

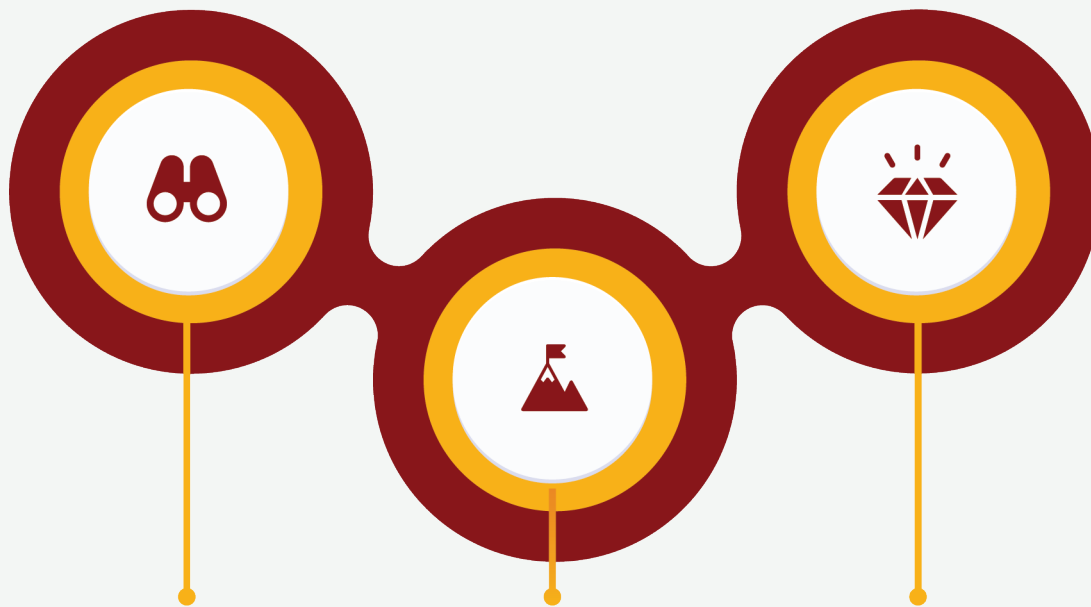


KENYA NATIONAL INNOVATION AGENCY

STRATEGIC PLAN 2023-2027



VISION, MISSION AND CORE VALUES



OUR VISION

A key enabler of socio-economic development through innovation

OUR MISSION

To develop and manage a dynamic national innovation system that catalyses jobs and wealth creation.

CORE VALUES

- Integrity
- Professionalism
- Equity and Equality
- Innovativeness
- Patriotism
- Teamwork

FOREWORD

The Kenya National Innovation Agency (KeNIA) is a State Corporation established under the Science, Technology and Innovation (STI) Act, No. 28 of 2013. The core mandate of the Agency is to develop and manage the National Innovation System. The Agency is therefore responsible for coordination, promotion, and regulation of the National Innovation System. The Agency is committed to promote innovation as a key enabler to social-economic development nationally. Nevertheless, KeNIA is always endeavoured to develop and manage a dynamic national innovation system that facilitates taking of ideas to the market.

This second strategic plan (2023-2027) outlines the strategic direction for KeNIA in the next five years. It provides the policy, legal and regulatory guidelines on innovation. KeNIA shall employ a collaborative approach to ensure that outcomes are informed through the views of stakeholders. This strategic plan is an operational paradigm shift towards tackling critical issues and challenges in innovation, as well as playing critical role in achieving the national development goals for the realization of vision 2030.

Implementation of this strategic plan will provide an opportunity for KeNIA to carve a niche on ensuring that innovation receives the highest attention from all ecosystem actors and to work closely with stakeholders and partners in managing and developing innovation to new levels by use of minimal resources for high productivity levels in spurring economic prosperity of our country.

Finally, I take this opportunity to thank all those who participated in various ways for the development of this strategic plan both internally and externally of KeNIA. I believe that all stakeholders and partners of KeNIA will play their roles diligently and selflessly as we work together to grow a dynamic national innovation system that facilitates taking of ideas to the market.



Prof. Tom Migun Ogada
Chairman – Board of Directors



PREFACE

ACKNOWLEDGEMENT

National socio-economic development depends on knowledge and ideas transformation into products, services, and processes. Well managed, robust, and dynamic national innovation ecosystem plays key role in social-economic competitiveness and sustainable development in the country.

This strategic plan has aligned itself with the fourth Medium-Term Plan (MTP IV) of Kenya's vision 2030 that is aimed at creating jobs and enabling citizens to meet their basic needs, The Kenya Kwanza Bottom-up economic model, sustainable development goals (SDGs), among other national economic approaches in setting the momentum for economic transition to the next long term development agenda for the country.

The Kenya National Innovation Agency (KeNIA) has been tasked with developing and overseeing the Kenya National Innovation System. Therefore, the strategic plan is designed to comprehensively align with the agency's mandate through various strategies.

This strategic plan outlines the strategic direction for the Agency seeking to address the following strategic themes.

- i. Commercialization Systems
- ii. Startup ecosystem
- iii. Institutional Capacity
- iv. Promotion and Awareness
- v. Policy, Legal and Regulatory Framework

The plan is a statement of intent whose strategic themes will be realized through effective implementation by various actors together with Kenya National Innovation Agency. The plan also has the monitoring, evaluation, and reporting framework to ensure effective and efficient implementation.

Most sincerely I thank the KeNIA Board of directors, management team, staff, the Innovation ecosystem stakeholders, and the state department of economic planning for the immense contribution and guidance towards the development of this strategic plan as a roadmap for the Agency to facilitate realizing its mission and vision.

TK Omwansa

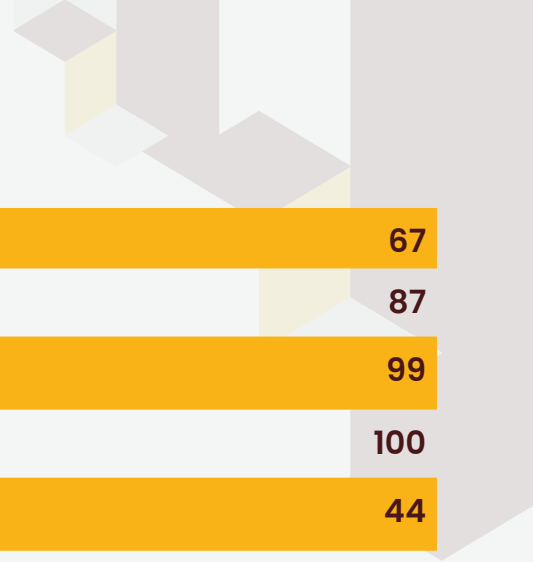
Dr. Tonny Omwansa, PhD
Chief Executive Officer



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DEFINATION OF CONCEPTS AND TERMONOLGIES

Innovation: Refers to the implementation of a new or significantly improved product (good or service), process, a new marketing method, or a new organizational method in business practices, workplace organization or external relations.

Innovation ecosystem: Complex network of people, organizations, institutions, government policy and regulations that support and promote innovation. It includes the interactions between people to take an idea and turn it into a marketable process, product, or service.

Innovator: A person who transforms ideas into practical reality in the form of products, process, or service.

Innovation hub: refers to a space that is set up with the intention of promoting collaborative activities amongst multi-disciplinary teams, who share common goals for achieving innovation to drive collective social impact.

Incubator: This is defined as a program or facility that helps start-ups in their infancy succeed by providing workspace, seed funding, mentoring, and training among other support services.

Commercialization: Refers to the process by which any Intellectual Property assets may be adapted or used for any purpose that may provide benefit to society or commercial use on reasonable terms. It includes assignment, licensing, and establishment of spin-offs to offer the Intellectual Property as a product or service.

Start-up: Refers to an innovative business entity, which is scalable by design, created based on innovations developed to solve a clearly identified challenge in society

Technology Transfer: Refers to the process by which skills, knowledge, technologies, intellectual property, or capabilities are transferred to any other entity, including industry, academia, state and local governments, or other government entities to meet public and private needs. The recipient can then further develop and exploit the technology into new products, processes, applications, materials, or services.

Technology: This is defined as the practical application of science, especially to industrial or commercial objectives. In this document technology includes products, materials, services equipment, and systems.

Intellectual property (IP): Creations of the mind such as inventions; literary and artistic works; and symbols, names and images used in commerce for which proprietary rights may be obtained or enforced by law.

Research and Development (R&D): Refers to the creative work undertaken on a systematic basis to increase the stock of knowledge including knowledge of humanity, culture and society, and the use of this stock of knowledge to devise new applications.

Science: Refers to a system of acquiring knowledge. The term science also refers to the organized body of knowledge people have gained using that system. Science as defined above is sometimes called pure science to differentiate it from applied science, which is the application of research to human needs.

Patent: An exclusive right granted for an invention which provides the inventor with the exclusive right to prevent others from possessing, using, selling, manufacturing, and importing the patented invention or offering to do any of these things within a definite geographical area. In Kenya, a patent is granted by the Kenya Industrial Property Institute for a period of 20 years from the filing date of application.

Spinoff: A company established based on research outputs from an institution of higher learning or research organization by the people working in the institution.

Publications: Books, textbooks, journal articles, booklets, bulletins, circulars, pamphlets, reports, information releases, exhibits, demonstrations, and other scholarly or popular writings regardless of medium.

Kenya Innovation Bridge: This platform is a marketplace that enables innovators, inventors, researchers, and startups to introduce their solutions to partners, funders, customers, and users. The main goal is to get as many innovations as scale by attracting appropriate funding and partnerships.

Kenya Innovation Week Is a flagship innovation forum for the country run by KeNIA where it seeks to showcase the innovativeness of Kenyans under which the national priorities of the Vision 2030 will be advanced.

Evaluation: The process of collecting and analysing information about a research project or programme to ascertain whether it is on track to reach the stated objectives, and whether the project or programme achieved or contributed to the desired impact.

Monitoring: Supervising research activities in progress at a research institution to ensure they are proceeding according to plan to meet the set objectives.

ACRONYMS AND ABBREVIATIONS

ASTII	African Science Technology and Innovation Indicators
AU	African Union
BETA	Bottom-up Economic Transformative Agenda
CUE	Commission for University Education
CEO	Chief Executive Officer
CEIL	Commercialization and Entrepreneurial Institutions Leaders' Summit
EAC	East African Community
EASTECO	East African Science and Technology Commission
ERP	Enterprise Resource Planning
GDP	Gross Domestic Product
GII	Global Innovation Index
GoK	Government of Kenya
HIC	High Income Countries
ICT	Information Communication Technology
KRA	Key Result Area
KIW	Kenya Innovation Week
KeNIA	Kenya National Innovation Agency
KPI	Key performance Indicator
IP	Intellectual Property
LMIC	Low- and Middle-Income Countries
LPO	Local Purchase Order
ME&R	Monitoring, Evaluation and Reporting

MSME	Micro Small and Medium Enterprises
MTP IV	Fourth Medium-Term Plan
MTEF	Mid-Term Expenditure Frameworks
NACOSTI	National Commission for Science, Technology, and Innovation
NRF	National Research Fund
PESTLE	Political, Economic, Social, Technological, Legal and Environmental
PP	Procurement Plan
PPIP	Public Procurement Information Portal
R2C	Research to Commercialization
R&D	Research and Development
SDGs	Sustainable Development Goals
STI	Science, Technology, and Innovation
SWOT	Strengths, Weaknesses, Opportunities and Threats
ToR	Terms of Reference

EXECUTIVE SUMMARY

The **Kenya National Innovation Agency (KENIA) Strategic Plan** has been developed in line with the guiding legal and policy frameworks, including the Constitution of Kenya 2010, Kenya Vision 2030, BETA, the Medium-Term Plans and the ST&I Act, 2013, among others. Stakeholder involvement is imperative in the successful implementation of this Strategic Plan, as it is based on the principles of partnerships, teamwork, and wide participation. The Strategic Plan has eight chapters as outlined below:

Chapter One consists of the strategy as an imperative for the organisation success, context of strategic planning, United Nations 2030 agenda for sustainable development, the African Union agenda 2063, East Africa community vision 2050, Constitution of Kenya the vision 2030, BETA and MTPIV and the methods used to develop the strategic plan.

Chapter Two expounds on the strategic direction, mandate, vision, mission, strategic goals, core values and quality policy statement of KeNIA.

Chapter Three highlights the Strategic direction which consists of the situational and stakeholder analysis which consists of stakeholder mapping on external environment, macro environment, industry environment, market analysis, summary of the Strengths, Weaknesses, Opportunities and Threats (SWOT) as well as some of the achievements, challenges, lessons learnt facing development of innovations in Kenya.

Chapter Four features the strategic issues, goals and key result areas, strategic issues, strategic goals, and the key result areas.

Chapter Five provides the activities of the strategic objectives and strategies which consist of strategic objectives and choices.

Chapter Six expounds on the implementation and coordination framework by illustrating the implementation plan, action plan, annual workplan and budget, performance contracting, coordination framework, institutional framework, staff establishment, skills set and competence development, leadership, system procedures and the risk management framework that shows risk factors which may affect the implementation of the Strategic Plan have been identified and appropriate mitigating factors recommended.

Chapter Seven shows the Resource requirements and mobilization strategies, financial requirements, resource gaps, resource mobilization strategies and the resource management.

Chapter Eight provides a Monitoring, Evaluation and Reporting plan that will be used to ensure the successful implementation of the strategic plan through monitoring framework, performance standards, mid-term & end-term evaluation and the reporting framework and feedback mechanisms that will be used within the period.



CHAPTER 1: INTRODUCTION



1. INTRODUCTION

This chapter presents the background information on the Kenya National Innovation Agency, its mandate, and trends on innovation at the Global, regional, and national level. It further highlights the role of innovation in the national development agenda as well as regional and international frameworks on innovation.

1.1 STRATEGY AS AN IMPERATIVE FOR SUCCESS OF KeNIA

The Kenya National Innovation Agency (KeNIA) is a State Corporation established under the Science, Technology and Innovation (STI) Act, No. 28 of 2013. The core mandate of the Agency is to develop and manage the National Innovation System. The Agency is therefore responsible for co-ordination, promotion, and regulation of the National Innovation System. Innovation is a crosscutting theme in MDAs, NGO, Multinationals, and private sector as well as the field being very dynamic in its nature. Therefore, for KeNIA to remain relevant and achieve its core mandate, it underscores the importance of a strategic plan.

The world over, technological innovation plays a significant role in spurring economic growth and human development. A country's innovation, research and development capacity coupled with investment in innovation determines its competitiveness and progress on sustainable economic growth. Innovation contributes to economic growth, since innovation increases productivity making the same input generate a greater output, leading to more goods and services and increasing economic growth.

Having the strategic plan in place will ensure effective and efficient delivery of the agency Mandate, Vision, and strategies on management of the National Innovation System. In addition, the strategic plan will assist the agency to set clear directions and strategic priorities which will further assist in prioritizing of the available scarce resources.

KeNIA does not work in silos and therefore a strategic plan will be a great tool of attracting partners and donors who can realign and identify with the strategic priorities set and assist in their delivery. The innovators too will be able to know the programmes that will benefit them and provide feedback on their progress.

As an Agency it is imperative that we are aware of our progress on annual basis, and this can be achieved by having a strategic plan that will be used a measuring stick through monitoring and evaluation of its implementation. This will enable the Agency to learn, correct and document success as the implementation of the plan is ongoing.

To effectively implement the aspirations laid on this strategic plan, the Agency has committed to:

- Ensure the right personnel in the Agency who are aligned to the set strategic priorities.
- Allocate and mobilise adequate Funds to support the strategic priorities.
- Communicate the strategy to all the Agency staff for ease of implementation of the strategies.
- Set a robust monitoring and evaluation team.

1.2 THE CONTEXT OF STRATEGIC PLANNING

1.2.1 United nations 2030 agenda for sustainable development

Sustainable Development Goal no 9, 'Industry, Innovation and Infrastructure' targets (1) to enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including by, 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending and (2) Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities. Meanwhile, **SDG 17**, 'Partnerships for the Goals', places cooperation on STI at the heart of international cooperation and global partnerships for development, with target 17.6 calling for enhanced "North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation..." But beyond these individual goals and targets, STI is key to delivering on and implementing all the seventeen goals, and, importantly, to the nexus challenges that lie between them, through its central role in processes of transformation.

1.2.2 Global ranking

The adoption of technology by developing countries has profound effects on their economies, such as reducing the national costs of production, establishing standards for quality, and allowing individuals to communicate from anywhere. In addition, the need for technologies appropriate to the capabilities of a developing country's needs has only recently been recognized and their impact on development is substantial.

Ranking systems such as The Global Innovation Index (GII) ranks world economies according to their innovation capabilities. The GII aims to capture the multi-dimensional facets of innovation. It is a composite index with eighty indicators grouped into seven areas of innovation development. It is computed using five inputs on Institutions, Human capital and research, Infrastructure, Market Sophistication, and Business Sophistication. The indicators have two (2) outputs in the areas of Knowledge and technology and Creative outputs. In the 2022 report, Kenya performs best in Knowledge and technology outputs and its weakest performance was in the Human capital and research input.

THE SEVEN GII PILLARS RANKING FOR KENYA

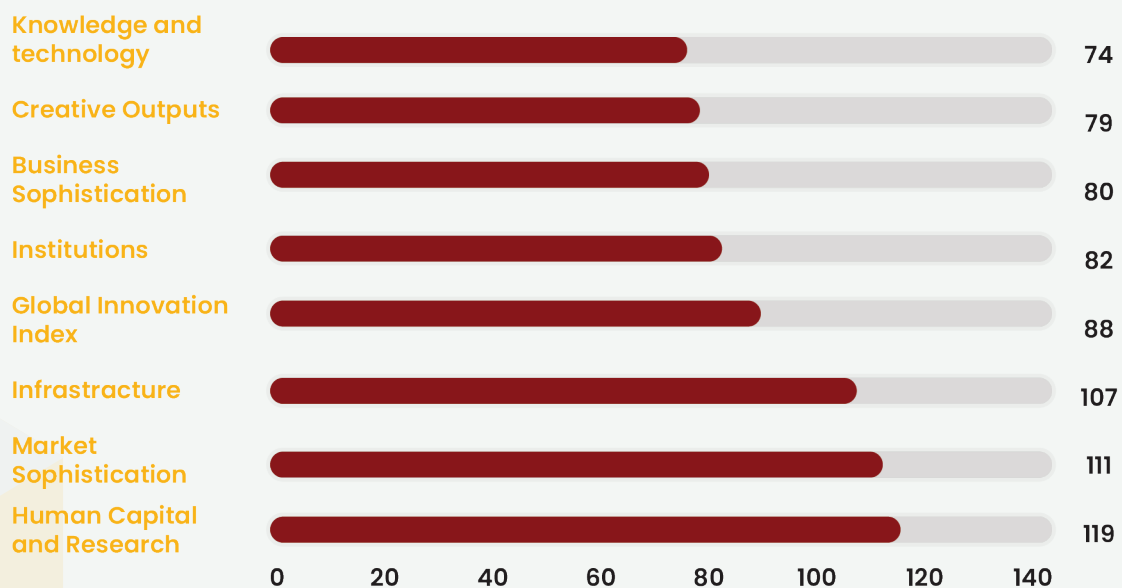
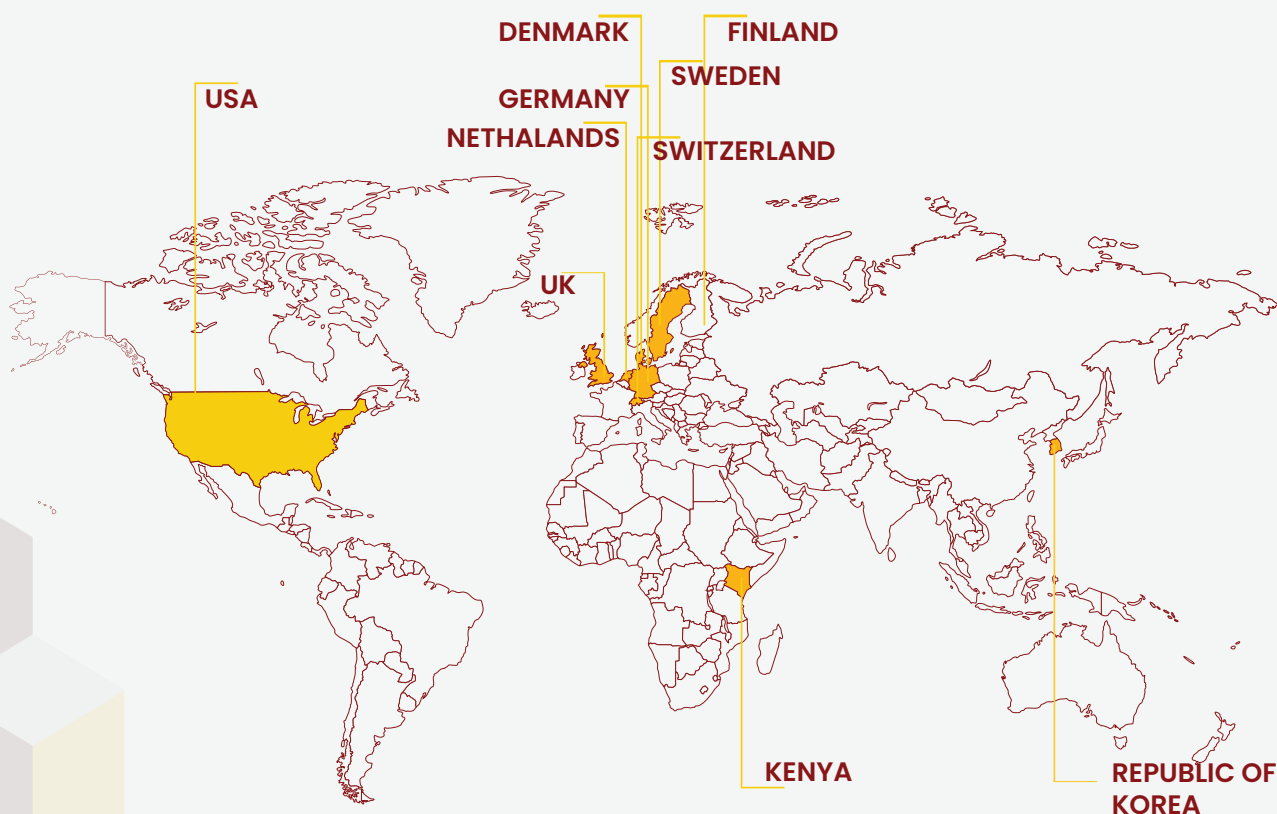


Figure 1: The seven GII Pillars Ranking Kenya

The top ten countries ranked in the World Intellectual Property Organization (WIPO) report of 2022 Global Innovation Index (GII) are, Switzerland, USA, Sweden, UK, Netherlands, Republic of Korea, Singapore, Germany, Finland, and Denmark. Kenya was ranked 88th among the 132 countries and 13th among the thirty-six lower-middle-income. In sub-Saharan Africa, it was ranked fourth out of twenty-seven countries.

COUNTRY	RANK
Switzerland	1
USA	2
Sweden	3
UK	4
Netherlands	5
Republic of Korea	6
Singapore	7
Germany	8
Finland	9
Denmark	10
Kenya	88

Table 1: Kenya's GII Performance (Kenya VS selected countries)



Another measure of global innovation ranking is the status of the start-up economy. Start-ups are businesses that apply an innovative technology-enabled solution with the potential to achieve scalability. The innovation can be a product, service, process, or a business model. The start-up ranking is undertaken yearly and has two ranking sets capped at one hundred for countries and one thousand for cities. The total score is derived from three sub scores based on Quantity, Quality and Business environment.

The Global Start-up Ecosystem Index 2022 top ten countries are United States, United Kingdom, Israel, Canada, Sweden, Germany, Singapore, Australia, France, and China. Kenya was number 62, fourth in the Middle East and African countries and third in Africa behind South Africa and Nigeria, respectively.

Table 2 shows the comparison of the quality, quantity and business environment of the best ranked country, Kenya, and the worst ranked Country. This clearly depicts huge difference in the start-up ecosystem between developed and developing countries. Developing countries as well as low-income countries need to decisively establish structures to improve on their innovation and start-up ecosystems for purposes of economic growth to enhance equity, equality as well as bridge the gap between the developed and developing countries.

COUNTRY	RANK	QUALITY	QUANTITY	BUSINESS ENVIRONMENT	TOTAL SCORE
USA	1	27.56	164.15	3.66	195.37
UK	2	12.66	36.10	3.79	52.56
Israel	3	7.10	34.82	3.15	45.06
Canada	4	9.4	22.35	3.51	35.26
Sweden	5	4.68	20.03	3.8	28.5
Kenya	62	2.1	0.49	0.54	2.101
Kazakhstan	100	0.08	0.06	0.12	0.258

Table 2:Startup Ecosystem Performance (Kenya VS selected countries)

1.2.3 African union agenda 2063

The AU Science Technology and Innovation strategy for Africa places ST&I at the epicentre of Africa’s social economic development and growth and the impact the sciences can have across critical sectors such as agriculture, energy, environment, health, infrastructure development, mining, security, and water, among others. The strategy envisions an Africa whose transformation is led by innovation, and which will create a knowledge-based economy. The strategy further identifies promotion of entrepreneurship and innovation and providing an enabling environment for Science Technology and Innovation (STI) development as mutually reinforcing pillars for successful economic development in the African continent.

The commitment under Agenda 2063 for the first 10 years includes the Science, Technology, and Innovation Strategy for Africa (STISA-2024) which seeks to achieve an innovation-led and knowledge-based production. This will be done by improving the ST&I infrastructure as well as implementing ST&I policies.

Partnership for Africa’s Development (NEPAD) Agency runs the African Science Technology and Innovation Indicators (ASTII) Initiative, for enhancing African Countries capacity to develop and utilize ST&I for advancement of their economies.

1.2.4 East Africa Community vision 2050

East Africa Community vision 2050–highlights one of the enablers of the vision as science technology and innovation and among the opportunity they want to leverage is Enhancing Technology Transfer and Innovation Function.

Another notable regional institution is the East African Science and Technology Commission (EASTECO), which is an East African Community (EAC) institution. The Commission is mandated to coordinate and facilitate the partner states in the activities related to development and application of ST&I in all its aspects including policy development, research and development, knowledge and skills development, technology acquisition, adaptation and utilization, administrative issues, resource mobilization and utilization, as well as programme, product and project development and implementation.

1.2.5 Constitution of Kenya

The Constitution of Kenya, 2010 Chapter 2 article 11 section (2) and section (3) state that: The State shall recognize the role of science and indigenous technologies in the development of the nation; Chapter (4) article (40) section (5) on intellectual property rights states that: the State shall support, promote and protect the intellectual property rights of the people of Kenya. iv) The Copyright Act In view of the provisions of the Constitution, the Copyright Act (2001) amended 2014 gives conditions under which copyright materials shall be protected by the law. The process of copyrighting publications and artistic novelties is also well covered in the Act.

1.2.6 Kenya Vision 2030, Bottom-up Economic Transformative Agenda and Fourth Medium Term Plan

■ Kenya Vision 2030

The Government of Kenya appreciates the crucial role of innovation in economic development and today's demands for knowledge-based development. Technological development and Innovations are essential ingredients in the industrialization and sustainable development of nations. In a knowledge-based economy, the capacity to compete in the global marketplace is highly dependent on the ability to innovate and apply the relevant technology to industries and productive sectors. Investments in innovations and integration of the same into social, economic and governance policies can increase global market competitiveness, create employment, and increase productivity. All these initiatives contribute to the achievement of the Kenya Vision 2030 goal, which is 'a transformed nation that is globally competitive and prosperous with a high quality of life by the year 2030'. This can only be achieved through the utilization and application of innovation across all sectors of the economy, as well as promotion of innovation at all levels of Government.

Kenya must harness Science, Technology, and Innovation in all aspects of its social and economic development to foster national prosperity and global competitiveness. As per Vision 2030 projections the government aims to mainstream Science, Technology, and Innovation in all the sectors of the economy through carefully targeted investments.

The ST&I sector is an enabler of the three pillars of Vision 2030. Vision 2030 proposes intensified application of ST&I to raise productivity and efficiency levels across the three pillars. It recognizes the critical role played by research, development and innovation in Energy, Financial Services, Information and Communication Technologies, Manufacturing, Infrastructure, health, and Agriculture. Innovation has accelerated economic development in all the newly industrializing countries of the world. Vision 2030 recognizes that in the process of the emergence innovations a knowledge-based economy is always associated with an increase in science related and technology related activities.

■ The Bottom-Up Economic Transformation Agenda

The Bottom-Up Economic Transformation Agenda under the financial year 2023-2024 is an agenda geared towards economic turnaround and inclusive growth aiming to reduce the cost of living, incentivize investment and production, enhance social security, among others.

The strategic plan contributes to the Bottom-Up Economic Transformation Agenda through providing a conducive platform for the innovations which will be geared towards accelerating value addition initiatives that the manifesto has highlighted.

To be able to support the aspirations of the Bottom-Up Economic Transformation Agenda (BETA), the plan borrows its priority sectors from the government manifesto. Kenya has prioritised five sectors as follows:

Kenya thematic focus	Sub-sector focus	Buzz words
Bioeconomy	Biopharma Industry	Vaccine, drugs, and Diagnostics manufacturing
	Agriculture Industry	Food security, Cash crops
	Livestock Industry	Leather Industry
	Blue economy	Fisheries
ICT	Fintech	Inclusive finance, Neobanks, SACCOs, NFIC
	E-Commerce	
	Business Process Outsourcing	
	Agri-tech	Precision Agriculture
	Healthtech	Telemedicine, Insuretech and Universal Health Care
Manufacturing (RIS/ devolution)	Agro processing	Edible oils, textiles, dairy, cash crops processing
	Pharmaceutical	Vaccine, drugs, and diagnostic manufacturing
	Material science	Affordable housing and construction
Climate change	Circular economy	Waste management and recycling
	Renewable energy	Solar, wind and geothermal
	e-mobility	
	Carbon credit	
Artificial Intelligence	Data science	E-government
	Deeptech	Biotech, urban planning, climate change

Table 3: Priority Intervention Sectors for KeNIA

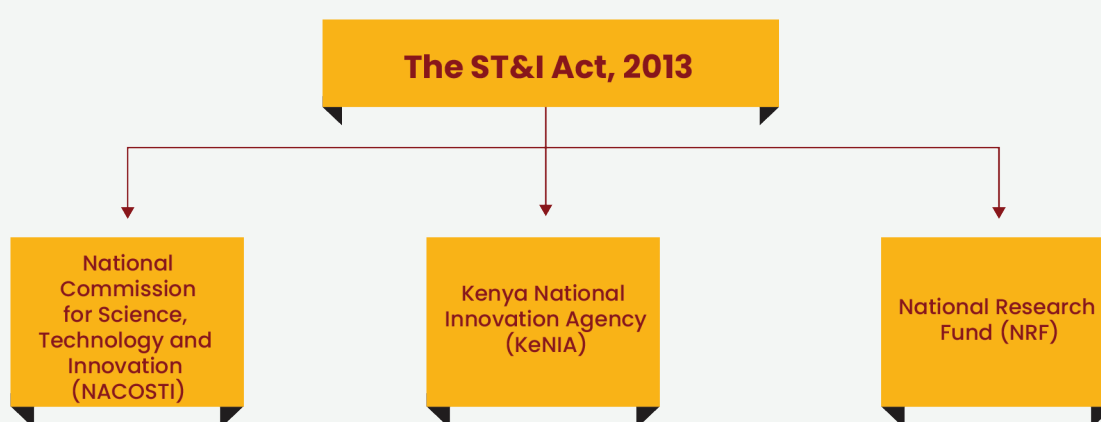
■ The Fourth Mid Term plan for 2023-2027

The Fourth Mid Term plan for 2023-2027 of Kenya Vision 2030 is aimed at implementing the fourth and second-last phase of Kenya Vision 2030 whilst gearing towards setting the momentum for transition to the next long-term agenda for the country. The Fourth Mid Term plan has been developed to fast track the implementation of the Five Sectors that form the core pillars of the Government's agenda which include Agriculture; Micro Small and Medium Enterprise Economy; Housing and Settlement; Healthcare; and Digital Superhighway and Creative Economy. The strategic plan contributes to the Fourth Mid Term plan by accelerating innovative solutions that will enhance the achievement of the core pillars.

1.2.7 Sector policies and laws.

To leverage on innovation, Kenya has transformed the Science, Technology and Innovation (ST&I) sector through adoption of progressive policy frameworks. The ST&I Act, 2013 is the main legal framework driving ST&I in the country. The Act established three institutions; the Kenya National Innovation Agency (KeNIA), the National Commission for Science, Technology and Innovation (NACOSTI) and the National Research Fund (NRF) to coordinate STI activities in Kenya. KeNIA is responsible for integration of innovation and ensuring commercialization of innovation technology, NACOSTI has the responsibility to promote, coordinate and regulate ST&I process, quality, funding and advisory linkages. NRF on the other hand has a mandate to facilitate research and innovation for advancement of science technology and innovation.

KeNIA, was established under the Ministry of Education and Research but was transferred to the Ministry of Youth Affairs, Creative Economy and Sports through the Executive order No. 1 of 2022.



1.3 HISTORY OF THE ORGANISATION

The Kenya National Innovation Agency (KeNIA) is a State Corporation established under the Science, Technology and Innovation (STI) Act, No. 28 of 2013. The core mandate of the Agency is to develop and manage the National Innovation System. The Agency is therefore responsible for co-ordination, promotion, and regulation of the National Innovation System.

Working with partners, KeNIA strengthens interrelationships between actors to promote innovation and enterprise development out of research and ideas. From supporting the identification, recording and protection of innovative ideas to coordinating the establishment and implementation of appropriate policies, standards, processes, infrastructure, and partnerships to nurture the innovative ideas. The agency also works with partners to ensure appropriate prioritisation, relevant capacity development, innovation recognition and publication of the same.

Through executive order no.1 of 2023; Organisation of Government of Kenya, KeNIA was transferred from Ministry of Education under State Department of Higher Education and Research to Ministry of Youth Affairs, Sports, and Arts under State Department of Youth Affairs. The Agency mandate remains the same as per the Science, Technology, and Innovation (STI) Act, No. 28 of 2013.



1.4 METHODOLOGY OF DEVELOPING THE STRATEGIC PLAN

The development of the agency strategic plan followed the steps below:

1. Initiation of the strategic plan

The board of the directors approved the development of the strategic plan. This was by approving the strategic plan concept note.

2. Development of the Strategic Plan

The technical team with the assistance of an economist from state department of economic planning developed a costed roadmap for the development of the strategic plan. The implementation of the strategic roadmap was done where the draft strategic plan was produced.

3. Validation of the Strategic Plan

The draft strategic plan was validated by the board of directors, the innovation ecosystem stakeholders and state department for economic planning where feedback was collected and collated back to the document.

4. Finalization of the strategic plan

The strategic plan was finalised, published, and launched during the CEIL summit 2023.



CHAPTER 2: STRATEGIC DIRECTION



2. STRATEGIC DIRECTION

This chapter presents the organisation strategic direction with further elaboration on its Mandate, Vision statement, Strategic Goal, Core Values as well as the Quality Statement.

2.1 MANDATE

KENIA's mandate as provided in the ST&I Act, 2013 is to:

The functions of the Agency shall be to develop and manage the Kenya National Innovation System, and for that purpose to;

1. Institutionalize linkages between universities, research institutions, the private sector, the Government, and other actors in that System.
2. Cause the creation of science and innovation parks, institutes or schools or designate existing institutions as centres of excellence in priority sectors.
3. Develop and continuously benchmark national innovation standards based on international best practices.
4. Scout for and nurture innovative ideas from individuals, training institutions, the private sector, and similar institutions.
5. Establish and regularly update a database on innovation in collaboration with other relevant institutions.
6. Monitor, forecast, and maintain a database of the latest and future global technology.
7. Increase awareness of intellectual property rights among innovators.
8. Ensure the inclusion of science, technology and innovation in the country's programs and policies at all levels.
9. Establish and maintain a Presidential or other award system for novel innovations, subject to prescribed conditions.
10. Implement the national innovation and commercialization policy.
11. Disseminate scientific knowledge or technology through any medium.
12. Recommend provision of financial and any other assistance to any person, for the purpose of enabling that person to develop any technological innovation.
13. Acquire rights or interests in or to any technological innovation supported by the Agency from any person or assign any person any rights in or to such technological innovation.
14. Create synergies among different technological innovations, incubations initiatives for diffusion of technology in Kenya.
15. Develop the national capacity and infrastructure to protect and exploit intellectual property derived from research or financed by the Agency.
16. Facilitate the application for grant or revocation of patents and institution of legal action for infringement of any intellectual property rights.
17. Recommend the provision of financial and any other assistance to any person for the purpose of encouraging the person to develop any technological innovation.
18. Identify strategic fields of innovation
19. Provide incubators for innovative ideas.
20. Perform other functions incidental to the above.

The Agency may for purposes of its functions under this Act establish such offices in the counties as it may deem necessary.

2.2 VISION STATEMENT

A key enabler of socio-economic development through innovation

2.3 MISSION STATEMENT

To develop and manage a dynamic national innovation system that catalyses jobs and wealth creation.

2.4 STRATEGIC GOAL

- Support commercialization of innovations.
- Enhance the growth of the startup economy.
- Strengthening of the institutional capacity development.
- Facilitate conducive legal environment for the innovators and researchers.
- Increase visibility of the innovation ecosystem.

2.5 CORE VALUES



Integrity

We show impartiality, fairness and honesty while upholding the highest ethical standards. We seek to remain accountable and transparent in all our dealings as we deliver services to stakeholders.

Professionalism

We provide quality services that always exceed expectations of stakeholders as we endeavour to exemplify the highest standards of excellence in service delivery.



Equity and Equality

We ensure stakeholders have equal opportunities as they access services regardless of their social and economic status.

Innovativeness

Foster a culture to continually nurture and implement new ideas that add value in the form of increased competitiveness and sustainability.



Patriotism

We will be driven by commitment to uphold national cohesion, loyalty to the organization and the Republic. We demonstrate a spirit of nationhood, love, respect and pride in our country.

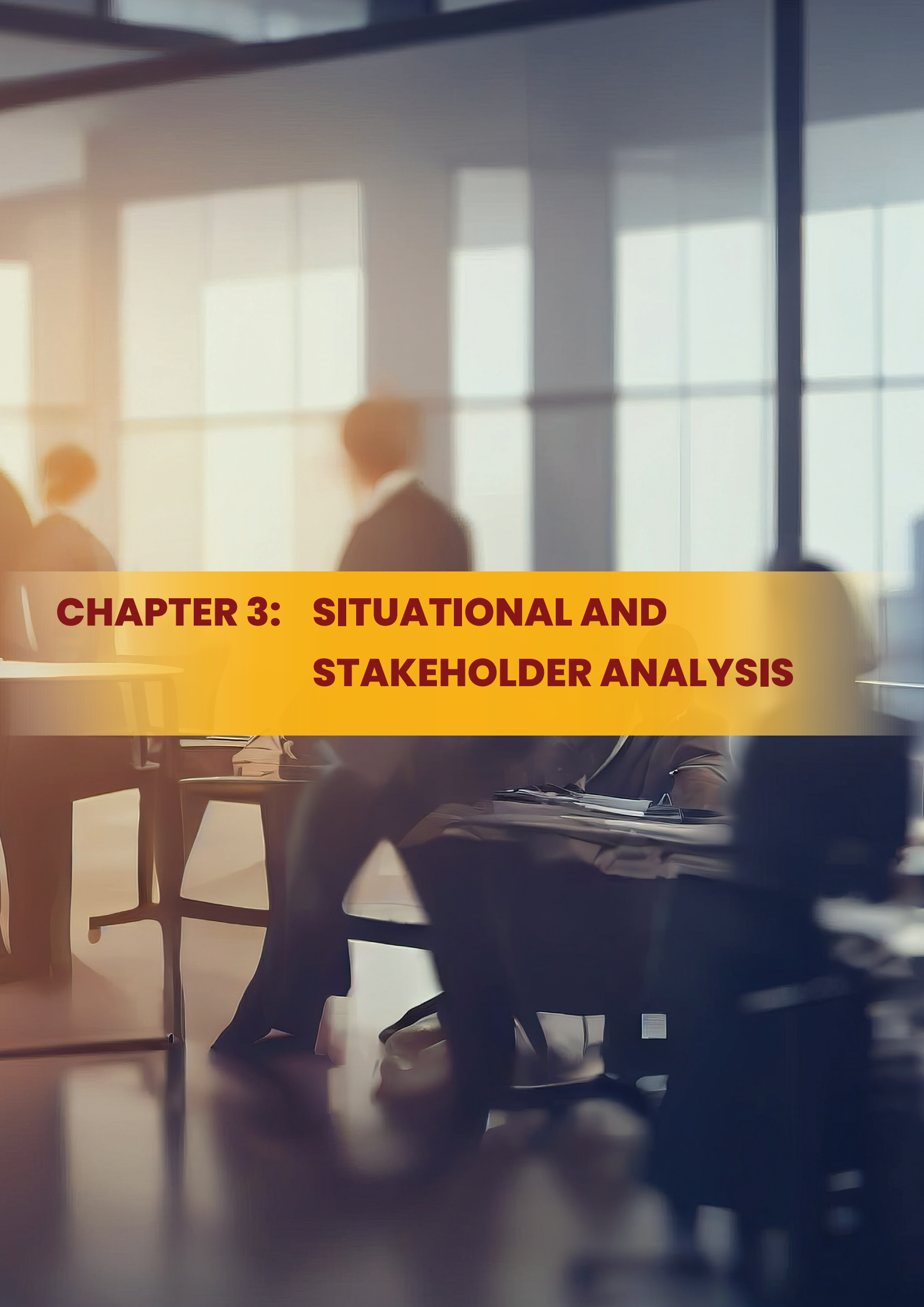
Teamwork

Embrace collaboration both within the Agency and with all partners in the provision of services



2.6 QUALITY POLICY STATEMENT

In carrying out our duties, we intend to put all our efforts towards contributing effectively and efficiently to the achievement of the national development agenda as espoused in the Kenya Vision 2030 and Bottom-Up Transformation Agenda, keeping in mind the specific priorities of the Kenya National Innovation Agency.



**CHAPTER 3: SITUATIONAL AND
STAKEHOLDER ANALYSIS**

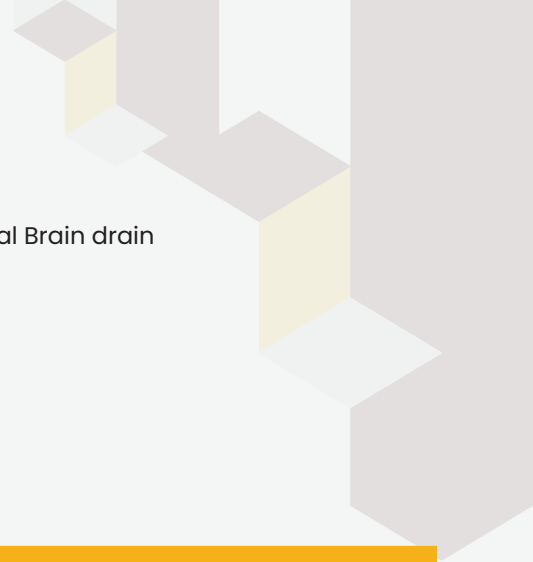
3. SITUATIONAL AND STAKEHOLDER ANALYSIS

This chapter provides the status of implementation of the previous strategic plan in terms of key achievements, challenges, and lessons learnt. It further elaborates the environment in which KeNIA operates and stakeholder mapping.

3.1 EXTERNAL ENVIRONMENT

3.1.1 Macro-environment

Factor	Opportunities	Threats
Political	<ul style="list-style-type: none"> • Political stability in the country helps in long term planning and commitment from international and regional stakeholders for the Agency priority areas. • Innovation is the key enabler of the current Government manifesto priorities (More policies on innovation may be developed). • More Government resource allocation. • EAC integration enhances more partnership as well as resource mobilization. • Policies that guide innovation activities within the region may be enacted through institutions such EASTECO, IUCEA 	<ul style="list-style-type: none"> • Political instability hinders the growth of the startups as less investors are not willing to invest in the country due to the instability of the country.
Economic	<ul style="list-style-type: none"> • To spur economic growth in the various sectors of the economy innovation to be key ingredient. • The country has invested heavily on digital economy which is an enabler of innovations. • New innovations form catalyst for foreign direct investments 	<ul style="list-style-type: none"> • Pandemics like the covid-19 leads to slow economic growth and disrupts the entire innovation ecosystem negatively. • Low prioritization by the Government in funding Research, Development, and Innovation • There is Low government budgetary allocation to the Agency to accomplish its mandate. • Volatile domestic and global economic outlook
Economic		<ul style="list-style-type: none"> • Competition between local innovations and cheap imports from other countries. • Low uptake and adoption of locally made products by public sector. • Current austerity measures by the government hampers the Agency activities such trainings through KeNIA academy



Social

- Young innovative population coupled with a growing middle class demanding for improved/better products and services.
- There is a positive uptake of the innovative solutions being provided by the start-ups.
- There is Uptake of innovative services and products influenced by global technological trends.
- National Brain drain

Technological Factors

- There is high rate of adoption of the new and emerging technologies.
- Demand for innovation in the emerging technologies
- Global economies gearing themselves toward digital economies as per the 4thIR tenets
- Change of technology at a highspeed.

Environmental Factors

- Demand for innovative environmental sustainability solutions
 - Awareness of and adoption of green technology/green economy
 - Depletion of resources (such as petroleum, natural gas, coal, titanium etc.) calls for innovative ideas for sustainability of the resources.
 - Waste management call for innovative ways to manage(e-waste)
 - Increased industrialization comes with massive emissions of industrial fumes calling for innovative solutions to curb global warming.
- The Government is emphasizing on the utilization of aquatic resources, spurring development of Innovative solutions and improved Technologies to enhance exploitation of water resources

Legal & Ethics

- The constitution of Kenya 2010
- The ST&I Act, 2013 -Universities Act, 2012 -TVET Act, 2012 • -Special Economic Zones Act, Africa’s Agenda 2063, Agenda 2030, MTP IV (2023-2027), PSC Performance regulation 2023, Public Finance Management Act, 2012, Sustainable Development Goals, Executive Order on Organization of the National Government
- Lack of National commercialization strategy framework and masterplan
- Inadequate understanding about the innovation ecosystem by policy makers.

Table 4: PESTLE Analysis



3.2 INTERNAL ENVIRONMENT

Factor	Strength	Weaknesses
Governance and administrative Structure	<ul style="list-style-type: none"> • Existence of a legal framework: Agency is established under an Act of Parliament (ST&I Act, 2013) • Clear and focused mandate as articulated in the Act. • A competent and diverse Board in place with relevant and varied experience in effective governance • A competent substantial CEO and founding Secretariat in place with relevant and varied experience 	<ul style="list-style-type: none"> • Inadequate funding • Insufficient effective Policies, Procedures and Frameworks • Low visibility to the Agency that are critical towards achieving our mandate.
Internal Business Processes	<ul style="list-style-type: none"> • A range of relevant programs have been designed and implemented. • Commercialization Guidelines and coordination framework for innovation hubs developed. • Curriculum development of the R2C • Several partners with good working relationships Framework • A validated innovation academy • Experience in managing innovation challenge. • An active database for start-ups • Kenya Innovation Bridge • Kenya Innovation Week platform 	<ul style="list-style-type: none"> • Lack of comprehensive National databank of existing innovations • Inadequate comprehensive and up to date data on start-ups • Lack of an adopted localized technology readiness level maturity framework • Lack of specialized start-up funding program endorsed by Government.
Internal Business Processes	<ul style="list-style-type: none"> • A range of relevant programs have been designed and implemented. • Commercialization Guidelines and coordination framework for innovation hubs developed. • Curriculum development of the R2C • Several partners with good working relationships Framework • A validated innovation academy • Experience in managing innovation challenge. • An active database for start-ups • Kenya Innovation Bridge • Kenya Innovation Week platform 	<ul style="list-style-type: none"> • Lack of comprehensive National databank of existing innovations • Inadequate comprehensive and up to date data on start-ups • Lack of an adopted localized technology readiness level maturity framework • Lack of specialized start-up funding program endorsed by Government.
Resources and Capabilities	<ul style="list-style-type: none"> • Convening power through ability to pull key stakeholders together. • Critical human resource in place 	<ul style="list-style-type: none"> • Extremely understaffed human resource capacity • Inadequate human resource instruments. • Inadequate physical infrastructure • Inadequate funding for commercialization • Insufficient human capital translates to an inability to supervise commercialization.

Table 5: Summary of Strengths and Weaknesses

3.3 ANALYSIS OF PAST PERFORMANCE

3.3.1 Key achievements

During the review period, the Agency developed and strengthened the skills, abilities, processes, and resources the Agency needed to achieve its functions. The Board recruited the substantive Chief Executive Officer in September 2020. Thereafter, the CEO with support from the board, recruited eleven staff both in the technical and enabling departments. KeNIA currently has a new diverse Board that was onboarded in 2022 which has representation from Government, private sector, and development partners. The Agency also relocated to more spacious premises at the NACOSTI Building and thereafter procured more office and ICT equipment to serve its growing staff.

To build innovative and entrepreneurial capacity of the innovation system, the Agency established the KeNIA Innovation Academy in 2020 which developed 5 curricula covering Intellectual Property Rights, Technology Transfer, Commercialisation among other key areas. These were executed through seven workshop trainings and trained 446 private and public sector stakeholders.

The Agency understood the need to demystify innovation and promote the essential part innovation plays in enhancing the local socioeconomic landscape.

The Agency first needed to increase its visibility and establish itself to the stakeholders as the key authority in developing and managing the innovation ecosystem in Kenya. To do this, the Agency's revamped its official website in 2020 which led to a substantial increase in local and international website visitors to over 50,000 in 2 years. Communication strategies were also reviewed to build a stronger social media presence on Twitter, Facebook, LinkedIn, YouTube, and Instagram. These efforts resulted in two hundred impressions, 10,000 audience reach, and 50,000 link clicks. The follower count of the Agency's social media handles also increased to a total of 50,000 followers across all platforms.

In traditional media, the Agency was positively featured several times with seven prime time tv interviews, four radio appearances, and twenty-two newspaper features.

To further engage and update the National innovation system, the Agency hosted an annual Kenya Innovation Week conference that was launched in 2021. The Innovation Week brought together over 8,000 local and international delegates, and three hundred exhibitors from over fifty countries worldwide. The Agency similarly ran an annual Commercialisation and Entrepreneurial Institutions Leaders' Summit that convened conversations among Institutions of Higher Learning and related stakeholders. The Agency further hosted periodical webinars on key topics and regular stakeholder engagement sessions.

To increase linkages and the capacity of local innovators and enterprises to identify and assimilate useful connections, knowledge and technologies, the Agency launched the digital Kenya Innovation Bridge in 2021. It serves as a database for innovations and a platform for fostering partnerships and connections among the wide-reaching ecosystem stakeholders. The platform onboarded 1154 users and 219 innovations originating from twenty-nine counties were listed. 416 connections were established with over 60 of them leading to active partnership discussions.

The Agency also supported fifty-nine innovators across key sectors and national priority areas to mobilise financial resources of up to KES 30 million through the National Innovation Awards programme and celebrated ten outstanding ecosystem actors at the 2022 Kenya Innovation Week Awards.

Concurrently, the Agency provided entrepreneurial and commercialisation pathways for innovators and researchers through various initiatives including the Leaders in Innovation Fellowship programme which ran from 2017 to 2021 and empowered 44 youth innovators through mentorship, business coaching and training from world renowned entrepreneurs and mentors. These innovators went on to establish successful enterprises that address key socioeconomic issues like Genesis Care (affordable and assistive healthcare), Eco Blocks and Tiles (climate action and manufacturing), Autotruck E.A (transport and green energy) among others.

The Research to Commercialisation Accelerator, started in 2022 in partnership with a venture firm, has strengthened eight research innovators' ability to raise funding for and commercialise their innovations. The Agency also ran the Institutional Commercialisation Support Programme which supported thirteen institutions, three of which are research centres and ten are Institutions of Higher Learning.

The Agency continuously established partnerships with other Government institutions (6 partners), private sector (19 partners) and development partners (9 partners). Resources, both in-kind and financial, were also mobilised internally to enable the execution of the Agency's mandate and technical activities.

The Agency, through the support of its partners, developed Commercialisation Guidelines and a framework for coordination of incubation hubs in the country. These mark a start to the Agency's focused efforts to provide an enabling environment that supports growth, development and utilisation of innovations and ensure that the sector supports national and socio-economic development.

- The Agency launched the annual Kenya Innovation Week
- The Agency also launched the Digital Kenya Innovation Bridge



- The Board recruited the CEO
- CEO with support of the Board recruited 11 staff both in technical and enabling departments
- The Agency established the Kenia Innovation Academy
- The Agency revamped its official website

- A new Board was onboarded which has representation from Government, private sector, and development partners.
- In partnership with a venture firm, the Research to Commercialisation Accelerator was started

3.3.2 Challenges

During the review period, the Agency encountered challenges in the execution of its strategic priority activities.

■ Insufficient funding

The agency had challenges in funding since the exchequer allocation was not sufficient to cater for all the Agency functions. This has significantly affected operationalisation of the agency's mandate. In addition, late remittance of government funding hugely affected timely execution of the agency's scheduled activities as per its performance contract.

■ Inadequate human capital

The Agency can only hire staff from resources allocated through exchequer. Currently the Agency has thirteen employed staff, against an establishment of eighty-nine as per the human resource instruments. The small number of full-time staff has affected implementation of the strategies in the strategic plan.

The founding HR instruments also have inadequacies, which have made it difficult to hire and retain the right skills in the innovation ecosystem.

■ Lack of Policies, legal and regulatory frameworks

The National Innovation System is in a formal formative stage. Some National policies are not in place, such as the national IP policy. The lack of such policies has affected the operationalization of some of the strategies and effective coordination of the innovation ecosystem.

3.3.3 Lessons learnt

For the previous strategic plan period the Agency engaged with various stakeholders in the innovation system. There are key lessons drawn from these engagements that can inform the next strategic plan.

- i. The country currently does not have a designated source of data on innovations. The indicators or metrics to measure impact are not clearly mapped out. Therefore, KeNIA needs to strategically take the role of data collecting and collating on innovations.
- ii. There is weak coordination and support from Government agencies thus affecting the growth and sustainability of start-ups.
- iii. KeNIA has held two successful Kenya innovation weeks, and the sustainability of the event requires resource mobilization.
- iv. There are multiple interpretation of innovation and start-ups, making it necessary for the agency to harmonise the definition.
- v. There has been increased appetite for the innovation spaces by various ecosystem players hence need for coordination and guidance.
- vi. Research institutions and universities desire to build systems for commercialization but need guidance and support.

3.4 STAKEHOLDER ANALYSIS

Name of stakeholder	Role	Stakeholder's expectation from Agency	Agency's expectation from the stakeholder
The National Treasury	<ul style="list-style-type: none"> Public financial management. 	<ul style="list-style-type: none"> Budget proposals. Programs implementation. Financial management reporting. Prudent resource management. 	<ul style="list-style-type: none"> Advise on resource availability and expenditure management. Timely disbursement of allocated funds. Approved budget requests Feedback and reports. Compliance with the Public Finance Management Act.
Ministry of Youth Affairs, Sports the Arts	<ul style="list-style-type: none"> Harnessing and development of Youth Talent for National Development. 	<ul style="list-style-type: none"> A well-coordinated innovation ecosystem aligning the Agency activities with Government priorities. 	<ul style="list-style-type: none"> To mobilize youths to engage in innovative ideas. To timely disseminate information to the youths. Resource mobilization for the youths with innovative ideas.
Ministry of Information, Communication, and technology	<ul style="list-style-type: none"> Promotion of ICT Innovation and Digital Economy. 	<ul style="list-style-type: none"> To identify and profile innovators for training. 	<ul style="list-style-type: none"> Skills- digital Literacy to the innovators.
Ministry Of Co-Operatives and Micro, Small and Medium Enterprises (MSME) Development	<ul style="list-style-type: none"> Business Innovation and Incubation. Capacity development for Entrepreneurship including access to modern management practices. 	<ul style="list-style-type: none"> A well-coordinated innovation ecosystem to identify and profile innovations. 	<ul style="list-style-type: none"> Offer incubation spaces for innovators. Capacity development for the innovators. Offer financial support to the innovators.
Kenya Industrial Property Institute	<ul style="list-style-type: none"> To protect and promote industrial property rights and foster innovation for sustainable development in Kenya. 	<ul style="list-style-type: none"> To identify and profile innovations that are ready for protection. 	<ul style="list-style-type: none"> Protection of innovations. Awareness creation to the innovators on property rights.
Academia (Universities, research institutions and other training institutes)	<ul style="list-style-type: none"> To implement innovation and commercialization programs through training, research, and outreach. 	<ul style="list-style-type: none"> To provide timely support to the institutions. To guide in implementation of commercialization guideline. 	<ul style="list-style-type: none"> Undertake training. Conduct research outreach and consultancies.

Incubation Centres

- To facilitate uptake of new and promising ideas.
- Nurture new ideas.
- Provide infrastructure for developing innovations.

- To assist in coordination the hubs in the country.
- Provide mechanism of sourcing for funds to support the incubation centres.

- Nurture new ideas generated.
- Expertise and infrastructure for developing innovations.
- Facilitate the uptake of new promising ideas.

Private sector

- To provide market for the innovations.
- Liaises with academia and researchers in identifying of noble ideas that can be commercialized.
- To offer technical and financial assistance for developing innovations.

- Ensure a workable linkage framework between the industry, academia, and researchers.

- Opportunities for commercialization of innovations
- Participation in development of innovations
- Liaise with academia in identifications of noble ideas which can be commercialized.
- Offer technical and financial assistance for developing innovations

Key Regulatory Agencies

- To provide guidance on various laws and regulations for compliance.

- Compliance.

- Enforce laws and regulations.
- Partnership in developing and managing innovations.
- Source of data for innovation activities.

Local and International Funding Agencies (Development Partners)

- To offer funding support for innovation management and programmes nurturing innovations.

- Ensure prudent usage of the funds.
- To identify and profile innovations that are investor ready.

- Resource mobilization Offer technical assistance Funding for innovation management and programmes nurturing innovations.
- Tap on technical assistance for development and management effective innovation ecosystem.

Parliament

- To offer oversight and accountability as per act.
- Reviewing the act to avoid duplication of roles with other government departments/ Agencies.

- Timely reporting of the activities of the Agency.
- Implementation of the mandates as per the Act.

- Oversight and accountability .
- Approves Finance Bills Adequate funding.

Attorney General	<ul style="list-style-type: none"> •Principal Legal Adviser to the Government. •Legislative Drafting. 	<ul style="list-style-type: none"> •Develop/review of Legislations. 	<ul style="list-style-type: none"> •Drafting of legislations. •Offering legal advice.
Media	<ul style="list-style-type: none"> •To offer publicity, advocacy, and communication on the Agency's agenda. 	<ul style="list-style-type: none"> •Reaching out all stakeholders through the media. 	<ul style="list-style-type: none"> •Enhanced publicity, advocacy, and communication
General Public	<ul style="list-style-type: none"> •To provide noble ideas. •To provide market for the innovations. 	<ul style="list-style-type: none"> •Linking innovators, inventors to the marketplace. •Commercializing the innovations. 	<ul style="list-style-type: none"> •Create market for technological innovations. •Creating confidence in local innovations. •Source of innovative ideas.
Diaspora Community	<ul style="list-style-type: none"> •To offer funding of innovations. •Assist on scouting of innovations. 	<ul style="list-style-type: none"> •Rationale for funding •Having the capacity for scouting innovations •Scaling up on the innovation academy 	<ul style="list-style-type: none"> •Funding of innovations. •Scouting for innovations. •Source of knowledge.
County Government	<ul style="list-style-type: none"> •Provide funding of innovations. •Offer facilities and infrastructure for developing innovations. •Agents in creating awareness on innovation. •Help in scouting for indigenous innovations. 	<ul style="list-style-type: none"> •Counties Partnering with KeNIA in promoting innovations in our county governments. •Conducting sensitization programs on innovation at county governments. •Scouting inclusivity for indigenous innovations. 	<ul style="list-style-type: none"> •Funding Innovations. •Provide facilities and infrastructure for developing innovations. •Awareness creation about innovations. •Scouting for indigenous innovations.
Intermediary Organizations	<ul style="list-style-type: none"> •Help in facilitating linkages and partnerships within the innovation system 	<ul style="list-style-type: none"> •Develop framework for effective linkages in the innovation system 	<ul style="list-style-type: none"> •Facilitate linkages and partnerships within the innovation system.
Informal Economy (Jua Kali)	<ul style="list-style-type: none"> •Source of innovative ideas. •Provides market for the innovations. 	<ul style="list-style-type: none"> •Ensure effective linkages to the funders and the market. 	<ul style="list-style-type: none"> •Create market for technological innovations. •Creating confidence in local innovations. •Source of innovative ideas.

Table 6:Stakeholder Analysis



CHAPTER 4: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

4. STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

This chapter presents the strategic issues identified during the situation analysis, the organisations and the Key result areas that have been identified to solve the strategic issues.

4.1 STRATEGIC ISSUES

For proper management and coordination of the innovation system, the Agency requires the development and enactment of a National Innovation policy which will outline the specific roles of the various actors in the ecosystem.

As part of developing a strong pipeline for innovations that would translate to wealth creation, there is need to strengthen the commercialization systems in Universities, TVETs and Research Centres.

To ensure a complete innovation value chain within the ecosystem, an Innovation Fund needs to be operationalised for the support of the various sections of the innovation system and more so the startup ecosystem which has not been funded in a structured way.

To ensure success of the startups, initial stages of startup development require provision of Government grants. As the start-up begins to mature, Government provides early-stage start-up funding to make them stable. Gradually angel investors and venture capitalists support the start-ups as the Government exits.

Kenya National Innovation Agency has a good opportunity to achieve its mandate with ease as the Kenya Kwanza Government has keen interest in the development of the national innovation system as an enabler of socio-economic growth.

These two dimensions (Commercialization Systems and Startup Ecosystem) would need to be foundational for the Agency in the coming years. Other support mechanisms would include resource mobilization, human capacity development, awareness, partnerships and policy enhancement.

4.2 STRATEGIC GOALS

- i. Support commercialization of innovations
- ii. Enhance the growth of the startup economy.
- iii. Strengthening of the institutional capacity development
- iv. Facilitate conducive legal environment for the innovators and researchers.
- v. Increase visibility of the innovation ecosystem

4.3 KEY RESULT AREAS

4.3.1 Commercialisation Systems

The realization of full potential of ST&I in Kenya will depend on appropriate development, identification, acquisition, transfer, diffusion and application of emerging and relevant technologies from development of local innovations and collaborating partners.

The culture of translating research into innovations for commercialization and socio-economic benefits is still low in Kenya.

Kenya does not have an institution to support development or strengthening of the Commercialization systems in Universities, TVETs or Research Centres. This is a role that KeNIA will prioritise going forward.

Currently, about ten institutions in the country have a form of Technology Transfer Office (TTO), which is far below desired state. The TTOs are usually created within an institution to manage intellectual property (IP) assets and other aspects of the commercialization of research outputs and ideas that takes place in the institutions. The TTO is therefore the mechanism in place to translate new and innovative research and ideas into commercially viable products or services. To support the creation and functioning of TTOs to deliver the desired results is a role that KeNIA will play.

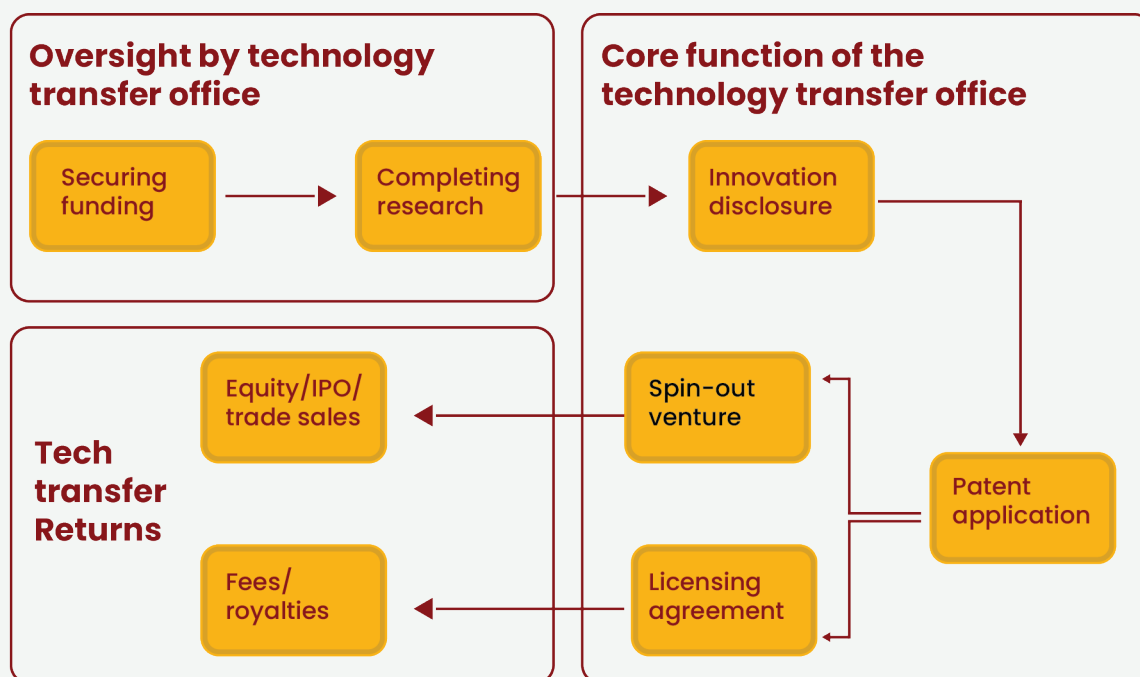


Figure 2: Framework for Technology Transfer Offices

Developing Commercialization systems would include strengthening the national commercialization policies, creating, and supporting institutional (at least Universities, TVETs and Research Centres) capacity to commercialize and build individual innovators and researchers' capacity to pursue commercialization. These efforts should be aligned the Triple Helix.

4.3.2 Start-up Ecosystem

Start-ups are a catalyst for economic growth both globally and locally.

The knowledge economy can therefore be defined as a system that enables the monetization of scientific and technological breakthroughs to create new markets, new innovative ventures (start-ups) and new industries at scale. Because of the central role of start-ups in the knowledge economy, the colloquial name “start-up economy” is often used instead by actors in the economic pillar.

Start-ups are a distinct group of enterprises from MSMEs. They are characterized by a rapid and upward trajectory of growth that is driven by; 1) proprietary technology as competitive edge, and 2) access to high-risk capital (from venture capitalists). In other words, start-ups are knowledge intensive and capital intensive, which can be a barrier to entry for new entrants. However, this yields immense value to the national economy by creating jobs, building the tax base in the formal sector, and generating positive balance of trade through exports of value-added goods to regional and global markets. For example, Singapore’s start-up economy contributes 65% of the GDP.

Kenya’s knowledge economy, highlighting the key actors consisting of:

- **Start-ups** – they monetize knowledge.
- **Policy makers including KeNIA** – facilitates cohesion among key start-up economy actors via innovation fund and the Start-up Bill.
- **Academia** – produces highly skilled labour force for start-ups & invents new technologies that are commercialized by start-ups.
- **Investors** – provide start-ups with patient capital for monetization of knowledge.
- **Private sector/corporations** – support and invest in start-ups to avoid disruption.
- **Innovation hubs** – support start-up founders by de-risking the technology and commercial risk of start-ups to catalyse investment by venture capitalists.

The start-up/knowledge economy in Kenya faces several challenges that limit its growth and development, the major ones being lack of local funding, lack of policy, weak legislative and regulatory framework, financial constraints for start-up founders, poor linkages of academia with start-ups, and limited skills in the innovation hubs for mitigating technology and commercial risk of start-ups.

Lack of a comprehensive policy, legal and regulatory framework has led to absence of clarity on the common goals and initiatives to grow and develop the knowledge economy. This has resulted in the transposing of MSME paradigms, policies, and regulation frameworks to address the needs of knowledge and capital-intensive start-ups, with limited success at best and adverse effects at worst.

In countries where rapid transformation from LMIC to HIC status over a period of 40 years or less, for example, Asia’s tiger economies, a knowledge economy strategy that is articulated by a clear master plan that serves to align government investment and initiatives, academia and the start-up economy, is an essential blueprint that plays a central role in attracting international investment in the country. The Kenyan start-up economy although showing strong potential, lacks this underpinning framework for harnessing funding and organizing ecosystem actors to achieve optimum performance of the start-up economy in creating jobs and wealth locally.

For the reasons stated above, KeNIA will focus on the Start-up economy in the 2nd strategic plan to help Kenya realize the fruits of the knowledge economy.

4.3.3 Institutional Capacity Development

Institutional capacity involves developing and strengthening the skills, abilities, processes and resources of the organizations needed to achieve its functions. Institutional capacity consists of provision of institutional support, mechanisms for plan implementation and supporting elements.

KeNIA has recruited thirteen of the eighty-nine positions in the establishment. It is paramount that the Agency rows in number of staff as well as capacities and competencies.

To deliver on the Commercialization Systems and Start-up Economy, the Agency needs a critical mass of technical officers who can support the various institutions, organs and programs that would grow the innovation ecosystem.

4.3.4 Policy and Regulatory Framework

Innovation and technological developments present governance challenges that must be addressed through appropriate policies. It is apparent that Kenya does not have a fully operationalized IP policy. This is foundational to commercialization and innovation policies, which are also crucial for guiding institutions and counties to set up their localised innovation ecosystems.

The country also needs a masterplan for innovation to guide and inspire the broader ecosystem to create innovations that impact society in a systematic and strategic manner as a foundational mechanism to creating new jobs and wealth.

A coherent and focused policy, legal and regulatory frameworks will ensure commitment of the various innovation actors get involved knowing their exact roles in the value chain.

KeNIA will need to invest effort and resources to either lead the development of some of the relevant policies or provide support in others to develop the enabling environment that supports the growth, development and utilization of innovations and ensure that the sector supports national development.

4.3.5 Promotion & Awareness

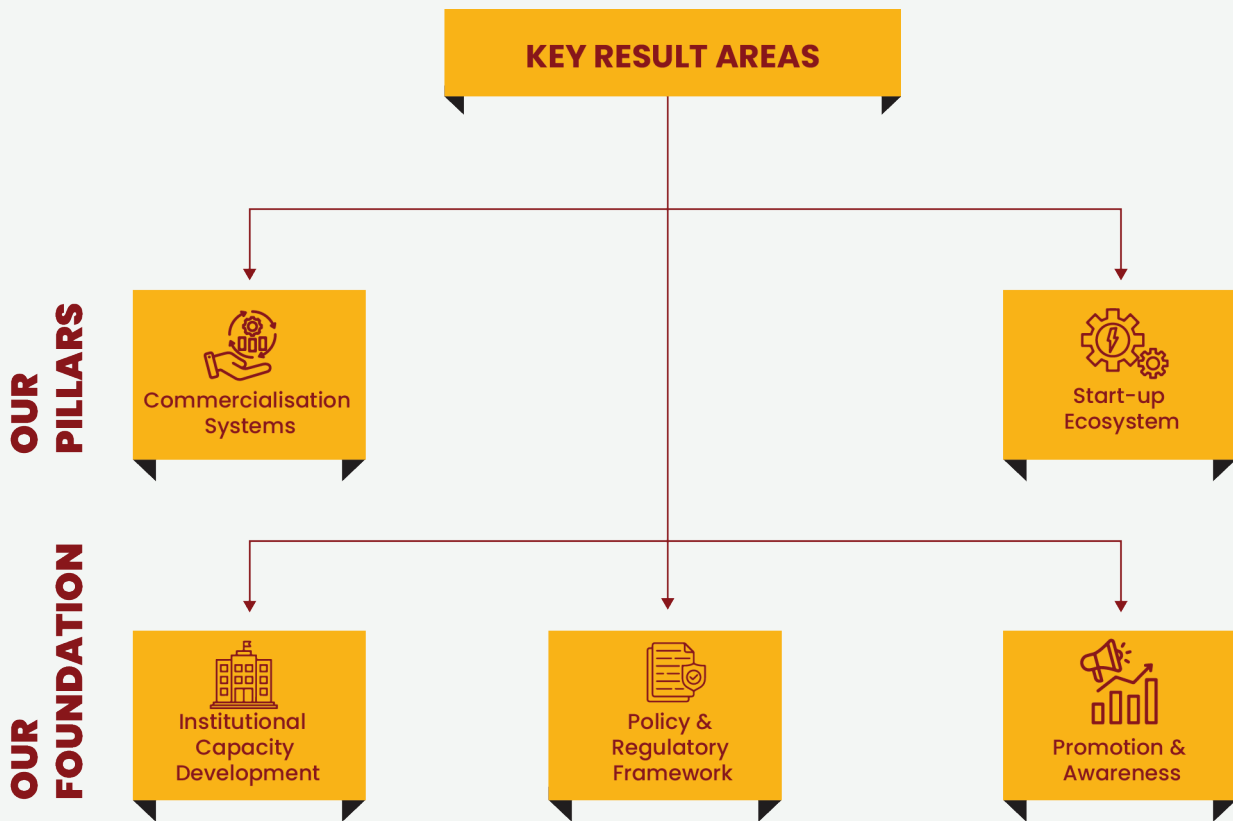
There is a need to enhance public awareness on the importance of innovations and their implication to everyday life, covering the ethical, moral, legal, social, and economic aspects.

The institution KeNIA needs to be known, with the mandate, functions and programs articulated widely. The mechanisms for effective communication and profiling of innovations for development among the scientific community, policy makers, products and services, consumers of innovations and other actors are therefore essential.

KeNIA will need to align the internal communication policy and strategy to the new Strategic Plan.

Strategic Issue	Goal	KRA
Low commercialization of innovations	Support commercialization of innovations.	Commercialisation System
Weak and uncoordinated startup economy	Enhance the growth of the startup economy.	Start-Up Ecosystem
Insufficient organisation resources	Strengthening of the institutional capacity development.	Institutional Capacity Development
Inadequate legal instruments for the researchers and innovators.	Facilitate conducive legal environment for the innovators and researchers. Increase visibility of the innovation ecosystem.	Policy and Regulatory Framework Promotion and Awareness

Table 7:Strategic Issues, Goals and KPI





CHAPTER 5: STRATEGIC OBJECTIVES AND STRATEGIES



5. STRATEGIC OBJECTIVES AND STRATEGIES

This chapter presents the Agency's strategic objectives and strategies which it will focus on in the next five years period.

5.1 STRATEGIC OBJECTIVES

The below table summarises the strategic objectives annual outcome projections of the agency for the next five years.

Table 8: Annual Outcomes Projection

Strategic Objectives	Outcome	Outcome Indicator	PROJECTIONS				
			YR1	YR2	YR3	YR4	YR5
KRA1: Commercialization							
SO1.1: To strengthen national innovation ecosystem to facilitate commercialization of research outputs and innovative ideas	Commercialized research output and innovative ideas	No. of commercialised research output and innovative ideas	150	250	350	450	550
SO1.2: To strengthen institutional (Universities, Research Centres, TVETs) capacity to commercialize research outputs and innovative ideas	Improved capacity of Higher education and research institution to effectively run research to commercialisation (R2C) programs.	No. of Higher education and Research Institution sustaining research to commercialisation (R2C) programs	12	17	22	27	32

		PROJECTIONS					
		YR1	YR2	YR3	YR4	YR5	
Strategic Objectives	Outcome	Outcome Indicator					
KRA1: Commercialization							
SO1.1: To strengthen national innovation ecosystem to facilitate commercialization of research outputs and innovative ideas	Commercialized research output and innovative ideas	No. of commercialised research output and innovative ideas	150	250	350	450	550
SO1.2: To strengthen institutional (Universities, Research Centres, TVETs) capacity to commercialize research outputs and innovative ideas	Improved capacity of Higher education and research institution to effectively run research to commercialisation (R2C) programs.	No. of Higher education and Research Institution sustaining research to commercialisation (R2C) programs	12	17	22	27	32
SO1.3: To strengthen the coordination and collaboration of the actors involved in commercialization	Coordinated innovation ecosystem	No. of academia-industry linkages.	10	15	20	25	30
KRA 2: Startup Ecosystem							
SO2.1: To enhance the Competitiveness of the Kenya's Startup Economy	Competitive Kenya's startup ecosystem	% improvement on Global Innovation Index ranking	4	4	4	4	4
		% improvement on Global Startup ranking	4	4	4	4	4
		% improvement of Innovation Sophistication Index	4	4	4	4	4
		% cumulative growth of the amount of investment secured by the startup.	20	30	40	50	60
SO2.2: To Enhance the effectiveness of the	Coordinated innovations hubs, accelerators, TTOs and	No. of registered innovations hubs, accelerators, TTOs and Incubators					

Startup Ecosystem	Incubators	20	25	40	45	50
intermediaries (innovation hubs, accelerators, TTOs, Incubators)	No. of innovations and startups that have graduated from the innovation hubs, accelerators, TTOs and Incubators	15	30	60	120	240
SO2.3: To empower the founders and startups	Empowered founders and startups	5	10	15	20	25
	No. of Intellectual property Rights registered	50	100	150	200	250
	No. of startups that have scaled-up from pre-seed and seed-stage					
SO2.4: To Coordinate the Startup Ecosystem	No. of spinoffs from Higher education and Research Institution			3	5	7
	% cumulative growth of the amount of investment secured by the startup economy	20	30	40	50	60
	% growth of the number of startups and innovators.	40	50	60	70	80
SO2.5: Strengthen startup ecosystem at County level	Strengthened knowledge management of the innovation ecosystem					
	Effective collaboration between private and public innovation hubs		10	15	20	25
	Strengthened startup ecosystem at the County level	5	20	25	35	47
	No. of startups that have graduated from the County hubs, accelerators, and incubators.	5	10	50	60	100

KRA3: Institutional Capacity Development

SO3.1: To strengthen the human capital, organizational infrastructure, and internal systems	Improved service delivery	% Increase in staffing level	20%	30%	50%	60%	70%
		Improvement in Staff retention rate	10%	10%	10%	10%	10%
		% improvement in internal process.	50	60	70	80	100
SO3.2: To enhance organisation funding resources	Optimal financial resources for the organisation	% increase in funding from the government	20	30	35	40	50
SO3.3: To develop Grant Management systems (commercialization & startup economy)	Increased efficiency and effectiveness of the grant management system.	% increase in donors and partners funding	10	15	20	30	40
		No. of grant programmes managed successfully		2	5	7	9

KRA4 Policy and regulatory framework

SO4.1: To strengthen National policy and Regulatory frameworks for Commercialization and Startup Economy	Guided and regulated national innovation ecosystem.	No. of relevant policies and regulatory framework developed					
SO4.2: To strengthen Institutional Policy and regulatory frameworks for commercialization and Startup Economy	Guided and regulated Higher education and Research Institution on commercialization	Institutional commercialization policy	1	1			1
		No. of spinoffs from institutions			3	5	7

Strategic Theme 5: Promotion & Awareness

SO5.1: To improve the Agency Visibility	Improved Agency visibility	No. of successful local partnerships, collaborations and linkages created	20	25	30	35	40
SO5.2: To improve innovation system visibility	Improved innovation system visibility	No. of successful international partnerships, collaborations and linkages created	6	10	15	20	25

5.2 STRATEGIC CHOICES

The table below summarizes the Key Result Areas, Strategic objectives and Strategies that will inform the Agency's direction in the next five years.

Table 9: Strategic Objectives and Strategies

KRA	Objectives	Strategies
COMMERCIALISATION SYSTEM	Objective 1: To strengthen national innovation ecosystem to facilitate commercialization of research outputs and innovative ideas.	Design of a national framework for establishment and running of Technology Transfer Offices (TTOs) in institutions of higher learning and research centres.
		Design national framework and guidelines for commercialization of research outputs.
		Develop and Operationalize a Presidential Innovation Challenge and Award System (and any other recognition system).
	Objective 2: To strengthen institutional (Universities, Research Centres, TVETs) capacity to commercialize research outputs and innovative ideas.	Design and roll out a framework to enhance Institutional Capacity for Universities and Research Centres to Commercialise research outputs.
		Design and operationalize a Research to Commercialisation (R2C) Accelerator to assist researchers and institutions to systematically commercialize their research outputs.
	Objective 3: To strengthen the coordination and collaboration of the actors involved in commercialization.	Develop programs to facilitate linkages between academia and private sector with the intention of catalysing uptake of commercialization efforts.
START-UP ECOSYSTEM	Objective 4: To enhance the Competitiveness of the Kenya's Start-up Economy.	Working with partners, Support the growth of the Local Start-up Ecosystem.
		Track status and growth of the startup economy.
	Objective 5: To Enhance the effectiveness the Start-up Ecosystem intermediaries (innovation hubs, accelerators, TTOs, Incubators).	Develop and operationalize a maturity framework for intermediaries.
		Develop and institutionalize a maturity framework for start-ups and innovations.

START-UP ECOSYSTEM	Objective 6: To empower the founders and start-ups.	Create awareness and advocacy on matters of exploitation of intellectual property rights among innovators and start-ups.
		Scout innovative start-ups and recommend for support, funding, or collaboration with other relevant stakeholders.
		Develop and rollout a national innovation funding program.
	Objective 7: To Coordinate the Start-up Ecosystem.	Develop coordination standards, Quality Management system and M&E for the start-up economy.
		Develop mechanisms to cultivate collaboration between private hubs and public innovation hubs.
		Develop and operationalize mechanisms for registration, Labelling and Certification of Start-ups, Incubators and Accelerators.
		Develop a Coordination Framework for innovation hubs, incubators, and accelerators to enhance efficiency at national level.
	Objective 8: Strengthen start-up ecosystem at county level.	Develop programs to facilitate linkages between academia and private sector with the intention of catalysing uptake of commercialization efforts.
	INSTITUTIONAL CAPACITY DEVELOPMENT	Objective 9: To strengthen the human capital, organisational infrastructure, and internal systems.
Enhance organisational Infrastructure.		
Enhance service delivery systems.		
Objective 10: To enhance organisation funding resources.		Enhance Institutional funding to deliver on mandate.
Objective 11: To develop Grant Management systems (commercialization & start-up economy).	Develop framework for attracting and managing grants for commercialization and start-up economy.	

POLICY AND REGULATORY FRAMEWORK	Objective 12: To strengthen National policy and Regulatory frameworks for Commercialization and Start-up Economy.	Develop and implement relevant policies for commercialization, start-up economy and national innovation system.
	Objective 13: To strengthen Institutional Policy and regulatory frameworks for commercialisation and Start-up Economy.	Support institutions to develop internal innovation, commercialization, and IP policies.
PROMOTION & AWARENESS	Objective 14: To improve the Agency Visibility.	Enhance the visibility and positioning of the Innovation Agency.
	Objective 15: To improve innovation system visibility.	Provide platforms to increase visibility and discoverability of innovations.



CHAPTER 6: IMPLEMENTATION AND COORDINATION FRAMEWORK

6. IMPLEMENTATION AND COORDINATION FRAMEWORK

This chapter presents the implementation plan, coordination framework as well as the risk management framework which forms the basis of achieving the key result areas of this strategic plan.

6.1 IMPLEMENTATION PLAN

6.1.1 Action plan

The action plan is detailed in [Annex A](#).

6.2 ANNUAL WORKPLAN AND BUDGET

The Agency has developed an annual workplan and budget which will track the implementation of the strategic plan effectively. The Annual workplan is further translated to Annual performance contracting as a surety that the activities outlined in the workplan will be executed.

The Annual workplan is in [Annex B](#).

6.3 COORDINATION FRAMEWORK

6.3.1 Institutional Framework

6.3.1.1 Directorates

The organizational structure establishes three Directorates; Directorate of Innovation Development and Advancement; Directorate of Innovation Partnerships and Linkages; Directorate of Corporate Services; The Directorates have Departments that carry out the day-to-day functions of KENIA. The structure provides elaborate functions and shows the inter-relatedness between Directorates and Departments.

6.3.1.1.1 Director/CEO

The Director/CEO will be responsible for shaping the Agency's vision, thought leadership, overall management and overseeing implementation of the day-to-day operations, activities, and programmes; and supervising all Agency management staff and be responsible for the technical and administrative aspects of the Agency.

The following directorates and departments report to the Chief Executive Officer.

- i. Directorate of Innovation Commercialization and Ecosystem Advancement
- ii. Directorate of Startup Economy Development and Management
- iii. Directorate of Corporate Services
- iv. Department of Supply Chain Management
- v. Department of Internal Audit

6.3.1.1.2 Division of Innovation Commercialization and Ecosystem Advancement

The Deputy Director will oversee the design and operationalization of commercialisation system frameworks to facilitate strengthening innovation system at the national, institutional, and individual level.

The division is comprised of the following departments.

- I. Innovation Capacity Development and Management
- II. Innovation Commercialization
- III. Innovation Ecosystem Coordination and Advancement

6.3.1.1.3 Division of Startup Ecosystem Development and Management

The Deputy Director will oversee the development and institutionalization of certification, verification and labelling of all startups, incubators and accelerators as well as developing standards and operating procedures for all intermediaries within the startup economy.

The division is comprised of the following departments.

- I. Startup Economy Development
- II. Innovation Policy, Standards and Quality Assurance

6.3.1.1.4 Division of Corporate Services

The Deputy Director will provide strategic leadership, expert advice, and input to the agency to ensure optimal utilization and management of resources.

The Division of Corporate Services comprises of the following departments.

- I. Finance and Accounts
- II. Human Resource Management and Administration
- III. Research, Strategy and Planning
- IV. Information, Communication, Technology
- V. Corporate Communications
- VI. Corporation Secretary and Legal Services

Two (2) stand-alone Departments reporting to the Director/CEO directly.

- I. Supply Chain Management Department
- II. Internal Audit and Risk management Department

6.4 ORGANISATIONAL STRUCTURE

The organogram below shows the current organisational structure of the agency.

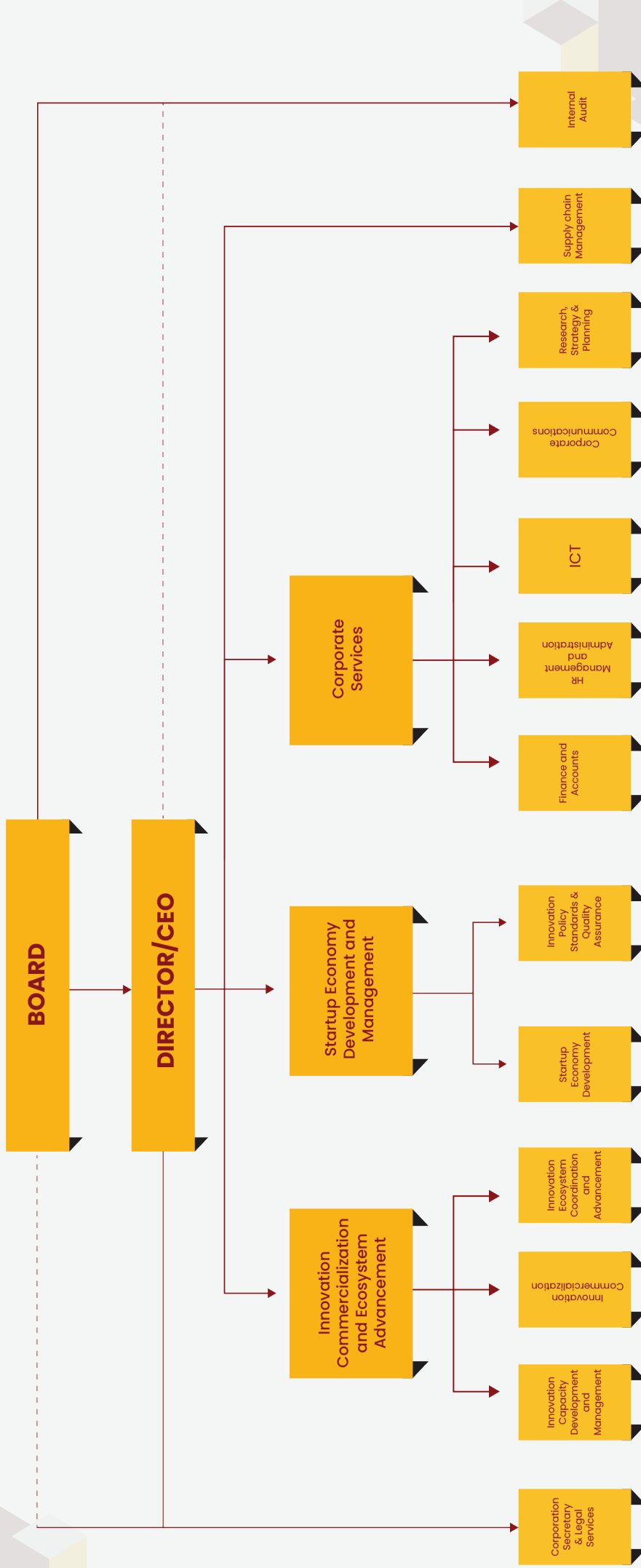


Figure 3: Organisation Organogram Strategies

6.4.1 Staff Establishment, Skills set and Competence Development

The approved establishment of KeNIA has eighty-nine staff against an in-post of thirteen. To perform its mandate and achieve strategic goals, the agency needs to recruit and retain optimal human resource capacity.

Summary of staff establishments skills set, and competence development is as below tables.

Table 10: Summary of staff Establishment

CADRE	APPROVED ESTABLISHMENT	IN-POST	VARIANCE
CEO	1	1	0
DEPUTY DIRECTORS	3	0	(3)
MANAGERS	13	1	(12)
PRINCIPAL OFFICERS	14	0	(14)
SENIOR OFFICERS /OFFICERS	44	6	(38)
ASSISTANT OFFICERS/SENIOR	8	2	(6)
DRIVER/SENIOR DRIVER	6	3	(3)
TOTAL	89	13	(76)

Table 11: Organisation Skills set and Competence development.

CADRE	SKILL SET	SKILL GAP	COMPETENCE DEVELOPMENT
CEO	<ul style="list-style-type: none"> •Strategic decision-making skills •Leadership skills •Negotiation skills •Creativity and innovative •Resource mobilization •Communication skills •Protocol management skills •Conceptual skills •Computer proficiency 	<ul style="list-style-type: none"> •Protocol management skills 	<ul style="list-style-type: none"> •Transformative Leadership •Protocol management

DEPUTY DIRECTORS	<ul style="list-style-type: none"> •Leadership skills •Resource mobilization skills •Creativity and innovative •Communication skills •Negotiation skills •Proposal writing •Grant management skills •Delegation skills •Technical skills •Report writing skills. •Protocol management skills •Computer proficiency 	<ul style="list-style-type: none"> •Innovation management •Grant management skills •Protocol management skills •Negotiation skills •Proposal writing 	<ul style="list-style-type: none"> •Innovation management •Grant management •Protocol management •Leadership and corporate governance
MANAGERS	<ul style="list-style-type: none"> •Leadership skills •Resource mobilization skills •Creativity and innovative •Delegation •Organisation skills •Communication skills •Management skills •Proposal writing •Grant management •Technical skills •Report writing •Protocol management skills 	<ul style="list-style-type: none"> •Resource mobilization skills •Innovation management skills •Protocol management skills •Interpersonal skills •Negotiation skills 	<ul style="list-style-type: none"> •Resource mobilization and management •Innovation management •Protocol management •Strategic Leadership and development
PRINCIPAL OFFICERS	<ul style="list-style-type: none"> •Leadership skills •Proposal writing skills. •Creativity and innovative •Delegation skills •Report writing skills. •Communication skills •Management skills •Organisation skills •Computer proficiency 	<ul style="list-style-type: none"> •Delegation skills •Proposal writing skills. •Creativity and innovation 	<ul style="list-style-type: none"> •Delegation management •Proposal writing •Innovation management
SENIOR OFFICERS /OFFICERS	<ul style="list-style-type: none"> •Supervisory skills •Problem solving skills. •Creativity and innovative •Organisation skills •Delegation skills •Report writing skills. •Teamwork •Communication skills •Computer proficiency 	<ul style="list-style-type: none"> •Delegation skills •Supervisory skills •Proposal writing skills. •Creativity and innovative •Conflict management 	<ul style="list-style-type: none"> •Senior management course. •Proposal writing •Innovation management •Technical skills development

ASSISTANT OFFICERS/SENIOR	<ul style="list-style-type: none"> •Communication skills •Organization skills •Teamwork skills •Customer care skills •Interpersonal skills •Report writing skills. •Computer proficiency 	<ul style="list-style-type: none"> •Organization skills •Report writing skills. •Communication skills •Interpersonal skills 	<ul style="list-style-type: none"> •Organization management •Report writing •Coaching and mentoring programmes
DRIVER/SENIOR DRIVER	<ul style="list-style-type: none"> •Communication skills •Teamwork skills •Customer care skills •Defensive driving skills 	<ul style="list-style-type: none"> •Customer care skills •Teamwork skills •Communication skills 	<ul style="list-style-type: none"> •Customer care •Coaching and mentoring programmes

6.4.2 Leadership

The agency has formed strategic themes team who will be responsible of ensuring timely delivery of the strategic plan based on the themes. The teams have the required skills and capabilities to oversee the strategic themes. A summary of the teams is in [Annex C](#).

6.4.3 Systems and Procedures

For the Agency to deliver the strategic plan priorities effectively and efficiently, it will ensure that the relevant internal process and systems are in place. The Agency will be committed to ensure the following systems and standards are in place and operational.

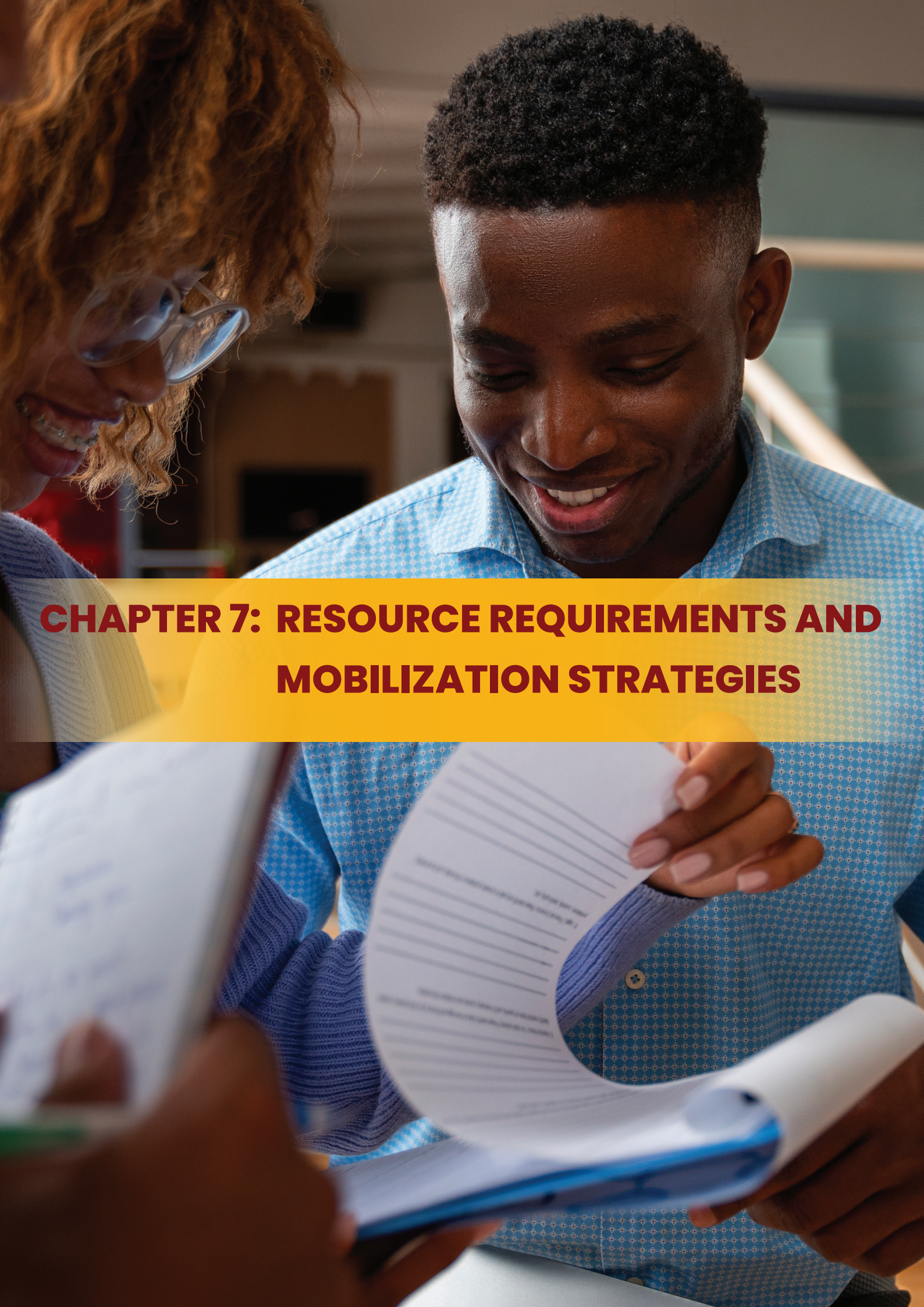
- i. Enterprise Resource Planning System
- ii. Quality Management System
- iii. Digitalization of its services

6.5 RISK MANAGEMENT FRAMEWORK

Table 12: Risk management framework

Risk Class/Category	Risk and Description	Likelihood (L/H/M)	Impact (L/H/M)	Overall Risk Level (L/H/M)	Mitigation Measure(s)	Mitigation Measure(s)
Operational	Unexpected budget cuts by the National Treasury that may lead to inadequate funding	High	High	High	<ul style="list-style-type: none"> Develop resource mobilization strategy; and Diversify partnerships and develop PPP's. 	Finance Department
	Delay in releasing of funds leading to low utilization and pending bills.	High	High	High	<ul style="list-style-type: none"> Abide with cash flow projections and related instruments. Be proactive in engaging The National Treasury in financial management. Timely and better management of work plans; 	Finance Department
	Misappropriation of funds	Medium	High	Medium	<ul style="list-style-type: none"> Prudent management of resources. Strengthen internal controls and systems and other governance related regulations; and Enforce accountability and transparency rules and regulations. 	Board

Quality and process	Inadequate Human Resource capacity	High	High	High	<ul style="list-style-type: none"> • Recruiting of short-term staff • Engaging the Public Service Commission to be allocated interns through the PSIP. • Reviewing the HR instruments 	Board/ Human Resource Department
	Lack of effective policies procedure and frameworks	High	High	High	<ul style="list-style-type: none"> • Develop/review policies and strategies to be in line with the functions as espoused in the STI Act 2013. 	KeNIA Management
Technological	Lack of continuous update of institutional database leading to diminished business productivity or values	medium	medium	medium	<ul style="list-style-type: none"> • acquire Enterprise Resource planning system (ERP) • Develop and implement an ICT policy. • Enforce Information management system. 	Board/ICT Department
	Low awareness on KeNIA Programmes	medium	medium	medium	<ul style="list-style-type: none"> • Increased dissemination of KeNIA activities • Increased stakeholder engagement sessions • Increased involvement in ecosystem events and gatherings • Carryout feasibility study and needs assessment. • Conduct impact studies and document success stories. 	Corporate Communications Department



CHAPTER 7: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

7. RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

This chapter presents the financial resources required for KeNIA to play its role in managing the National Innovation system and attend to the strategic priorities identified. This includes financial requirements, resource gaps and the resource mobilization strategies.

7.1 FINANCIAL REQUIREMENTS

The tables below provide the financial requirements and the resource gaps to achieve the Agency's strategic priorities.

Table 13: Financial requirement for implementing the strategic plan

Cost Area	Projected Resource Requirements (KSH Mn)					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
KRA 1	41.75	43.05	31.75	31.05	36.55	184.15
KRA 2	29.7	70.45	65.5	84.4	87.15	337.2
KRA 3	65.26	36.04	61.94	41.82	53.38	258.44
KRA 4	1.6	11.1	6.1	2.6	2.6	24
KRA 5	102.7	108	129	183	178	700.7
Other budget items (e.g. PE, Operational Costs, etc)	141	178	233	269	329	1151
TOTAL	382.3	446.3	527.8	612.1	686.6	2655.1

Table 14: Resource Gaps

Financial Year	Requirement (KSH Mn)	Estimated Resource Allocations (KSH Mn)	Variance (KSH Mn)
Year 1	382.3	98	284.3
Year 2	446.3	98	348.3
Year 3	527.8	98	429.8
Year 4	612.1	150	462.1
Year 5	686.6	150	536.6
Total	2655.1	594	2061.1

7.2 RESOURCE MOBILIZATION STRATEGIES

The Kenya National Innovation Agency will employ the below strategies to mobilise for financial, and non-financial resources.

- a) Remittance from the Exchequer
- b) Public private partnership
- c) Income generating activities.
- d) Donations and grants
- e) Crowdfunding
- f) Equity Capital
- g) Development partners

7.3 RESOURCE MANAGEMENT

The Kenya National Innovation Agency will implement the below measures to ensure that its resources are being utilized efficiently and effectively to achieve its mission and objectives.

Clear Resource Allocation and Budgetary Plan

The agency will set up a clear and comprehensive budgetary plan for allocating resources to ensure that resources are being utilized efficiently and effectively. This plan will define how resources will be allocated to specific projects, initiatives, and teams. The plan will be regularly reviewed and updated to reflect changing priorities.

Performance Measurement and Evaluation

KeNIA will hold onto a robust system for measuring and evaluating the performance of the agency and its teams to ensuring efficient resource utilization. This system will be based on clear and objective performance metrics and will be used to identify areas where resources are being underutilized or misallocated.

Monitoring and Reporting

The agency will put in place a system for monitoring the use of its resources and generating regular reports on resource utilization. This will help to identify areas where resources are being wasted or misused. This will facilitate more informed decision-making around resource allocation.

Capacity Building


The agency will train and equip its staff with professional skills and knowledge needed to make sound resource management decisions.

Risk Management

The agency will identify and manage risks as a strategy of efficient resource management. The risk management plan will identify potential risks to its resources, such as loss, theft, or misuse, and outlines strategies for mitigating those risks.

Collaborative Decision Making

KeNIA will adopt and promote collaborative decision making across the agency to ensure that resources are being utilized in a way that aligns with the agency's goals and objectives. This will involve involving staff in decision-making processes and encouraging open communication and feedback.



Executive Scoreboard

Total Revenue



Revenue & Backlog

Cash Flow

TSLQ
BBET
NIOV
SIWO
GGLO
AZMN

CHAPTER 8: MONITORING AND EVALUATION AND REPORTING FRAMEWORK

8. MONITORING AND EVALUATION AND REPORTING FRAMEWORK

This chapter entails how the implementation of the strategic plan will be monitored and evaluated to ensure the strategic plan has been actualised.

8.1 MONITORING FRAMEWORK

The planning department shall provide leadership and technical direction to the monitoring of the strategic plan indicators. The Agency will build and adopt a Results-Based Monitoring and Evaluation (RBM&E) system to continuously collect and analyse information to assess the status of implementing planned activities, programmes, and strategies. Monitoring will involve routine data collection and analysis on the success of the implementation of this strategic plan. The results from the analysis will then be used to inform decision making at all levels. The objectives of the strategic plan will be reinforced through corrective measures when and if necessary.

This will be achieved by:

- Developing of monitoring and evaluation indicators at all levels of implementation
- Establishing the Monitoring and Evaluation Committee convened by the CEO.
- Carrying out continuous data collection, analysis and reporting on a quarterly basis - Carrying out random inspections and making objective observations
- Conducting specially designed surveys and rapid assessments to assess progress - Carrying out participatory Monitoring.
- Undertaking independent assessments and reviews of the programmes, projects

8.2 PERFORMANCE STANDARDS

The agency will strive to ensure that the Monitoring and evaluation framework is based on the International recognised norms and standards which includes:

- Impact: The extent to which the implementation of activities met the stated strategies and objectives.
- Sustainability: Assesses the sustainability of the achievements made.
- Effectiveness: Determine the level of effectiveness of the strategies in achieving objectives.
- Efficiency: Assess the efficacy of the methodology employed in achieving results obtained.
- Economy: Determine the level of effective use of resources available during the period.
- Accountability: Assess the level of accountability in the deliverables as were set out in the Strategic Plan.

8.3 EVALUATION FRAMEWORK

Evaluation will involve a systematic and objective process of examining the relevance, effectiveness, efficiency, and impact of the strategies. The Agency's Result Based Monitoring and Evaluation System will guide the evaluation. The Agency has identified the outcome that will be evaluated against the set targets as outlined in **Annex D**. The outcomes will be assessed in mid-term and end-term evaluations.

8.3.1 Mid-term Evaluation

The purpose of midterm evaluation is to examine progress towards achieving the set targets. The strategic plan implementation committee will internally spearhead this. Recommendations of the midterm evaluation will help in making improvements to the strategic plan implementation process.

8.3.2 End-term Evaluation

End term evaluation will be conducted at the end of the strategic plan period and the achievements, challenges, lessons learnt, and recommendations will inform the next cycle of strategic planning process at the Agency.

8.4 REPORTING FRAMEWORK

One of the objectives of the monitoring and evaluation will be to document the lessons learnt including best practices which will inform corrective action undertaken so that implementation remains on course. Further, the lessons learnt will inform the next cycle of the strategic plan.

APPENDICES

ANNEX A: IMPLEMENTATION PLAN

Strategy	Key Activities	Expected Output	Output Indicators	5-year Target	Target					Budget (Mn)					LEAD	SUPPORT										
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5												
Strategic issue: Low rate of commercialized innovations																										
Strategic goal: Support commercialization of innovations																										
KRA: Commercialisation Systems																										
Outcome: Commercialised research output and innovative ideas																										
Strategic Objective 1: To strengthen national innovation ecosystem to facilitate commercialization of research outputs and innovative ideas																										
1.1 Design of a national framework for establishment and running of Technology Transfer Offices (TTOs) in institutions of higher learning and research centres	Developing guidelines, standards, standard operating procedures, and best practices for setting up, operating and sustaining Technology Transfer Offices	Guidelines, standards, standard operating procedures, and best practices developed for setting up, operating and sustaining Technology Transfer Offices	No of guidelines, standards, standards operating procedures and best practices developed	1	1										3										Innovation, commercialization, and Ecosystem Advancement	Innovation Capacity Development and Management

2.2 Design and operationalize a Research to Commercialisation (R2C) Accelerator to assist researchers and	Develop and roll out curriculum for institutional leaders to enhance their capacity to provide institutional leadership	Curriculum for institutional leaders developed and rolled out to enhance their capacity to provide institutional leadership	Curriculum for institutional leaders	1	1	1	1	1.5	0.8	1.5	0.8	0.8	0.8
	Develop and support implementation of institutional transformation workplans to enhance commercialization and innovation	Institutional transformation workplans developed and supported to enhance commercialization and innovation	No. of Institutional transformation workplans developed and supported.	20	2	3	4	5	6	2	3	4	5
2.2 Design and operationalize a Research to Commercialisation (R2C) Accelerator to assist researchers and	Design and operationalize an entrepreneurial institutions maturity framework to measure progress on their entrepreneurial potential	An entrepreneurial institutions maturity framework designed and operationalized to measure progress on their entrepreneurial potential	An operational entrepreneurial institutions maturity framework	1	1	1	1	4.5					
	Design a curriculum for R2C Accelerator program	A curriculum designed for R2C Accelerator program	R2C Accelerator program Curriculum	1	1				19				
	Pilot the R2C to support selected	R2C piloted to support selected	No of institutions	5	2	3			5				7.5

4.2 Track status and growth of the startup economy	Develop framework of indicators and methodology for mobilizing annual data on startup economy	Framework developed of indicators and methodology for mobilizing annual data on startup economy	A framework of indicators and methodology	1	1	1	1	1	1	2				
	Collect, collate, and report on the annual progression data on startup economy and its contribution to the national economy	Annual progression data on startup economy collected, collated, and reported	National innovation outlook	3	1	1	1	1	1	0.8	0.8	0.8	0.9	

Outcome: Coordinated innovations hubs, accelerators, TTOs and Incubators

Strategic Objective 5: To Enhance the effectiveness the Startup Ecosystem intermediaries (innovation hubs, accelerators, TTOs, Incubators)

5.1 Develop and Operationalize a maturity framework for intermediaries	Develop constructs and indicators for the maturity of intermediaries	Constructs and indicators developed for the maturity of intermediaries	Constructs and Indicators developed	1	1					0.8				Startup economy Development and Management	Startup Economy development
	Develop the maturity framework for intermediaries	Maturity framework developed for intermediaries	Maturity framework for intermediaries	1	1							1.5			

7.3 Develop and operationalize mechanisms for registration, labelling and Certification of Startups, Incubators and Accelerators	Develop guidelines for labelling of innovation ecosystem players (startups, incubators, and accelerators)	Guidelines developed for labelling of innovation ecosystem players (startups, incubators, and accelerators)	Labelling guidelines of innovation ecosystem	1	60	40					2.5	1.5					
	Develop database for storing and tracking labelled and certified startups, incubators, and accelerators	Database developed for storing and tracking labelled and certified startups, incubators, and accelerators	Operational database	1	1	1						3					
7.4 Develop a Coordination Framework for innovation hubs, incubators, and accelerators to enhance efficiency at national level	Certify startups, incubators, and accelerators as a mechanism of recognition and tracking progress of the national innovation system.	Startups, incubators, and accelerators certified as a mechanism of recognition and tracking progress of the national innovation system.	No. of startups, incubators and accelerators certified	245		20	50	75	100			0.75	1	1.5	1.75		
	Develop guidelines for setting up, registering and operating innovation hubs, incubators, and accelerators	Guidelines developed for setting up, registering and operating innovation hubs, incubators, and accelerators	No. of guidelines developed	1	1						3						

Outcome: Optimal financial resources for the organisation													
Strategic Objective 10: To enhance organisation funding resources													
10.1 Enhance Institutional funding to deliver on mandate	Develop Resource Mobilization Strategy aligned to the Agency strategic plan	Resource Mobilization Strategy developed aligned to the Agency strategic plan	Resource Mobilization Strategy	1	1						1.5	Innovation, commercialization, and Ecosystem Advancement	Innovation Capacity Development and Management
	Implement the resource mobilization strategy to enhance institutional funding to deliver on the mandate	Resource mobilization strategy implemented to enhance institutional funding to deliver on the mandate	% level of implementation of the Resource Mobilization Strategy	1	20%	30%	40%	10%	1	0.5			
Outcome: Sustainable funding for the innovation ecosystem													
Strategic Objective 11: To develop Grant Management systems (commercialization & startup economy)													
11.1 Develop framework for attracting and managing grants for commercialization and startup economy	Design a grant management system to mobilize and dispense grants for commercialization and seed funding of startups	A grant management system designed to mobilize and dispense grants for commercialization and seed funding of startups	A grant management system	1	1					5		Startup economy Development and Management	Startup Economy Development
	Implement the grant management system	Grant management system implemented	No. of programmes implemented	14	2	3	3	3	3	0.3	0.4	0.4	0.4

Outcome: Guided and regulated HIES on commercialization

Strategic Objective 13: To strengthen Institutional Policy and regulatory frameworks for commercialisation and Startup Economy

13.1 Support institutions to develop internal innovation, commercialization, and IP policies	Identify institutions that are ready to develop internal policies for commercialization and innovation	Institutions identified that are ready to develop internal policies for commercialization and innovation	No of institutions identified	16	2	3	3	3	4	4	4	0.1	0.1	0.1	0.1	0.1	0.1	Innovation, commercialization, and Ecosystem Advancement	Innovation Commercialization
	Support identified institutions to develop policies and strategies for commercialization and innovation	Support identified institutions supported to develop policies and strategies for commercialization and innovation	No. of institutions supported	16	2	3	3	4	4	4	4	1	1.5	2	2	2			
	Oversee implementation of institutional policies on commercialization and innovation, including Data management, Monitoring evaluation and learning;	Institutional policies on commercialization and innovation, including Data management, Monitoring evaluation and learning implemented.	No. of institutions implementing the institutional policies.	16	2	3	3	4	4	4	4	0.5	0.5	0.5	0.5	0.5			
	Develop and disseminate a framework for establishment of spinoffs out of institutions	A framework for establishment of spin-offs out of institutions developed and disseminated	A framework for establishment of spin-offs out of institutions	1		1									3				

Outcome: Improved innovation system visibility																				
Strategic Objective 15: To improve innovation system visibility																				
15.1 Provide platforms to increase visibility and discoverability of innovations	Develop digital platforms (databases, web portal and social media platforms) to support the increment of visibility of innovations	Digital platforms (databases, web portal and social media platforms) developed to support the increment of visibility of innovations	No. of databases developed	5	1	1	1	1	1	1	1	1	2	2	2	2	2	2	Corporate Services	Information Communication Technology
	Develop awareness materials on innovation including documentaries, and videos	Awareness and disseminate of information on innovation done.	No. of documentaries developed	11	1	2	4	2	2	2	5	6	7	6	6	6	6	6	Corporate Communication	Corporate Communication
	Create annual or bi-annual report on the national performance of the innovations, commercialization efforts, innovation hubs, incubators, accelerators and TTOs	Annual or bi-annual report prepared on the national performance of the innovations, commercialization efforts, innovation hubs, incubators, accelerators and TTOs	Annual or Bi-annual report	2	1	1	1	1	1	25	25						25		Research Strategy and Planning	

ANNEX B: COSTED ANNUAL WORKPLAN 2023/24

ACTIVITY	SUBACTIVITY	OUTPUTS	PERFORMANCE INDICATORS	TIME FRAME												BUDGET ESTIMATE								
				J	A	S	O	N	D	J	F	M	A	M	J									
ACCOUNTS DEPARTMENT																								
Preparation of Financial Statement for FY 2022/23	Updating of all ledgers	Financial statement for FY 2022/23	Financial statement for FY 2022/23														600,000							
Preparation of budget estimates for FY 2024/25 and MTEF 2025/26 and 2026/27	Participate in budget process at the Agency level, subsector level and Sector level in accordance with circulars	Approved estimates for FY 2024/25 and MTEF 2025/26 and 2026/27	Approved estimates for FY 2024/25 and MTEF 2025/26 and 2026/27														800,000							
Preparation of Quarterly Financial statement for FY 2023/24	Updating all ledgers with all financial transactions of the Agency, Payments, receipts	Quarterly reports as at September 2023, December 2023, March 2024, and June 2024	Quarterly reports as at September 2023, December 2023, March 2024, and June 2024														0							
SUBTOTAL																								1,400,000
TECHNICAL DEPARTMENT																								
Develop National Innovation Outlook report 2023	Develop Terms of Reference for National Innovation Outlook Report	ToR Developed	ToR																					
	Develop the National Innovation Outlook report	Outlook report developed	Outlook report																					
	Disseminate the National innovation outlook report	Report disseminated to all stakeholders	No. of reports disseminated																					

SUBTOTAL												2,300,000
PROCUREMENT DEPARTMENT												
Preparation of procurement Plan for FY 2023/2024	Compilation of PP for FY 23/24	Completed PP 23/24	Completed PP 23/24									
Submitting of procurement plan to board of directors for Approval.	Submit the plan to the Board of Directors for approval	Approved PP 23/24	Approved PP 23/24									
Upload and Submission of Approved PP for FY 23/24 to the PPIP	Uploaded and Submit Approved PP 23/24 to the PPIP	Submitted PP 23/24	Uploaded PP 23/24									
Prequalification of Supplier for the financial year 23/24 and 24/25	Advertise of the for availability of opportunity for addition to the KeNIA supplier list to new vendors	Completed and Approved Prequalified supplier list for the financial year 23/24 & 24/25	Compiled Prequalified supplier list for the financial year 23/24 & 24/25									
Update and maintaining of supplier registration database.	Daily update of Supplier reg. list	Updated Supplier reg. list	Update of the supplier list									
Implementation of Procurement plan for the FY 2023/24	Procurement of goods & services	Inspection forms, LPO, LSO	Procured goods and services									
Technical Evaluation Retreat for crucial and complex procurement of goods and services	Constitution of Technical Evaluation committees	Signed Technical Evaluation Report	Drafted Tech. Eva reports								1,300,000	
Drafting of the procurement manual	Develop a draft procurement manual	Draft procurement manual document	Draft procurement manual									
Quality review of manual before submitting to Board for approval	Review the draft manual	Approved manual document	Approval of the procurement manual									

Training of External stakeholders on procurement matter and process	Develop training materials	Number of suppliers trained	Attendance list	100,000
Preparation of Quarterly Report	Prepare Quarterly reports	Consolidated quarterly report	Signed quarterly report	
Continuous Update and upload of procurement award in the PPIP.	Daily update of the PPIP on procurement awards	Update of the procurement awards on the PPIP	Updated procurement awards on the PPIP	
Implementation of Presidential Directives	Grow a minimum of thirty tress per year per staff	A minimum of thirty tress per year per staff grown	Grown trees Pictures and attendance list	400,000
	Mobilize key stakeholders in liaison with the state department for Forestry to conduct three tree planting/growing events in the year.	Three tree planting/ growing events in the year conducted.	Three events Pictures and attendance list	
	Submit half yearly (for each rain season) and annual reports to the State department for Forestry on the number of trees grown.	Half yearly report submitted	Two reports	
SUBTOTAL				1,800,000

PLANNING DEPARTMENT

Performance Contract	Ensuring compliance on cross cutting issues Compiling of quarterly performance contract report Following up on gaps realized on performance contract Participating in performance contracts	4 Quarterly performance contract Reports	No of reports submitted.	400,000
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HUMAN RESOURCE DEPARTMENT										
Recruitment of staff	Advertise for the posts.	Agency staff recruited including thirteen short term casual employees	Recruit three (3) agency staff Recruit thirteen (13) short-term casuals							3,664,840
	Shortlist and interview the candidate.									
	Appoint successful candidate.									
Performance Appraisal	Conduct quarterly appraisal at the end of every quarter.	Identification of high potential employees.	Performance appraisal forms							
	Mid-year appraisal (after 6 months) of the financial year.	Manage and improve performance in the agency.	Performance appraisal reports							
	Annual appraisal (end of financial year)	Provide information for decision making such as renewal of contracts.								
Staff Training	Staff training projection	Trained Human Resource	Training reports							3,152,020
	Individual training	Enhanced agency capacity	Courses certificate							
	Group training									
SUBTOTAL										6,816,860
GRAND TOTAL										97,842,892

ANNEX C: STRATEGIC THEMES TEAMS

Strategic theme	Strategic theme team
Commercialization system	<ul style="list-style-type: none"> •Division of Innovation Commercialization and Ecosystem Advancement
Startup ecosystem	<ul style="list-style-type: none"> •Division of Startup Ecosystem Development and Management
Institutional capacity development	<ul style="list-style-type: none"> •Finance and Accounts •Human Resource Management and Administration •Supply Chain Management Department
Policy and regulatory framework	<ul style="list-style-type: none"> •Corporation Secretary and Legal Services •Division of Innovation Commercialization and Ecosystem Advancement •Division of Startup Ecosystem Development and Management •Research, Strategy and Planning •Internal Audit and Risk management Department planning
Promotion & awareness	<ul style="list-style-type: none"> •Corporate Communications •Information, Communication, Technology •Division of Innovation Commercialization and Ecosystem Advancement •Division of Startup Ecosystem Development and Management

ANNEX D: OUTCOME PERFORMANCE MATRIX

KRA	OUTCOME	OUTCOME INDICATOR	BASELINE		TARGET	
			VALUE	YEAR	MID TERM PERIOD	END TERM PERIOD
Commercialisation Systems	Commercialised research output and innovative ideas	No. of commercialised research output and innovative ideas	1500	2022	2075	3250
	Improved capacity of Higher education and research institution to effectively run research to commercialisation (R2C) programs.	No. of Higher education and Research Institution sustaining research to commercialisation (R2C) programs		2022	40	110
	Coordinated innovation ecosystem	No. of academia-industry linkages.	28	2022	63	128
Startup Ecosystem	Competitive Kenya's startup ecosystem	% of improvement on Global Innovation Index ranking	88	2022	10%	20%
		% of improvement on Global Startup ranking.	62	2022	10%	20%
		% of improvement of Innovation Sophistication Index	4%	2022	10%	20%
		% cumulative growth of the amount of investment secured by the startup.	1,281,918,200 USD	2022	70%	130%
		No. of registered innovations hubs, accelerators, TTOs and Incubators	29	2022	94	209
		No. of innovations and startups that have graduated from the innovation hubs, accelerators, TTOs and Incubators	40	2022	115	505
Empowered founders and startups	No. of Intellectual property Rights registered	No. of Intellectual property Rights registered	6,295,296	2022	6,296,021	6,297,046
		No. of startups that have scaled-up from pre-seed and seed-stage	91	2022	316	841
		No. of spinoffs from Higher education and Research Institution	1000	2022	1011	1035
	% cumulative growth of the amount of investment secured by the startup economy		1,281,918,200 USD	2022	70%	130%

Institutional Capacity Development	Strengthened knowledge management of the innovation ecosystem	% growth of the number of startups and innovators.	NIL	2022	60%	80%
	Effective collaboration between private and public innovation hubs	No. of collaborative innovative projects	NIL	2022	25	70
	Strengthened startup ecosystem at the County level	No. of innovations hubs, accelerators, and Incubators at the County level	40	2022	78	171
		No. of startups that have graduated from the County hubs, accelerators, and incubators.	30	2022	70	255
	Improved service delivery	% Increase in staffing level	10%	2022	50%	50%
		Improvement in Staff retention rate				
		% improvement in internal process.				
	Optimal financial resources for the organisation	% of increase in funding from the government	Ksh.95 million	2022	35%	50%
		% of increase in donors and partners funding	NIL	2022	35%	40%
	Increased efficiency and effectiveness of the grant management system.	No. of grant programmes managed successfully	NIL	2022	11	35
Policy and regulatory framework	Guided and regulated national innovation ecosystem.	No. of relevant policies and regulatory framework developed	2	2022	4	5
	Guided and regulated Higher Education and Research Institution on commercialization	Institutional commercialization policy	NIL	2022	1	1
	Improved Agency visibility	No. of spinoffs from Higher education and Research Institution	1000	2022	1011	1035
Promotion & Awareness	Improved Agency visibility	No. of successful local partnerships, collaborations and linkages created	28	2022	88	178
	Improved innovation system visibility	No. of successful international partnerships, collaborations and linkages created	10	2022	33	86



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