous basis.
- (v) Mwongozo, the Code of Good Governance for State Corporation, establishes that Board members and employees are to demonstrate excellence, effective service delivery and to continually improve on quality, policies, and services. Frequent customer and employee satisfaction surveys are therefore a useful tool to inform and ensure this. Mwongozo also calls for legal compliance audit to be undertaken once every two years and governance audit to be undertaken on annual basis.
- (vi) Effective implementation of public service performance management regulations will ensure efficiency in the implementation, coordination, monitoring, and evaluation of the Strategic Plan and annual workplans. This will thereby strengthen knowledge management and learning.
- (vii) ISO quality management provides a framework within which the Institute can ensure efficiency, productivity, and customer satisfaction.
- (viii) The Institute to support environment sustainability and climate change for sustainable development.
- (ix) The Institute to contribute ensuring inclusivity in provision of its mandate for efficient service delivery.
- (x) Remote working provides an opportunity for implementation of the strategic plan objectives during disruptions such as the COVID-19 Pandemic.

- (xi) Cybercrime risk with increased use of Internet in the Institute's operations in the process of digitalization. This is therefore a priority area in the Institute's ICT strategy to be developed and implemented during this strategic plan.
- (xii) Artificial Intelligence (AI) and machine learning introduces new dynamics that can impact the Institute's mandate and operations. Appropriate and relevant capacity building in the examination in such new fields and technologies is thereby necessary.

3.2 Stakeholder Analysis

Understanding the expectations of the stakeholders is essential to designing appropriate strategies. A summary of the analysis is presented in the Table 3.5 below.

Table 3.5: Stakeholder analysis

S/No.	Stakeholder	Role	Stakeholders' expectation from KIPi	KIPi's expectation from stakeholders
1.	National Government (Core Ministries include those that relate to Trade, Industry, Investment, Education, ICT, MSME, NT, Youth, Sport & Art, and state agencies such as KENIA, NACOSTI, NRF)	Policy direction and subsidiary legislation	<ul style="list-style-type: none"> • Compliance with statutory and regulatory obligations • Effective and efficient service delivery • Technical support • Promote and protect IP 	<ul style="list-style-type: none"> • Timely approval of policies and legislations • Leadership • Financial, human, and infrastructural support • Mainstreaming of IP in national policies and programmes • Enhanced cooperation between different government agencies in the promotion of IP
2.	County Governments	Partners and Collaborators	<ul style="list-style-type: none"> • Effective and efficient delivery of services • Collaborate and enhance IP awareness • Technical support • Promote and protect IP 	<ul style="list-style-type: none"> • Partnership in IP awareness • Infrastructural support to enhance access of IP services • Support innovation activities • Enhanced cooperation and collaborations
3.	Patent and trademark agents	Intermediaries	<ul style="list-style-type: none"> • Effective and efficient service delivery • Confidentiality • Capacity building on IP • Timely disputes resolution 	<ul style="list-style-type: none"> • File applications in accordance with the law and regulations • Compliance with the applicable processes and procedures • Utilize the IP system • Professionalism
4.	Public	Users of IP services offered by KIPi	<ul style="list-style-type: none"> • Effective and efficient service delivery • IP awareness • Access to information • Effective and efficiency complaints handling mechanism 	<ul style="list-style-type: none"> • Utilize and appreciate IP • Customer feedback
5.	Inventors, innovators	Users of IP services offered by KIPi	<ul style="list-style-type: none"> • Access to information 	<ul style="list-style-type: none"> • File applications in accordance with

S/No.	Stakeholder	Role	Stakeholders' expectation from KIPI	KIPI's expectation from stakeholders
	MSMEs /MSMIs		<ul style="list-style-type: none"> Confidentiality Efficient and effective service delivery Capacity building 	<p>the law and regulations</p> <ul style="list-style-type: none"> Compliance with the applicable processes and procedures Exploit the IP Utilize the IP system
6.	Industry	Users and consumers of IP services offered by KIPI	<ul style="list-style-type: none"> Access to information Confidentiality Efficient and effective service delivery Capacity building 	<ul style="list-style-type: none"> File applications in accordance with the law and regulations Compliance with the applicable processes and procedures Exploit the IP Utilize the IP system
7.	Parliament	Legislation and policy review and adoption	<ul style="list-style-type: none"> Comply with laws, rules, and regulations 	<ul style="list-style-type: none"> Timely adoption of IP policies and enactment of IP laws
8.	Enforcement agencies	<ul style="list-style-type: none"> Enforcement as provided in the law Collaborators 	<ul style="list-style-type: none"> Collaboration in resolution of IP disputes Collaboration in capacity building 	<ul style="list-style-type: none"> Collaboration in capacity building Collaboration in resolution of IP disputes Timely disputes resolution
9.	Research and development institutions (including KIRDI, KEMRI, KEMFRI) +incubation centres e.g., KIRDI, KIE	<ul style="list-style-type: none"> Provision of training, research and development and innovation support Partners and collaborators Users of IP services offered by KIPI 	<ul style="list-style-type: none"> Effective and efficient service delivery Confidentiality Capacity building on IP Access to information 	<ul style="list-style-type: none"> File applications in accordance with the law and regulations Compliance with the applicable processes and procedures Exploit the IP Utilize the IP system KEMRI and KALRO are the designated nation depositories for micro-organisms (as established IPA sect. 29 and regulation 11) KIRDI, KIE also support in

S/No.	Stakeholder	Role	Stakeholders' expectation from KIPI	KIPI's expectation from stakeholders
				technology transfer
10.	Education Institutions (TVET, Universities, schools, KICD)	<ul style="list-style-type: none"> Partners and Collaborators Users of IP services offered by KIPI 	<ul style="list-style-type: none"> Effective and efficient service delivery Confidentiality Capacity building on IP Access to information 	<ul style="list-style-type: none"> File applications in accordance with the law and regulations Compliance with the applicable processes and procedures Exploit the IP Utilize the IP system Incorporate IP in relevant curricula and programmes
12.	Media	<ul style="list-style-type: none"> Provide information Awareness creation Partners and collaborators 	<ul style="list-style-type: none"> Access to information Awareness on IP issues 	<ul style="list-style-type: none"> Accurate dissemination of IP information
13.	Regional and international IP organizations & IP offices (e.g., WIPO, ARIPO, JPO)	<ul style="list-style-type: none"> Technical support and services Partners and collaborators 	<ul style="list-style-type: none"> Collaboration and cooperation in administration of IP rights Compliance with agreements and MoUs Request for technical assistance 	<ul style="list-style-type: none"> Technical assistance Capacity building Compliance with agreements and MoUs Collaboration and cooperation in administration of IP rights
14.	Private sector	<ul style="list-style-type: none"> Partners and collaborators Technical support and Users of IP services offered by KIPI 	<ul style="list-style-type: none"> Effective and efficient service delivery Confidentiality Capacity building on IP Access to information 	<ul style="list-style-type: none"> Strategic collaborations and partnerships on IP promotion Exploit the IP Utilize the IP system
15.	Business /Industry associations	<ul style="list-style-type: none"> Partners and collaborators Promote and the collective interests of their members 	<ul style="list-style-type: none"> Effective and efficient service delivery Capacity building on IP Access to information 	<ul style="list-style-type: none"> Compliance with the applicable processes and procedures Promote IP awareness among businesses Strategic collaborations and partnerships in provision of capacity building

S/No.	Stakeholder	Role	Stakeholders' expectation from KIPi	KIPi's expectation from stakeholders
				and technical support on IP to members <ul style="list-style-type: none"> Utilize the IP system
16.	Goods and service providers	Provision of goods, services and works	<ul style="list-style-type: none"> Prompt payment Fairness and equal opportunity Adherence to contractual obligations Access to information 	<ul style="list-style-type: none"> Timely provision of quality goods, services and works Adherence to contractual obligations
17.	Regulatory Agencies (NHIF, NSSF, SCAC, KRA, HELB, PPRA KEBS, PPB etc)	Regulation of statutory requirements	<ul style="list-style-type: none"> Comply with laws, rules, and regulations 	<ul style="list-style-type: none"> Professionalism Efficient and effective service delivery
18.	Board of Directors	Strategic direction Governance and leadership	<ul style="list-style-type: none"> Efficient and effective service delivery Compliance with statutory obligations 	<ul style="list-style-type: none"> Determine and oversee the strategic direction of the Institute Monitor performance and ensure institutional sustainability Enhance corporate image of the Institute Ensure availability of adequate resources for effective delivery of the Institute's mandate
19.	Staff	Provide service	<ul style="list-style-type: none"> Conducive working environment Competitive terms and conditions of service 	<ul style="list-style-type: none"> Efficient and effective service delivery Compliance with statutory obligations

4 CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULTS AREAS

This chapter provides the strategic model the Institute is adopting through the identified key result areas, strategic goals that are to address the strategic issues identified.

4.1 Strategic Issues

Informed by the external and internal analysis undertaken in Chapter 3, the strategic issues for Institute for 2023-2027 include: (i) Limited acquisition of industrial property rights; (ii) Low level of IP awareness and uptake; (iii) Low levels of Inventiveness and Innovativeness; and (iv) Institutional weaknesses.

4.1.1 Limited acquisition of industrial property rights

The administration of industrial property rights is a statutory function of the Institute as established in the Industrial Property Act and Trade Mark Act. In dispensing this function, the Institute is exposed to various issues caused by internal and external factors. The internal factors are administrative in nature. The administrative strategic issues relate to limited access of IP services given the administration of trademarks, patents, industrial design, and utility models is undertaken physically at KIPI offices in Nairobi. Further, the IP laws, the examination guideline for patents and procedure for trademarks do not cover new/emerging fields and technologies. Inadequate staffing levels and poor working environment are further impediments to the Institute's administrative efficiency. There are further inefficiencies in some internal processes, including the tracking of dispatch or receipt of official documentation and quality assurance.

The external factors can affect demand for IP services. Lack of respect for IP, for instance, affects demand. Demand may, however, be experienced through increased innovative activities, especially with the emergence of an innovative youthful population.

4.1.2 Low level of IP awareness and uptake

Levels of awareness and attitudes among the public, investors, industries, and academia is low. This has the effect of limiting uptake of IP. Limited awareness of IP may lead to limited respect for IP, which may manifest in increased counterfeiting. Limited awareness may be an outcome of limited access to

information. This impedes delivery of the government development agenda, which places emphasis on the manufacturing sector and MSMEs for economic development and industrial growth. One of the functions of KIPI as established by the law is to provide technological information to the public. This is further an expectation from various stakeholders.

4.1.3 Low levels of inventiveness and innovativeness

The level of inventiveness and innovativeness in Kenya is low. Yet, innovation is an enabler for economic growth. Low level of innovativeness is a result of a weak innovation ecosystem, which includes weak linkages and limited collaborations and interactions among innovation ecosystem stakeholders. The world is ushering in the Fourth Industrial Revolution which builds on the third, the digital revolution which has been occurring. The third and fourth industrial revolutions are characterized by technologies and innovations in various fields, several of which are emerging and inventive. This presents immense opportunities. The promotion of inventiveness and innovativeness is a function of KIPI as established by law. This is further an expectation from various stakeholders. The Institute has relevant skilled and competent staff to discharge this mandate.

4.1.4 Institutional weaknesses

Institutional inefficiencies that are internal to the Institute affect the implementation of the statutory mandate. The key weaknesses include inadequate staff, skill gaps, poor working environment, and limited career progression. This has been further exacerbated by lack of a rewards and recognition policy to appreciate efforts and performance of staff, weak internal coordination structure, low levels of digitalization of various processes and an ineffective succession management and knowledge transfer system. This has led to low productivity, high staff attrition and weaknesses in effective implementation of the mandate.

4.2 Strategic Goals

- (a) Enhanced industrial development and growth;
- (b) Increased respect and uptake of IP;
- (c) Enhanced competitiveness of goods and services; and
- (d) Effective and efficient service delivery

4.3 Key Result Areas

The strategic model for the Institute’s Strategic Plan for 2023/24-2027/8 is informed by the function of the Institute and the key strategic issues. The strategic model outlines four key result areas (KRAs) and twelve strategic objectives to guide the operations of the Institute during the plan period. The KRAs are:

KRA 1: Industrial Property Protection

KRA 2: Industrial Property Information and Knowledge

KRA 3: Promote Inventiveness and Innovativeness

KRA 4: Institutional Capacity

Table 4.1: Strategic issues, goals and KRA

Strategic Issue	Goal	KRA
Limited acquisition of industrial property rights	Enhanced industrial development and growth	Industrial property protection
Low level of IP awareness and uptake	Increased respect and uptake of IP	Industrial property information and knowledge
Low levels of inventiveness and innovativeness	Enhanced competitiveness of goods and services	Promote inventiveness and innovativeness
Institutional weaknesses	Effective and efficient service delivery	Institutional capacity

5 CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

Each key result area is comprised of objectives and strategies to ensure effective implementation. These are detailed in this chapter.

5.1 Strategic Objectives

The Institute's strategic objectives are as follows:

- (a) To facilitate acquisition of industrial property rights
- (b) To create a legal framework to address emerging needs and developments
- (c) To promote awareness of industrial property
- (d) To increase knowledge on industrial property
- (e) To promote a culture of creativity and innovation
- (f) To improve productivity and competitiveness of MSMEs
- (g) To strengthen internal systems, procedures, and processes for efficient service delivery
- (h) To enhance financial sustainability
- (i) To enhance corporate image of the Institute
- (j) Enhance corporate governance
- (k) To attract, develop and retain competent staff
- (l) To digitalize processes for efficient service delivery

Table 5.1: Outcomes annual projections

STRATEGIC OBJECTIVE	Outcome	Outcome indicator	Annual Projections from FY 2023/2024 to 2027/2028					
			23/24	24/25	25/26	26/27	27/28	
KRA 1: Industrial Property Protection								
To facilitate acquisition of industrial property rights	Increased number of IP applications registrations and grants	Increase in number of IP applications registrations or grants	No. of patents granted	724	797	877	965	1062
			No. of utility models registered	266	293	323	356	392
			No. of industrial designs registered	306	337	371	409	450
			No. of trademarks registered	8,204	9,025	9,928	10,921	12,015
To create a conducive policy and legal framework	Enhanced legal framework facilitating IP registration	Increase on proportion legal instruments reviewed	50%	60%	70%	90%	100%	

STRATEGIC OBJECTIVE	Outcome	Outcome indicator	Annual Projections from FY 2023/2024 to 2027/2028					
			23/24	24/25	25/26	26/27	27/28	
KRA 2: Industrial property Information and knowledge								
To promote awareness of industrial property	Increased respect for IP	Percentage decline in reported cases of counterfeiting		20%	18%	17%	15%	10%
To increase knowledge on industrial property	Increase in the number of knowledgeable public on IP	Increase in the number of IP applications registrations or grants	No. of patents granted	724	797	877	965	1062
			No. of utility models registered	266	293	323	356	392
			No. of industrial designs registered	306	337	371	409	450
			No. of trademarks registered	8,204	9,025	9,928	10,921	12,015
KRA 3: Promote Inventiveness and Innovativeness								
To promote a culture of creativity and innovation	Creative and innovative public	Increase in the number of IP applications registered or granted	No. of patents granted	724	797	877	965	1062
			No. of utility models registered	266	293	323	356	392
			No. of industrial designs registered	306	337	371	409	450
			No. of trademarks registered	8,204	9,025	9,928	10,921	12,015
To improve productivity and competitiveness of MSMEs	Collective trademarks registered	Increase in number of collective trademarks registered		2	3	4	5	6
KRA 4: Institutional Capacity								
To strengthen internal systems, procedures, and processes for efficient service delivery	Enhance efficiency in service delivery	Increase in customer satisfaction score	Employee satisfaction survey score	66%	71%		80%	
			Customer satisfaction survey score	76%	82%		85%	

STRATEGIC OBJECTIVE	Outcome	Outcome indicator	Annual Projections from FY 2023/2024 to 2027/2028				
			23/24	24/25	25/26	26/27	27/28
To enhance financial sustainability	Improved financial sustainability	Increase in customer satisfaction score	76%	82%		85%	
To enhance corporate image of the Institute	Increased use of services, collaborations, and partnerships	Increase in customer satisfaction score	76%	82%		85%	
To enhance corporate governance	Improved governance	Level of compliance	100%		100%		
To attract, develop and retain competent staff	Qualified, committed, motivated and incentivised staff	Improved service delivery	66%	71%		80%	
		Employee satisfaction survey measure					
		Customer satisfaction survey measure	76%	82%		85%	
To digitalize processes for efficient service delivery	Level of automation of services	Percentage level of automation of services	57%	80%	85%	90%	100%

5.2 Strategic Choices

Table 5.2: Strategic objectives and strategies

Key Result Area	Strategic Objective	Strategies
Industrial property protection	Objective 1: To facilitate acquisition of industrial property rights	S1.1: Implement the industrial property registration system S1.2: Enhance quality of examination of industrial property applications S1.3: Expand technical expertise
	Objective 2: To create a conducive legal framework	S2.1: Review, adopt and implement relevant laws to address emerging issues
Industrial property information and knowledge	Objective 3: To promote awareness of industrial property	S3.1: Enhance public IP awareness S3.2: Facilitate access to expired patented technology
	Objective 4: To increase knowledge on industrial property	S4.1: Enhance capacity building on targeted sectors
Promote inventiveness and innovativeness	Objective 5: To promote a culture of creativity and innovation	S5.1: Collaborate with relevant institutions in development of TISCs S5.2: Incentivize innovators and inventors

Key Result Area	Strategic Objective	Strategies
	Objective 6: To improve productivity and competitiveness of MSMEs	S6.1: Leverage on IP for value addition
Institutional capacity	Objective 7: To strengthen internal systems, procedures, and processes for efficient service delivery	S7.1: Enhance risk management, quality assurance and control efficiencies
		S7.2: Enhance efficiency in procurement of quality goods, works and services
		S7.3: Provide inclusive and responsive infrastructure, office premise and tools
		S7.4: Strengthen monitoring and evaluation
	Objective 8: To enhance financial sustainability	S8.1: Enhance resource mobilization
		S8.2: Implement resource mobilization strategies
		S8.3: Strengthen prudent financial management practices
	Objective 9: To enhance corporate image of the Institute	S9.1: Improve visibility of the Institute
	Objective 10: Enhance corporate governance	S10.1: Ensure compliance with laws and policies
	Objective 11: To attract, develop and retain competent staff	S11.1: Strengthen human resource capacity
		S11.2: Improve performance management
		S11.3: Improve staff welfare
Objective 12: To digitalize processes for efficient service delivery	S12.1: Efficient and effective service delivery through digitalization of processes	

6 CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

The Institute will monitor the implementation of the Strategic Plan guided by the action plan to provide information on the status of implementation of the strategic plan on a quarterly and annual basis. Evaluation will be undertaken to determine whether the strategies and activities have been implemented as intended.

6.1 Implementation Plan

The implementation plan describes how the Strategic Plan will be operationalised through the action plan, budgeting, and performance contracting.

6.1.1 Action Plan

The Action Plan is detailed in the Implementation Matrix. This is a critical management tool for mobilization, allocation, and utilization of resources. The matrix details the outputs, output indicators, targets and resource requirements based on the 4 Key Result Areas and 12 Strategic Objectives. The implementation matrix for Strategic Plan 2023-2027 is presented in Appendix I (Table 6.1)

6.1.2 Annual workplan and budget

The annual workplan, which incorporate the performance contract priorities for 2023/4, incorporates 122 activities within 47 strategies at a budget of Ksh 419 million. This is presented in the Appendix II.

6.1.3 Performance contract

Further to the strategic plan four key result areas, KIPi is also implementing the priorities established in the annual performance contract. This is established in priority areas: core mandate; implementation of presidential directives; affirmative action in procurement; promotion of local content; financial stewardship; service delivery and cross-cutting. This is appended to the annual workplan, and budget presented in Appendix II.

6.2 Coordination Framework

An appropriate coordination framework is key in setting and implementing strategic priorities in an effective, effective, interactive, and inclusive approach. This will require review of the institutional framework, staff establishment, skills set and competence development, leadership and the internal systems and procedures.

6.2.1 Institutional Framework

6.2.1.1 Organizational Structure

The organizational structure for implementation of this strategic plan is outlined below. The structure is at two (2) levels as follows:

Governance Structure: The Board is the oversight body of the Institute under Section 6 of the Industrial Property Act. The Board is the supreme decision-making organ of the Institute.

Management Structure: The management is responsible for the day-to-day operations of the Institute. To execute the mandate effectively, the Institute is structured from the office of the Managing Director into various departments, divisions, and sections. The Managing Director is responsible for the overall leadership and management of the Institute operations. The various departments, divisions and sections are as follows:

- (a) Technical Services Department: This comprises of the following Divisions and sections:
 - (i) Patents Division (Chemistry and Biotechnology; Electrical, Electronic Information Communication Technology; Mechanical; Pharmaceutical and Industrial Designs);
 - (ii) Trademark Division (National Applications, International Applications, Searches, Preliminary Advice and Post Registration, Reception and Documentation, Geographical Indications);
 - (iii) Research and Innovation Division (Research, IP Training and Information Section, Resource Centre Unit); and
 - (iv) Quality Assurance Section.
- (b) Corporate Services Department: This comprises of the following Divisions and sections:
 - (i) Human Resource Division
 - (ii) Finance & Accounts Division
 - (iii) Administration Section
 - (iv) Strategy & Planning Section
 - (v) ICT Section
 - (vi) Corporate Communication Unit
- (c) Stand Alone Divisions and Sections:

- (i) Legal Services Division (Litigation and Registration Services, Board Secretariat and Legal Advisory Services)
- (ii) Internal Audit Section
- (iii) Supply Chain Management Section

6.2.1.2 Institutional Policies, Rules, and Regulations

The Institute has put in place policies, rules and regulations that govern internal operations and achievement of the Institute's mandate. However, informed by the changes in the Government and the business environment, amendment will be done to the instruments and where necessary new ones will be developed for effective implementation of this strategic plan.

- a) **Human resource management:** The Institute has policies and regulations related to human resources management. These instruments are career guidelines, human resource manual, grading and organization structure and staff establishment report. These instruments guide on recruitment, performance management, training and development, health and safety, reward management, code of conduct and employee welfare. These policies need to be enhanced to reflect technological, legislative, and institutional changes for effective implementation of this strategic plan.
- b) **Financial management and accountability:** The Institute is guided by the Public Finance Management Act No.18 of 2012 and Public Procurement and Asset Disposal Act No.33 of 2015, to outline procedures for budgeting, financial reporting, procurement, and internal controls. During this strategic plan, the Institute will enhance financial sustainability and prudent financial management through a resource mobilization strategy and a finance policy.
- c) **Technical efficiency:** To facilitate acquisition of industrial property rights, the Institute is guided by Industrial Property Act, Cap 509 and Regulations 2002, Trade Marks Act, Cap 506 and Trade Mark Rules 2002, Examination Manuals 2007, and Patents and Trade Marks operating procedures 2021. To ensure appropriateness and address emerging issues, these instruments will be improved for effective service delivery.
- d) **Corporate Governance:** The Institute is guided by Mwongozo Code of Governance, which provides a framework and embodying charters, code of conduct and professional ethics. The code addresses effectiveness of the

Board, transparency, disclosure, accountability, ethical leadership, and good corporate citizenship. In addressing corporate governance, the Institute has put in place an enterprise risk management framework, and effective internal controls.

- e) **Digitalization for efficient service delivery:** The Institute has put in place ICT infrastructure to support digitalization of internal processes. Digitization to facilitate access of services by external stakeholders will also be prioritized for efficient service delivery. The Institute will therefore enhance existing ICT Policies and regulations to support efficient and secure operation of the Institute’s ICT infrastructure to enable implementation of this Strategic Plan.

6.2.2 Staff Establishment, Skill Set and Competent Development

The Institute’s approved staff establishment is informed by the review and approvals undertaken in 2016 is 173. The Institute’s current staffing level is at 43 per cent of staff establish with a staffing level of 74 as indicated Table 6.2 below.

Table 6.2: KIPi staff approved establishment

No .	KP Grade	Designation	Author ised Establi shmen t (A)	Optimal Staffing Levels (B)	In- Post (C)	Varian ce D = (B-C)
1.	1-4	Senior Management	30	30	12	18
2.	5 & 6	Middle Management	61	61	20	41
3.	7–11	Lower Cadre	82	82	42	40
4.	Total		173	173	74	99

As established in the strategic plan in the year 2023/4, the Institute will review the HR instruments, which includes establishment of the optimal staff to ensure effective implementation of the strategic priorities. The Institute has identified the skills and competences required for the execution of this strategic plan as detailed in Appendix II (Table 6.3). They include resource mobilization skills, analytical skills, leadership skills, strategic planning skills and organizational skills. To ensure effective service delivery while achieving the strategic objective to attract, develop and retain competent staff, the Institute has prioritised upskilling, reskilling and competence development through training, coaching, and mentoring.

6.2.3 Leadership

The Institute will establish strategic theme teams to lead and coordinate the implementation of this strategic plan. This will be guided by the strategic issue as established. The teams will be based on the KRAs:

- (a) KRA 1 Industrial Property Protection: will be led by DMD Technical. The Strategic Theme team will be drawn from MPT; ICT; MTM; MLS; MRI; SCM; S & P; MFA; ADM and AMA.
- (b) KRA 2: Industrial Property Information and Knowledge: will be led by DMD Technical. The members of Strategic Theme team will be drawn from MPT; MRI; ICT; ADM; SCM; S & P; MFA; MTM; MFA; MLS; S & P and AMA.
- (c) KRA 3: Promote Inventiveness and Innovativeness: will be led by DMD Technical. The members of Strategic Theme team will be drawn from MRI; MLS; MPT; MTM; ICT; MFA; S & P; AMA; SCM and ADM.
- (d) KRA 4: Institutional Capacity will be led by DMDCS. The members of Strategic Theme team will be drawn from AMA; SCMO; MFA; SCCO; MLS; CS; HRM; ICT; S & P; ADM; MRI and MTM.

6.2.4 Systems and Procedures

The Institute's internal systems and standard operating procedures are critical in ensuring effective implementation of the strategic plan. In alignment to BETA, the Institute will review internal systems, standard operating procedures; prioritise digitalization; and conduct business process re-engineering.

- (a) **Internal Systems:** the systems and procedures in the Institute include IP registration (IPAS); Enterprise Resources Planning (ERP); Integrated Personnel and Payroll Database (IPPD) and Official Email systems. These, though appropriate, require upgrading and full integration.
- (b) **Standard Operating Procedures:** Trademarks Operating Procedures /Processes; Patents Operating Procedures/Process; HR; Finance and Accounts; Supply chain; Legal; Corporate communication; Administration; Audit; ICT; Strategy and Planning and Research and Innovation. All these need to be reviewed in line with standard requirements.
- (c) **Prioritize Use of Standards:** The Institute is committed to migrate to ISO: 9001: 2015 and other relevant standard requirements.

- (d) **Prioritise Digitalization:** This strategic plan has identified the digitalization of processes for efficient service delivery as a strategic objective.
- (e) **Business Process Re-engineering:** The Institute shall ensure efficiency in the business processes by undertaking digitalization. The Institute shall, during this strategic plan, identify the processes that will be re-engineered with the aim of reducing the business processes to enhance operational efficiency. The Institute will therefore undertake the following strategies to improve performance of key processes; to promote creativity and to leverage on innovation in the implementation of the strategic plan:
 - (i) Improving planning and coordination of Institute activities through
 - (ii) Regular meetings: monthly management meetings; monthly departmental meetings and quarterly staff meetings
 - (iii) Effective continuous monitoring at all levels
 - (iv) Identify operational bureaucracies and re-engineer to provide fast and convenient services for efficiency in implementation of the strategic plan
 - (v) Effective delegation of duties for efficient service delivery and maximum productivity
 - (vi) Ensure efficiency and transparency in financial management
 - (vii) Procurement planning and implementation and human resource management

6.3 Risk Management Framework

The Institute is committed to risk management within principles of best practice of corporate governance. Effective risk management is aimed at determining priorities; setting objectives; analysing uncertainties; enhancing decision-making; clarifying accountabilities; enhancing service delivery and corporate governance. As established in the Institutional Risk Management Policy Framework, the Institute's risks are categorised as follows:

- (a) Strategic Risks
- (b) Financial Risks
- (c) Operational Risks
- (d) Reputational Risks
- (e) Compliance Risks

(f) Information and Communication (Reporting)

The Institute will also continuously scan its environment for risks that could emanate from the emerging risk areas such as: Cyber security ; Compliance; Data security and protection; HR and culture risk; Burnout and mental health; Regulatory changes; Presidential directives; Global recession; Poor performing economy; Demonstrations resulting from inflation and escalating cost of living; Changing work place dynamics; Flexible hours; Remote working; Utilisation of ICT and digitisation to ensure automation of government services; and Updating and modernising of internal processes, procedures and structures.

The Institute will continuously identify, evaluate, manage, and monitor risks aimed at mitigating risks, thus ensuring effective implementation of the strategic plan. The strategic risk framework is presented in Table 6.4. The description of the overall risk rating is provided in Table 6.5.

Table 6.4: Strategic risk management framework

Risk Event and Description	Overall Rating			Risk Response (Mitigation Measures)	Risk Owner
	Likelihood	Impact	Overall Risk		
Human Resource gaps	5	5	25	Develop and implement succession plan; Recruitment; Secondment of relevant professionals; Review staff structure and establishment; Procurement of appropriate tools and equipment; Continuous capacity building; Introduce staff incentives; Enhance staff welfare	Board and MD
Inadequate Working Environment	4	5	20	Seek alternative office space; Renovate and refurbish offices; Remote working	Board and MD
Budget Constraints	4	5	20	Rationalization of the budget; Monitoring and review of the budget; Identify alternative sources of funding; Increase	Board and MD

Risk Event and Description	Overall Rating			Risk Response (Mitigation Measures)	Risk Owner
	Likelihood	Impact	Overall Risk		
				efficiency in service delivery; Seek partnerships	
Inadequate ICT systems and infrastructure	4	5	20	Recruitment; Build staff capacity; Data management; Implement e-filing system; Stable back-up power; Software and hardware upgrade; Ensure continuous review and implementation of the ICT policy; Enhance ICT budget; Enhanced physical security; Insurance	
Non-delivery of the Institute's mandate	4	5	20	Recruitment; Procurement of appropriate tools and equipment; Enhance communication and adoption of appropriate and convenient communication channels; Capacity building programmes for applicants; Introduce staff incentives; Enhance staff welfare; Develop and implement continuous training for staff; Introduce culture change programs; Ensure compliance to statutory instruments; Enhance planning and schedule staff and management meetings; Identify and undertake relevant sensitizations to staff; Develop and implement Disaster Recovery Plans and Business Continuity	Board and MD

Risk Event and Description	Overall Rating			Risk Response (Mitigation Measures)	Risk Owner
	Likelihood	Impact	Overall Risk		
				Plans; Develop and implement M&E Framework/Plan	
Delay in the process of enacting and amendment of proposed IP laws	4	4	16	Sensitize and build capacity for the relevant authorities on the value and importance of IP; Support the development of the national Intellectual Property Policy	Board and MD
Low levels of IP awareness	4	4	16	Develop and implement a collaboration framework with enforcement agencies and key stakeholders; Collaborate with institutions of higher learning to include IP in their programmes; Develop training programmes for various target audiences using various mechanisms; Develop and disseminate value propositions for targeted audiences; Develop and implement outreach (and awareness) strategy	Board and MD

Table 6.5: Key on overall risk rating / risk probability

Risk Rating	Risk Probability	Description
1-5	Minor Risk / Improbable	The probability of exposure to this risk is remote. Given the very predictable and stable environment of this risk and negligible exposure to external factors within 12 months, this risk may only occur in rare or exceptional circumstances.
6-10	Low Risk / Doubtful	The probability of exposure to this risk is unlikely. Given the predictable and stable environment of this risk and limited exposure to external factors within the next 12 months, there is a slight possibility that the risk could occur at some time
11-15	Moderate Risk	The probability of exposure to this risk is moderate. Given the predictable and less stable environment of this risk and notable exposure to external factors within the next 12 months, there is a possibility that the risk could occur at some time.
16-20	High Risk/Possible	The probability of exposure to this risk is likely. Given the unpredictable and unstable environment of this risk and prevalent exposure to external factors within the next 12 months, there is a strong possibility that the risk will occur in most circumstances.
21-25	Critical Risk (Critical)/Probable	The probability of exposure to this risk is almost certain. Given the highly unpredictable and unstable environment of this risk and significant exposure to external factors within the next 12 months, this risk, left uncontrolled, is likely to occur in most circumstances.

7 CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

This chapter provides the resource requirements for effective and efficient implementation of this strategic plan.

7.1 Financial Requirements

The resource requirements for implementation of the strategic plan are provided in the table below.

Table 7.1: Resource requirements for implementing the Strategic Plan

Cost Areas	Projected Resource Requirements (Ksh. Mn)					
	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27	Year 5 2027/28	Total
KRA 1	25	63	16	19	9	122
KRA 2	61.5	61	62	62	67	313.5
KRA 3	43	42	45	48	51	229
KRA 4	247	599	464	470	478	2218
Total of all KRAs	376.5	725	587	589	605	2,882.5
PE	208	220.5	248	285	300	1,261.5
Operational costs	234.4	237.2	239.4	250	280	1241
Total	818.9	1182.7	1074.4	1124	1185	5,385

The projected resource requirements for implementation of this strategic plan are Ksh 5,385 million over the total five-year period of the strategic plan as indicated in Table 7.2. It shows a funding shortfall of Ksh 2,891.8 million in between 2023/24 and 2027/28.

Table 7.2: Resource gap

Financial Year (FY)	Estimated Financial requirements (Ksh million)	Estimate Resource Allocations (Ksh million)	Variance (Ksh million)
Year 1 - 2023/24	818.9	422.7	396.2
Year 2 - 2024/25	1,182.7	447.7	735
Year 3 - 2025/26	1,074.4	485	589.4
Year 4 - 2026/27	1,124	557.8	566.2
Year 5 - 2027/28	1,185	580	605
Total	5,385	2,493.2	2,891.8

7.2 Resource Mobilization Strategies

The Institute's resource mobilization strategies are aimed at enhancing and strengthening the Institute's funding mechanism. In this regard, the Institute will undertake the following:

- (a) Enhance its revenue base from the various sources, which include: application fees; renewal fees; advertisements fees; change of address fees; change of assignment fees; and change of name fees; licencing fees; agent fees; applications fees under the Madrid System administered by WIPO; annual share of fees under the Madrid System administered by WIPO; designation and annual renewal fees under the Harare Protocol administered by ARIPO; and search fees. The Institute projects an increase in revenue by Ksh 1.016 billion over the Strategic Plan period.

Table 7.3: Actual and projected revenue collection

Financial Years	Actual Revenue Collection (Ksh)	Financial Years	Revenue Collection Projection (Ksh)
2018/2019	339,282,876	2023/2024	460,060,606
2019/2020	345,820,689	2024/2025	565,000,000
2020/2021	376,936,085	2025/2026	620,500,000
2021/2022	433,948,223	2026/2027	681,550,000
2022/2023	528,660,362	2027/2028	715,500,000
Total 2018/22	2,024,648,235	Total 2023/27	3,042,610,606

- (b) The Institute's strategic objectives aimed at raising IP awareness are therefore a strategic priority to see growth in the application and registration of IP. The Institute has prioritised the enhancing operational efficiency in the system to lower costs and promote effective use of resources. The Institute will further negotiate for individual patents, utility models and industrial designs annuities as stipulated in the IPA regulations in place of current ARIPO charges, which are lower.
- (c) The Institute will partner with development partners and other strategic partners to support implementation of the strategic objectives.
- (d) The Institute will continue seeking support from the government for capital development grant.

7.3 Resource Management

To promote prudent, efficient, and timely resource management, the Institute shall undertake the following:

- (a) *Ensure effective budgeting and procurement plans:* The Institute will ensure compliance to procurement procedure and adherence to finance and budget requirements and processes as provided in the relevant laws and regulations. This is aimed at ensuring prudent and efficient resource management and optimise resource utilization. The Institute will further ensure effective controls and internal audit to mitigate risks and ensure assurance. The Institute will further ensure that guidelines on expenditure control are fully applied.
- (b) *Digitalization to enhance efficiency in service delivery:* The Institute will embrace and leverage on digital technologies to increase efficiency and reduce wastage of resources.
- (c) *Efficient management of assets:* The Institute acknowledges the importance of ensuring efficient management of Institutional assets.
- (d) *Compliance to relevant Acts and Regulations:* The Institute is committed to the adherence to Acts and Regulations.
- (e) *Strategic partnerships:* The Institute will continue establishing and enhancing strategic partnerships to ensure effective implementation of this Strategic Plan.

8 CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK

Monitoring, Evaluation and Reporting (M&E) is a central feature of the Strategic Plan implementation. MERL is vital in ensuring that targets are achieved within the time allocated. The Institute will monitor and evaluate the activities and outputs to ensure optimal use of resources to meet set targets. The M&E framework for this Plan will be based on the various Key Result Areas, strategic objectives, and specific outputs that the Institute envisages to achieve. For the implementation of the Plan to be effective, the M&E shall be an integral part of the Institute's and individual's performance management. The Institute will therefore within this Strategic Plan development develop and implement a M&E Framework.

8.1 Monitoring Framework

The Institute shall ensure continuous collection, analysing and reporting of implementation of the strategic plan to track achievement of strategic objectives and progress in the use of allocated resources. Monitoring the implementation of the Strategic Plan shall be undertaken as follows:

- (a) The Plan shall be cascaded to all functions and all staff members. This will enable each member of staff to understand and plan and monitor adequately.
- (b) The Institute shall develop annual work plans to inform implementation of this Plan. This will be undertaken at functional level and institutional level.
- (c) Responsibility for data collection will, therefore, rest with the Heads of the functional areas.
- (d) The function responsible for aggregation, analysis and reporting implementing on the Plan shall be Strategy and Planning.
- (e) Data capture templates shall be developed and used for data collection.
- (f) Reporting shall be done quarterly, half-yearly and yearly-basis.
- (g) The reports will be presented to management on a quarterly basis to inform decision-making and ensure efficiency and effectiveness of implementation of the strategic plan. This will also be presented to the Board of Directors for oversight and appropriate resource allocation.
- (h) Strategy review workshops shall therefore be held biannually to evaluate the progress made on the implementation of the Plan.
- (i) For the Strategic Plan to be effectively implemented, the Strategy and Planning shall coordinate M&E.

(j) The Managing Director shall be responsible for ensuring efficiency in the delivery of all the activities in the Plan through allocation or appropriate resources.

(k) The Board of Directors shall be responsible for overseeing and managing the monitoring and evaluation of the Plan.

The action plan implementation matrix provides details of all key performance indicators (KPI) that will be monitored. In formed by the mandate of KIPI and statutory obligations, the Institute has determined some key performance indicators for monitoring for efficiency and effectiveness.

Table 8.1: Key performance indicators

S/No.	Key performance indicators	Baseline		
1.	Patent and trademark applications and registrations	Total number of applications and registrations over 2018/19 to 2022/23		
		IP		
		Patents	5,014	1,884
		Utility models	1,252	225
		Industrial designs	1,315	883
		Trademarks	25,428	24,768
2.	IP awareness survey	IP awareness baseline done in 2020, reported at 55% an improvement of previous index of 13.3% (2014/2015).		
3.	IP awareness and training	More than 20 trainings were conducted during strategic plan.		
4.	Review HR instruments	HR instruments were approved in 2016.		
5.	Succession planning	No prior plan.		
6.	Development and implement a framework for measuring productivity	No prior framework.		
7.	Development and implement the institutional risk management policy and framework	No prior framework.		
8.	Employee satisfaction survey	Undertaken in 2015 the score provided was 66%.		
9.	Customer satisfaction survey	Undertaken in 2015 the score provided was 77%.		
	Digitalization audit	Automation survey undertaken in June 2023 presenting a score 57%.		
10.	Governance audit	No prior audit.		
11.	Legal audit	No prior audit.		
12.	Accessibility and usability audits	Undertaken in 2023. Report of the audit findings brought out the concerns and recommendations.		

8.2 Performance Standards

The Institute will utilize the M&E norms and standards for public sector for tracking performance of this Strategic Plan. The Strategic Theme Team will be responsible for data collection for each KRA. The Head of Strategy and Planning will coordinate this.

8.3 Evaluation Framework

The Institute has developed an evaluation framework with clearly defined outcome indicators, with respective baselines, and targets for mid and end term, which are presented in Table 8.2 below. As relates to IP, the baseline refers to the registrations and grants during the previous strategic plan (2018/9-2022/23). The targets for 2023/24-2027/28 therefore relate to IP registrations and grants for that period.

Table 8.2: Evaluation framework

Key Result Area	Outcome	Outcome indicator		Baseline		Target	
				Value	Year	Mid-term Period	End-term Period
KRA 1: Industrial Property Protection	Increased number of IP applications registrations and grants	Increase in number of IP applications registration or grants	No. of patents granted	1,884	2018/9 - 2022/23	1,960 new patents	4,425 New patents
			No. of utility models registered	225	2018/9 - 2022/23	721 new UM	1,630 new UM
			No. of industrial designs registered	883	2018/9 - 2022/23	829 new ID	1,873 New ID
			No. of trademarks registered	27,081	2018/9 - 2022/23	22,193 new TM	50,093 New TM
	Enhanced legal framework facilitating IP registration	Increase in the proportion legal instruments reviewed	n/a	n/a	60%	100%	
KRA 2: Industrial Property Information and Knowledge	Increased respect for IP	Percentage decline in reported cased of counterfeiting		n/a	n/a	18%	10%
	Increased in the number of knowledgeable public on IP	Increase in the number of IP applications registrations or grants	No. of patents granted	1,884	2018/9 - 2022/23	1,960 new patents	4,425 New patents
			No. of utility models registered	225	2018/9 - 2022/23	721 New UM	1,630 New UM

Key Result Area	Outcome	Outcome indicator		Baseline		Target	
				Value	Year	Mid-term Period	End-term Period
			No. of industrial designs registered	883	2018/9 - 2022/23	829 new ID	1,873 New ID
			No. of trademarks registered	27,081	2018/9 - 2022/23	22,193 New TM	50,093 New TM
KRA 3: Promote Inventiveness and Innovativeness	Increased creative and innovative public	Increase in the number of IP applications registrations or grants	No. of patents granted	1,884	2018/9 - 2022/23	1,960 new patents	4,425 new patents
			No. of utility models registered	225	2018/9 - 2022/23	721 new UM	1,630 new UM
			No. of industrial designs registered	883	2018/9 - 2022/23	829 new ID	1,873 new ID
			No. of trademarks registered	27081	2018/9 - 2022/23	22,193 new TM	50,093 new TM
	Number of collective trademarks registered	Increased in the number of collective trademarks registered	n/a	n/a	7	20	
KRA 4: Institutional Capacity	Enhanced efficient service delivery	Improved customer satisfaction score	Employee satisfaction survey score	66%	2015	71%	80%
			Customer satisfaction survey measure	77%	2015	82%	85%
	Improved financial sustainability	Increase in customer satisfaction score	Customer satisfaction survey score	77%	2015	82%	85%
	Increased use of services; collaborations and partnerships	Increase in customer satisfaction score	Customer satisfaction survey score	77%	2015	82%	85%
	Improved corporate governance	Level of compliance		n/a	n/a	100%	100%
	Qualified, committed, motivated and incentivised staff	Improved score in employee and customer satisfaction	Employee satisfaction survey score	66%	2015	71%	80%
			Customer satisfaction survey score	77%	2015	82%	85%

Key Result Area	Outcome	Outcome indicator	Baseline		Target	
			Value	Year	Mid-term Period	End-term Period
	Level of automation of services	Percentage level of automation of services	57%	2023	85%	100%

The Institute will undertake objective assessment of the Strategic Plan to determine the relevance and fulfilment of objectives, efficiency, effectiveness, impact, and sustainability. This will be achieved by mid-term and end-term evaluation as guided by the Kenya Evaluation Guidelines (2020) and Kenya Norms and Standards for M&E.

8.3.1 Mid-Term Evaluation

The Institute will undertake the mid-term review by December 2025 to assess the relevance, efficiency, and effectiveness of the strategies towards achieving the planned objectives and provide an opportunity to make necessary interventions for the remaining phase of the plan.

8.3.2 End Term Evaluation

The final evaluation for the Strategic Plan shall be conducted at least six months before the end of the Strategic Plan period.

8.4 Reporting Framework and Feedback Mechanism

The Institute will use the findings of monitoring reports and evaluation findings for evidence-based decision making, thus inform corrective measures in the design and budgeting of strategies. This is aimed at enhancing service delivery and to realising the Institute’s strategic objectives.

- a) Types of M&E reports: Monitoring and evaluation reports.
- b) Frequency of reporting: The Institute reporting will be on a quarterly and annual basis. Additional reports will be generated on a need basis as and when required. The Institute will use the template prescribed Revised Guidelines for Preparation of Fifth-Generation Strategic Plans 2023- 2027 for Quarterly, and Annual reports.
- c) Responsibility:

- (i) **Monitoring:** Data and collection and reporting is the responsibility of Strategic Theme teams coordinated by Head of Strategy and Planning.
 - (ii) **Evaluation:** Will be the responsibility of Strategy and Planning. The Institute will use the template prescribed Revised Guidelines for Preparation of Fifth-Generation Strategic Plans 2023- 2027 for Evaluation reports.
- d) **Users of reports:** The reports are presented to Management and the Board. This is also presented to the parent Ministry and other relevant authorities, including Inspectorate of State Corporations.

APPENDIX I: IMPLEMENTATION MATRIX FOR STRATEGIC PLAN 2023-2027 (TABLE 6.1)

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	Annual Targets from FY 2023/2024 to 2027/2028					Budget (Ksh Million)					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: Limited Acquisition of Industrial Property Rights																
Strategic Goal: Enhanced Industrial Development and Growth																
KRA: Industrial Property Protection																
Outcome:																
<ol style="list-style-type: none"> 1. Ease of access to IP registration services 2. Policy and legal framework facilitating IP registration 																
Strategic Objectives:																
<ol style="list-style-type: none"> 1. To facilitate acquisition of industrial property right 2. To create a conducive legal framework 																
Implement the industrial property registration system	Process applications for grant of patents	Patents granted	No. of patents granted	4,425	724	797	877	965	1062	-	-	-	-	-	DMD TS	MPT MTM MLS ICT MRI MFA HRM ADM S&P SCM SCCO AMA
	Process applications for registration of utility models	Utility models, registered	No. of utility models registered	1,630	266	293	323	356	392	-	-	-	-	-		
	Process applications for registration of industrial designs	Industrial designs registered	No. of industrial designs registered	1,873	306	337	371	409	450	-	-	-	-	-		
	Process applications for registration of trademarks	Trademarks registered	No. of trademarks registered	50,093	8,204	9,025	9,928	10,921	12,015	-	-	-	-	-	DMD TS	MTM MPT ICT MRI MLS HRM MFA ADM AMA SCM S & PSCCO
	Develop training programmes on the online filing system	Operational training programmes	No. of training programmes	3	3	-	-	-	-	2	2	2	2	2	DMD TS	ICT MPT MTM MLS MRI

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	Annual Targets from FY 2023/2024 to 2027/2028					Budget (Ksh Million)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	lead	support
	Implement the training programme	Implementation reports	No. of training sessions	30	3	8	8	6	5	5	5	5	5	5	DMD TS	ICT MPT MTM MLS MRI HRM MFA AMA SCM S & P SCCO
Enhance quality of examination of industrial property application	Develop formality examination guidelines	Formality examination guidelines developed	No. of guidelines developed	2	2	-	-	-	-	4	-	-	-	-	DMD TS	MPT MTM MLS MFA HRM ICT MRI S&P ADM SCM SCCO AMA
	Implement formality examination guidelines	Implementation reports	% level of implementation	100%	-	100%	100%	100%	100%	-	-	-	-	-	DMD TS	MPT MTM MLS MFA HRM ICT MRI S&P ADM
	Review the formality examination guidelines	Formality examination guidelines reviewed	No. of reviews	1	-	-	1	-	-	-	-	4	-	-		

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	Annual Targets from FY 2023/2024 to 2027/2028					Budget (Ksh Million)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	lead	support
	Develop substantive examination guidelines	Substantive examination guidelines developed	No. of guidelines	2	1	1	-	-	-	2	2	-	-	-		SCCO AMA SCM
	Implement substantive examination guidelines	Implementation reports	% level of implementation	100%	-	100%	100%	100%	100%	-	-	-	-	-	DMD TS	MPT MTM MLS HRM MRI MFA ICT S&P ADM SCM SCCO AMA
	Review workflows, processes, and procedures	Reviewed workflows, processes, and procedures	No. of workflows, processes and procedures reviewed	20	4	4	4	4	4	2	2	2	2	2	DMD TS	MPT MTM MLS MFA MRI HRM ICT S&P ADM SCM SCCO AMA
	Develop Patent examiners training manual	Developed manual	No. of manuals	1	-	1	-	-	-	-	3	-	-	-		HRM ICT S&P ADM SCM SCCO AMA
	Develop a quality management system for patent examination (Quality standards and quality review process in examination)	Quality management system developed	No. of quality management systems developed	1	-	1	-	-	-	-	17	-	-	-		SCM SCCO AMA

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	Annual Targets from FY 2023/2024 to 2027/2028					Budget (Ksh Million)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	lead	support
Expand of technical expertise	Develop guidelines for engagement of technical experts	Operational guidelines	No. of guidelines developed	1	-	1	-	-	-	-	2	-	-	-	DMD TS	MPT MTM MRI MLS HRM S & P MFAADM SCM SCCO ICT AMA
	Develop a database of persons with technical expertise to support IP administration (short term consultants/resource persons/partner institutions with the relevant capacity)	Technical experts contained in the database	No. of technical experts in the database	10	-	-	10	-	-	-	-	3	-	-	DMD TS	HRM MPT MTM ICT MLS MFA MRI S&P SCM SCCO AMA
Review, adopt and implement relevant laws to address emerging issues	Review the Industrial Property Act	Reviewed Industrial Property Act	No. of reviews	1	1	-	-	-	-	10	-	-	-	-	DMD TS	MLS MPT MTM MFA HRM ICT MRI ADM SCM S & PSCCO AMA
	Review the Trade Marks Act	Reviewed the Trade Marks Act	No. of reviews	1	-	1	-	-	-	-	10	-	-	-	DMD TS	MLS MTM MPT MFA

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	Annual Targets from FY 2023/2024 to 2027/2028					Budget (Ksh Million)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	lead	support
																HRM ICT MRI ADM SCM S & PSCCO
	Review industrial property regulations	Reviewed Industrial Property regulations	No. of reviews	1	-	1	-	-	-	-	10	-	-	-	DMD TS	MLS MPT MTM MFA HRM ICT MRI ADM SCM S & PSCCO
	Review trademark rules	Reviewed trademark rules	No. of reviews	1	-	1	-	-	-	-	10	-	-	-	DMD TS	MLS MTM MPT MFA HRM ICT MRI ADM SCM S & PSCCO
Strategic Issue: Low level of IP Awareness and Uptake																
Strategic Goal: Increased Respect and Uptake of IP																
KRA: Industrial Property Information and Knowledge																
Outcome:																
1. Respect for IP																
2. Knowledgeable public on IP																
Strategic Objectives:																
1. To promote awareness of industrial property																
2. To increase knowledge on industrial property																
Enhance public IP awareness	Undertake IP awareness survey	Survey report	No. of surveys undertaken	2	1	-	-	-	1	5	-	-	-	5	DMD TS	MRI MPT MTM HRM

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	Annual Targets from FY 2023/2024 to 2027/2028					Budget (Ksh Million)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	lead	support
	Implement recommendations of the survey	Implementation plan	level of implementation	100%	-	100%	100%	100%	100%	20	20	20	20	20		ICT MFA MLS S & P AMA SCMSCCO ADM
	Develop an outreach strategy	Outreach strategy	No. of Strategies	1	1	-	-	-	-	5	-	-	-	-	DMD TS	MRI MPT MTM HRM ICT MFA MLS S & P AMA SCCO ADM SCM
	Implement outreach strategy	Implementation plan	% level of implementation	100%	100%	100%	100%	100%	100%	30	31	32	32	32		MFA MLS S & P AMA SCCO ADM SCM
Facilitate access to expired patented technology	Identify and publish inventions in the public domain in Kenya	Technologies in the public domain availed on the website	No. of technologies availed on the website	1000	100	200	200	200	300	0.5	-	-	-	-	DMD TS	ICT MPT MTM HRM S&P MRI MFA MLS SCCO SCM AMA ADM
Enhance capacity building on targeted sectors	Training on management and use of IP	Training sessions conducted	No. of trainings sessions	100	20	20	20	20	20	10	10	10	10	10	DMD TS	MPT MTM MRI MLS MFA HRM ICT S & P ADM SCM

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	Annual Targets from FY 2023/2024 to 2027/2028					Budget (Ksh Million)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	lead	support
											5	6	7			
																SCCO AMA
Strategic Issue: Low levels of Inventiveness and Innovativeness																
Strategic Goal: Enhanced Productivity and Competitiveness of Goods and Services																
KRA: Promote Inventiveness and Innovativeness																
Outcome:																
<ol style="list-style-type: none"> 1. Creative and innovative public 2. Productive and competitive MSME products 																
Strategic Objectives:																
<ol style="list-style-type: none"> 1. To promote a culture of creativity and innovation 2. To improve productivity and competitiveness of MSMEs 																
Collaborate with relevant institutions in development of TISCs	Train on importance of TISCs	Training sessions conducted	No. of training sessions	100	20	20	20	20	20	10	10	10	10	10	DMD TS	MRI MPT MTM MLS MFA HRM ICT S&P ADM SCM SCCO AMA
	Development of MOUs and agreements	MOUs and Agreements developed and signed	No. of MOUs and Agreements developed and signed	60	12	12	12	12	12	10	10	10	10	10	DMD TS	MRI MPT MTM MLS HRM ICT MFA S & P AMA SCM ADM SCCO AMA

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	Annual Targets from FY 2023/2024 to 2027/2028					Budget (Ksh Million)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	lead	support
	Build capacity of TISC staff	Training sessions conducted	No. of training sessions	20	4	4	4	4	4	2	2	2	2	2	DMD TS	MRI MPT MTM MLS HRM ICT MFA S & P AMA SCM ADMSCCO
Incentivize innovators and inventors	Organize competitions	Competitions organized	No. of awardees	15	3	3	3	3	3	5	5	5	5	5	DMD TS	MRI MPT MTM MLS HRM ICT MFA S & P AMA SCM ADMSCCO
	Develop Inventor Assistance Programme	Inventor Assistance Programme developed	No. of Programmes	1	1	-	-	-	-	3	-	-	-	-	DMD TS	MRI MPT MTM MLS HRM ICT MFA S & P AMA SCM ADMSCCO AMA
	Implement the Inventor Assistance Programme	Implementation plan	Level of implementation	100%	100%	100%	100%	100%	100%	3	2	2	2	2		
Leverage on IP for value addition	Undertake IP awareness and trainings	Report	No. of MSMEs groups/associations trained	20	2	3	4	5	6	8	10	12	14	16	DMD TS	MRI MPT MTM MLS HRM ICT MFA

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	Annual Targets from FY 2023/2024 to 2027/2028					Budget (Ksh Million)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	lead	support
																S & P AMA SCM ADM SCCO
	Technical support in the registration of collective trademarks	Collective trademarks registered	No. of collective trademarks registered	20	2	3	4	5	6	2	3	4	5	6	DMD TS	MRI MPT MTM MLS MFA HRM ICT S & P AMA SCM ADMSCCO
Strategic Issue: Institutional Weaknesses																
Strategic Goal: Effective and Efficient Service Delivery																
KRA: Institutional Capacity																
Outcome:																
<ol style="list-style-type: none"> Ease of access to services Financial sustainability Strong brand with good reputation Transparent, accountable and an institution of integrity Qualified, committed, motivated and incentivised staff Accessible, convenient, efficient, and cost-effective digital services 																
Strategic Objective:																
<ol style="list-style-type: none"> To strengthen internal systems, procedures, and processes for efficient service delivery To enhance financial sustainability To enhance corporate image of the Institute Enhance corporate governance To attract, develop and retain competent staff To digitalize processes for efficient service delivery 																
Enhance risk management, quality assurance and control efficiencies	Establish a risk management function in the organization structure	Risk Management function established	Operational risk management function	1	-	1	-	-	-	-	5	-	-	-	DMD CS	MD AMA HRM MTM MPT MRI

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	Annual Targets from FY 2023/2024 to 2027/2028					Budget (Ksh Million)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	lead	support
																MLS S&P MFA ICT SCM ADM SCCO
	Implement the approved institutional risk management policy framework	Implementation plan	Number of implementation reports	5	1	1	1	1	1	9	4	9	4	9	DMD CS	MD AMA HRM MTM MPT MRI MLS S&P MFA ICT SCM ADM SCCO
	Conduct annual risk assessment	Annual reports	Number of reports	5	1	1	1	1	1	2	2	2	2	2	DMD CS	AMA HRM MPT MTM MLS MRI MFA S&P ICT SCM ADM SCCO
Enhance efficiency in procurement of quality goods, works and services	Develop a procurement policy	Procurement policy developed	No. of procurement Policies developed	1	-	1	-	-	-		3	-	-	-	DMD CS	SCM MLS AMA MPT SCM MLS

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	Annual Targets from FY 2023/2024 to 2027/2028					Budget (Ksh Million)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	lead	support
	Implement the procurement policy	Implementation plan	No. of implementation reports	4	-	1	1	1	1	3	3	3	3	3		HRM MPT MTM MRI MFA ADM ICT AMA SCCO
	Review the procurement policy	Reviewed policy	No. of reviews	1	-	-	-	1	-	-	-	-	4	-		
Provision of inclusive and responsive infrastructure, office premise and tools	Implementing recommendations of 2022/23 accessibility and usability audit report	Implementation Plan	No. of implementation reports	5	1	1	1	1	1	6	5	4	4	3	DMD CS	DMC HRM ADM MLS MPT MTM MRI MFA ICT S&P AMA SCMSCCO
	Undertake accessibility and usability audit	Audit undertaken	No. of audits	1	-	-	-	-	1	-	-	-	-	7	DMD CS	DMC HRM ADM MLS MPT MTM MRI MFA ICT S&P AMA SCMSCCO
	Undertake Green Energy Audit	Audit undertaken	No. of audits	1	-	1	-	-	-	-	7	-	-	-	DMD CS	MD ADM SCM HRM MPT MTM MRI

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	Annual Targets from FY 2023/2024 to 2027/2028					Budget (Ksh Million)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	lead	support
																MFA MLS ICT S&P AMASCCO
Strengthening monitoring and evaluation	Develop a M&E policy	M&E policy developed	No. of policies developed	1	-	1	-	-	-	-	4	-	-	-	DMD CS	S&P ICT HRM MPT MTM MFA MRI AMA ADM SCM SCCO
	Implement the M&E Policy	Implementation plan	No. of M&E annual reports	5	-	1	1	1	1	-	-	1	1	1	DMD CS	S&P ICT HRM MPT MTM MFA MRI AMA ADM SCM SCCO
Enhance resource mobilization strategies	Develop resource mobilization strategy	Resource mobilization strategy developed	No. of strategies	1	1	-	-	-	-	4	-	-	-	-	DMD CS	MFA HRM MPT MTM MRI MLS S&P ICT AMA ADM SCCO

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	Annual Targets from FY 2023/2024 to 2027/2028					Budget (Ksh Million)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	lead	support
																SCM
	Implement the Strategy	Implementation plan	No. of implementation reports	5	1	1	1	1	1	2	1	1	1	1	DMD CS	MFA HRM MPT MTM MRI MLS S&P AMA ADM ICT SCM SCCO
Strengthen prudent financial management practices	Develop a finance policy	Finance policy developed	No. of policies developed	1	1	-	-	-	-	5	-	-	-	-		
	Review the finance policy	Reviewed policy	No. of reviews	1	-	-	1	-	-	-	-	5	-	-		
Improve visibility of the Institute	Review corporate communication policy	Reviewed communication policy	No. of reviews	1	1	-	-	-	-	3	-	-	-	-	DMD CS	SCCO HRM MLS MPT MTM MRI MFA ADM AMA S&P ICT SCM AMA
	Develop communication strategy	Communication Strategy developed	No. of strategies	1	-	1	-	-	-	-	3	-	-	-		
	Implement communication strategy	Implementation plan	Level of Implementation	100%	-	100%	100%	100%	100%	-	30	30	30	30		
	Develop branding strategy	Branding Strategy developed.	No. of strategies developed.	1	1	-	-	-	-	8	-	-	-	-		
	Implement the branding strategy	Implementation Plan	Level of implementation	100%	-	100%	100%	100%	100%	-	5	10	10	10		

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	Annual Targets from FY 2023/2024 to 2027/2028					Budget (Ksh Million)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	lead	support
	Develop corporate social responsibility strategy	Corporate social responsibility strategy developed	No. of strategies developed	1	-	1	-	-	-	-	5	-	-	-		
	Implement the corporate social responsibility strategy	Implementation Plan	Level of implementation	100%	-	-	100%	100%	100%	-	-	7	7	7	DMD CS	SCCO HRM MLS MPT MTM MRI MFA ADM AMA S&P ICT SCM
Ensure compliance with laws and policies	Develop the institute's compliance strategy	Compliance strategy developed	No. of compliance strategies	1	1	-	-	-	-	4	-	-	-	-	MD/CS	MLS AMA MPT MTM HRM MRI MFA ADM ICT S&P SCMSCCO
	Implement the compliance strategy	Implementation plan	Level of implementation	100%	100%	100%	100%	100%	100%	10	10	10	10	10		
	Undertake legal compliance audit	Legal compliance audit undertaken	No. of legal compliance audits	2	-	1	-	1	-	-	5	-	5	-	DMD TS	MLS HRM MPT MTM MRI MFA AMA ICT S&P ADM SCM SCCO

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	Annual Targets from FY 2023/2024 to 2027/2028					Budget (Ksh Million)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	lead	support
	Undertake governance audit	Governance audit report	No. of audit reports	2	1	-	1	-	-	2	-	2	-	-	MD/CS	AMA MLS MPT MTM MRI MFA HRM S&P ADM ICT SCM SCCO
Strengthen human resource capacity	Review HR instruments and seek approvals	No. of reviewed and approved HR instruments	No. of reviews	2	1	-	1	-	-	4	-	4	-	-	DMD CS	HRM MLS MFA MPT MTM MRI AMA S&P ADM ICT SCM SCCO
	Implement the approved HR instruments	Implementation plan	Level of implementation	100%	100%	100%	100%	100%	100%	25	30	35	40	45		
Improve performance management	Develop a performance rewards and sanctions framework	Performance rewards, and sanctions framework developed	No. of frameworks developed	1	-	1	-	-	-	-	3	-	-	-	DMD CS	HRM S&P ADM MLS MPT MTM MRI MFA AMA ICT SCM SCCO

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	Annual Targets from FY 2023/2024 to 2027/2028					Budget (Ksh Million)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	lead	support
	Implement the performance rewards and sanctions framework	Implementation plan	Level of implementation	100%	-	100%	100%	100%	100%	-	20	20	20	20	DMD CS	HRM S&P ADM MLS MPT MTM MRI MFA AMA ICT SCM SCCO
	Develop a framework for measuring productivity	Framework for measuring productivity developed	No. of frameworks developed	1	1	-	-	-	-	5	-	-	-	-	DMD CS	HRM S&P ADM MLS MPT MTM MRI MFA AMA ICT SCM SCCO
	Implement the framework for measuring productivity	Implementation plan	Level of implementation	100%	100%	100%	100%	100%	100%	20	15	10	10	10	DMD CS	HRM S&P ADM MLS MPT MTM MRI MFA AMA ICT SCM SCCO
	Develop a culture change management strategy	Culture change management strategy developed	No. of strategies developed	1	-	1	-	-	-	-	3	-	-	-	DMD CS	HRM S&P ADM MLS MPT

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	Annual Targets from FY 2023/2024 to 2027/2028					Budget (Ksh Million)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	lead	support
																MTM MRI MFA AMA ICT SCM SCCO
	Implement the culture change management strategy	Implementation plan	Level of implementation	100%	-	100%	100%	100%	100%	-	5	5	5	5	DMD CS	HRM S&P ADM MLS MPT MTM MRI MFA AMA ICT SCM SCCO
	Establish a succession planning and management framework	Succession planning and management framework developed	No. of succession planning and management frameworks developed	1	1	-	-	-	-	3	-	-	-	-	DMD CS	HRM S&P ADM MLS MPT MTM MRI MFA AMA ICT SCM SCCO
	Implement the succession planning and management strategy	Implementation plan	Level of implementation	100%	100%	100%	100%	100%	100%	10	10	10	10	10	DMD CS	HRM S&P ADM MLS MPT MTM MRI MFA AMA ICT

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	Annual Targets from FY 2023/2024 to 2027/2028					Budget (Ksh Million)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	lead	support
																SCM SCCO
Improve staff welfare	Establish lactation room	Operational lactation room	No. of lactation rooms	1	1	-	-	-	-	5	-	-	-	-	DMD CS	HRM ADM S&P MLS MPT MTM MRI MFA AMA ICT SCM SCCO
	Develop fitness and health programme	Fitness and health programme in place	No. of fitness and health programmes	1	1	-	-	-	-	10	-	-	-	-		
	Develop mortgage policy	Mortgage policy developed	No. of policies developed	1	-	1	-	-	-	-	3	-	-	-		
	Implement the mortgage policy	Implementation plan	Level of implementation	100%	-	100%	100%	100%	100%	-	200	200	200	200	DMD CS	HRM ADM S&P MFA MLS MPT MTM MRI AMA ICT SCM SCCO
	Develop car loan policy	Car loan policy developed	No. of policies developed	1	-	1	-	-	-	-	3	-	-	-	DMD CS	HRM ADM S&P MFA MLS MPT MTM MRI AMA

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	Annual Targets from FY 2023/2024 to 2027/2028					Budget (Ksh Million)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	lead	support
																ICT SCM SCCO
	Implement the car loan policy	Implementation plan	Level of implementation	100%	-	100%	100%	100%	100%	-	100%	100%	100%	100%	DMD CS	HRM ADM S&P MFA MLS MPT MTM MRI AMA ICT SCM SCCO
	Undertake employee satisfaction and work environment surveys	Employee satisfaction and work environment surveys undertaken	Number of survey reports	2	1	-	-	1	-	4	-	-	4	-	DMD CS	HRM ADM S&P MFA MLS MPT MTM MRI AMA ICT SCM SCCO
	Implement the recommendations of the employee satisfaction and work environment surveys	Implementation plan	Level of implementation	100%	100%	100%	100%	100%	100%	100	100	50	50	50	DMD CS	HRM ADM S&P MFA MLS MPT MTM MRI AMA ICT SCM

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	TARGET FOR 5 YEARS	Annual Targets from FY 2023/2024 to 2027/2028					Budget (Ksh Million)					RESPONSIBILITY	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	lead	support
																SCCO
Efficient and effective service delivery through digitalization of processes	Conduct a baseline digitalization survey	Digitalization survey report	No. of reports	2	1	-	1	-	-	1	-	1	-	-	DMD CS	ICT S&P HRM MPT MTM MFA MRI AMA ADM SCM SCCO
	Develop a digitalization strategy	Digitalization strategy developed	No. of strategies developed	1	1	-	-	-	-	2	-	-	-	-		
	Implement the digitalization strategy	Implementation plan	Level of Implementation	100%	-	100%	100%	100%	100%	-	75	45	50	55		

APPENDIX II: SKILLS SET AND COMPETENCE DEVELOPMENT (TABLE 6.3)

NO.	CADRE	SKILLS SET	SKILLS GAP	COMPETENCE DEVELOPMENT
1.	Managing Director	Strategic and innovative thinking Analytical skills Interpersonal skills Communication and presentation skills Integrity Leadership skills Negotiation skills Conflict management skills Resource mobilization skills	Resource mobilization skills	Leadership competence
2.	Deputy Managing Director, Technical Services/ Corporate Services	Strategic and innovative thinking Analytical skills Interpersonal skills communication and presentation skills Integrity Leadership skills Negotiation skills Conflict management skills	Analytical skills	Leadership competence Technical competence Managerial
3.	Manager, Patents/ Trademarks/ Research and Innovation	Leadership Skills Negotiation skills Interpersonal skills Analytical skills Communication skills Integrity Mentoring and coaching skills Negotiation skills Emotional Intelligence Integrity	Leadership Skills Negotiation skills Interpersonal skills Analytical skills Mentoring and Coaching skills	Technical competence Managerial competence
5.	Assistant Manager, Patents/ Trademarks/Research and Innovation	Tactical skills Analytical skills Communication skills Integrity Leadership skills Mentoring and Coaching skills Organizational skills Negotiation skills	Analytical skills Mentoring and Coaching skills	Management Competence Technical competence

NO.	CADRE	SKILLS SET	SKILLS GAP	COMPETENCE DEVELOPMENT
6.	Senior patent Examiner/Trademark/Strategy and Planning	Tactical skills Analytical skills Interpersonal skills Organizational skills Communication skills Integrity	Analytical skills	Technical competence
7.	Patent Examiner/ Trademark Examiner/Strategy and Planning Officer	Integrity Communication skills Organizational skills Interpersonal skills	Interpersonal skills Communication skills	Technical Competence
8.	Patent Assistant/ Senior Trademark Assistant/Senior	Interpersonal skills Communication skills Integrity Organizational skills Emotional intelligence Supervisory skills	Communication skills Interpersonal skills	Technical competence
9.	Librarian	Interpersonal skills Integrity Communications skills Organizational skills Emotional Report writing Skills Intra and Interpersonal skills Analytical skills Communication skills Integrity Mentoring, coaching and leadership skills Negotiation skills Emotional Intelligence	Organizational skills Analytical skills Mentoring & Coaching skills	Technical competence
10	Manager, Legal Services	Leadership Skills Report writing Skills Intra and Interpersonal skills Analytical skills Communication skills Integrity Mentoring, coaching and leadership skills Negotiation skills Emotional Intelligence Legal Drafting Skills	Negotiation skills Analytical skills Mentoring & Coaching skills	Managerial competence Technical competence

NO.	CADRE	SKILLS SET	SKILLS GAP	COMPETENCE DEVELOPMENT
11.	Assistant Manager, Legal Services	Leadership Skills Report writing Skills Intra and Interpersonal skills Analytical skills Communication skills Integrity Mentoring, coaching and leadership skills Negotiation skills Emotional Intelligence Legal Drafting Skills	Drafting skills Negotiation skills Analytical skills	Technical competence Managerial
12.	Legal Officer	Integrity Communication skills Interpersonal skills Legal Drafting Skills Report writing Skills Interpersonal skills Analytical skills Communication skills Integrity Mentoring, coaching and leadership skills Negotiation skills Emotional Intelligence	Legal Drafting skills	Technical competence
13	Accounts Manager	Report writing Skills Interpersonal skills Analytical skills Communication skills Integrity Mentoring, coaching and leadership skills Negotiation skills Emotional Intelligence	Risk assessment skills Report writing skills	Managerial Competence
14	Senior Accountant	Supervision Skills Report writing Skills Interpersonal skills Analytical skills Communication skills Integrity	Analytical skills Report writing skills	Technical competence
15	Accountant	Communication skills Integrity Report writing Skills Organizational Skills Interpersonal skills	Report writing skills	Technical competence
16	Accounts Assistant	Integrity Communication skills	Organizational skills	Technical competence

NO.	CADRE	SKILLS SET	SKILLS GAP	COMPETENCE DEVELOPMENT
		Organizational Skills Interpersonal skills		
17	Assistant Manager, Strategy and Planning	Leadership Skills Report writing Skills Interpersonal skills Analytical skills Communication skills Integrity Mentoring and Coaching Negotiation skills Emotional Intelligence Organization skills Interpersonal skills Strategic planning skills	Mentoring and Coaching skills Strategic planning skills	Technical competence Managerial competence
18.	Senior Strategy & Planning Officer	Report writing Skills Interpersonal skills Analytical skills Communication skills Integrity Negotiation skills Emotional Intelligence Organizational skills Strategic Planning skills	Analytical skills Strategic planning skills	Technical competence
19.	Human Resource Manager	Mentoring, coaching and leadership skills Report writing Skills Interpersonal and communication skills Analytical skills Integrity Organizational Skills Counselling skills Negotiation skills Emotional Intelligence	Negotiation skills Analytical skills	Technical competence Managerial competence
20.	Senior Human Resource Officer	Integrity Report writing Skills Interpersonal and communication skills Analytical skills Organization Skills Negotiation skills Counselling skills Emotional Intelligence	Negotiation skills Analytical skills Counselling skills	Technical competence
21	Senior Assistant Human Resource Officer	Report writing Skills Interpersonal and communication skills Counselling skills Organization Skills Emotional Intelligence	Organizational Skills	Technical competence

NO.	CADRE	SKILLS SET	SKILLS GAP	COMPETENCE DEVELOPMENT
22	Assistant Manager, ICT	Mentoring, coaching and leadership skills Report writing Skills Interpersonal skills Analytical skills Communication skills Integrity Negotiation skills Emotional Intelligence Organization skills Excellent interpersonal skills Strategic skills	Mentoring and Coaching skills Organizational skills Negotiation skills	Technical competence
23.	Senior ICT Officer	Report writing Skills Interpersonal skills Analytical skills Communication skills Integrity Emotional Intelligence Organizational skills	Organizational skills	Technical competence
24.	ICT Officer	Interpersonal skills Communication skills Organizational skills Integrity	Organizational skills	Technical competence
25.	Assistant Manager, Internal Audit	Leadership Skills Report writing Skills Interpersonal skills Analytical skills Communication skills Integrity Mentoring and Coaching Negotiation skills Emotional Intelligence Organization skills Critical Thinking skills	Mentoring and Coaching skills Organizational skills Negotiation skills	Technical competence Managerial competence
26.	Senior Internal Auditor	Report writing Skills Interpersonal skills Analytical skills Communication skills Integrity Emotional Intelligence Organization skills	Analytical skills Report writing skills	Technical competence
27.	Senior Audit Assistant	Report writing Skills Interpersonal skills Communication skills Organizational skills Integrity	Organizational skills	Technical competence

NO.	CADRE	SKILLS SET	SKILLS GAP	COMPETENCE DEVELOPMENT
28.	Senior Corporate Communication Officer	Mentoring, coaching and leadership skills Report writing Skills Interpersonal skills Public relations skills Communication skills Integrity Negotiation skills Emotional Intelligence Organizational skills Problem Solving Skills	Public Relations skills Problem Solving Skills Organizational skills	Technical competence
29.	Assistant Manager, Supply Chain Management	Leadership Skills Report writing Skills Interpersonal skills Analytical skills Communication skills Integrity Mentoring and coaching Negotiation skills Emotional Intelligence	Mentoring and Coaching skills Negotiation skills Analytical skills	Technical competence Managerial competence
30.	Senior Supply Chain Management Officer	Integrity Report writing Skills Interpersonal skills Analytical skills Communication skills Negotiation skills Organizational skills Emotional Intelligence	Negotiation skills Analytical skills Organizational skills	Technical competence
31.	Senior Assistant Supply Chain Management Officer	Integrity Report writing Skills Interpersonal skills Organizational skills Communication skills	Organizational skills Report writing skills	Technical competence
32.	Assistant Manager, Administration	Mentoring, Coaching and Leadership Skills Report writing Skills Interpersonal skills Analytical skills Communication skills Integrity Negotiation skills Emotional Intelligence Problem Solving Skills	Mentoring and Coaching skills Negotiation skills Analytical skills	Technical competence Managerial competence
33.	Administration Officer	Supervisory Skills Report writing Skills Interpersonal skills Communication skills	Negotiation skills Supervisory skills	Technical competence

NO.	CADRE	SKILLS SET	SKILLS GAP	COMPETENCE DEVELOPMENT
		Integrity		
34.	Principal Assistant Office Administrator	Organization skills Interpersonal skills Communication skills Negotiation skills Integrity Emotional Intelligence	Organizational skills Negotiation skills Interpersonal skills	Technical competence
35.	Senior Assistant Office Administrator	Organization skills Interpersonal skills Communication skills Integrity	Organizational skills Interpersonal skills	Technical competence
36	Assistant Office Administrator I, II & III	Organization skills Interpersonal skills Communication skills Integrity	Organisational skills Communication skills	Technical competence
37.	Senior/ Higher/ Clerical Officer	Interpersonal skills Communication skills Integrity Emotional intelligence	Interpersonal skills Communication skills	Technical competence
38.	Executive Driver/ Senior Driver/Driver	Interpersonal skills Communication skills Integrity Emotional intelligence Organizational skills Defensive driving skills	Interpersonal skills Communication skills Integrity Emotional intelligence Organizational skills Defensive driving skills	Technical competence
39.	Senior Receptionist/ Receptionist	Interpersonal skills Communication skills Integrity Emotional intelligence Organizational skills Integrity Organizational skills	Emotional intelligence Interpersonal Skills Organizational skills	Customer Service