Shippers Council of Eastern Africa

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Together for Greater Logistics Efficiency

STRATEGIC PLAN
2022 – 2025

August 2021

Acronyms

AfCFTA	African Continental Free Trade Area
APSA	Australian Peak Shippers Association
BMO	Business Membership Organization
CFIB	Canadian Federation of Independent Business
EAC	East African Community
EACPA	East Africa Cement Producers Association
EATTA	East African Tea Trade Association
FPEAK	Fresh Produce Exporters Association of Kenya
ICD	Internal Container Depot
iCMS	Integrated Customs Management System
KAM	Kenya Association of Manufacturers
KCTA	Kenya Coffee Traders Association
KEBS	Kenya Bureau of Standards
KENTRADE	Kenya Trade Network Agency
KPA	Kenya Ports Authority
KPI	Key Performance Indicator
KRA	Kenya Revenue Authority
KRC	Kenya Railways Corporation
KWATOS	Kilindini Waterfront Automated Terminal Operating System
LAPSSET	Lamu Port, South Sudan, Ethiopia Transport Corridor
LPS	Logistics Performance Survey
MNSC	Malaysian National Shippers Council
MoC	Memorandum of Corporation
NCTTCA	Northern Corridor Transit Transport Coordination Authority
PIEA	Petroleum Institute of East Africa
PVoC	Pre-Verification of Conformity
SASC	South African Shippers Council
TFA	Trade Facilitation Agreement
UKCS	United Kingdom Chamber of Shipping
USC	South African Shippers Council
WTO	World Trade Organization

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Message from Our Chair

I am pleased to share the 2022 – 2025 Strategic plan for the Shippers Council of Eastern Africa (SCEA). The years 2020 and 2021 were characterized by unprecedented challenges occasioned by the global COVID-19 pandemic. Like every forward-looking association, SCEA will confront these challenges with better tools and embrace opportunities for the benefit of its members and stakeholders.

The process of developing this new strategic plan has helped forge consensus on the directions we would like to take as a leading business membership organization in the transport and logistics sector. Several stakeholders provided input in the development of this plan. These include SCEA members, management and Board, partners in government and in business, regional organizations, and development partners. The input was further shaped by a well-organized stakeholders' validation workshop that resulted in the final strategy document.

This new strategic plan is driven by four key pillars that are expected to propel SCEA into a stronger and sustainable organization that is a strong advocate for its members. To achieve this, SCEA will pursue stronger partnerships with government and community partners, leverage alternative funding and grow revenue for sustainability, improve the impact of its advocacy using data and evidence and deliver excellent services for its membership.

Through our outcomes-focused approach, we will measure the impact of our strategy over time and implement corrective measures as appropriate. A monitoring and evaluation plan will ensure we not only communicate our successes to stakeholders but also share challenges and lessons that will help SCEA improve future strategies.

On behalf of the Board and Management, I call on our members and stakeholders to joins us on this journey to make SCEA a stronger and sustainable advocate of the transport and logistics sector in Eastern Africa. We will need your support because our success is your success.

Thank you.

Genesio Mugo.
Chairman

Message from Our CEO

At the Shippers Council of Eastern Africa (SCEA), our goal is to strongly advocate for and provide support for our members on matters related to logistics and trade facilitation, to ensure a better business environment and reduce the cost of transportation. The path to achieving this goal is driven by our relentless focus on growing SCEA into a sustainable organization and acting as a bridge between government and businesses on policy and operational issues that impact our members.

The health and economic challenges occasioned by the ongoing global COVID-19 pandemic have reinforced the importance of government and businesses to adopt and remain resilient in the delivery of services to stakeholders. As the pandemic evolved, our priority was the health and safety of our staff and members. We adjusted our operations and implemented work from home measures and moved to online platforms to ensure we continued to communicate and engage our members and stakeholders on logistics and trade facilitation issues impacting the sector. I thank our members and stakeholders for quickly adopting to these measures to ensure business continuity.

Despite these unprecedented changes in our operating environment, I am pleased with what we managed to achieve as an organization under the 2016 – 2020 strategic plan. Specifically, we implemented measures to reduce the organization's dependence on external funding, enhanced sustainability through strong membership retention and built stronger partnerships and goodwill from government and stakeholders to support our advocacy.

I must say though that plenty of room for improvement exists and we need to elevate and prioritize measures to grow SCEA into a sustainable organization that can have greater impact with its advocacy. As such, our 2022 to 2025 strategic plan will build on this momentum and other measures included in this plan will result in a positive and lasting impact for our members and stakeholders. I am incredibly optimistic about the future and thank the SCEA Board, staff and members for demonstrating commitment, passion and optimism in what we can achieve together as an organization.

I encourage you to read this strategic plan and hold us accountable to our commitments by making it a living document. Together for greater logistics efficiency.

Gilbert Lang'at
CEO

Executive Summary

The Shippers Council of Eastern Africa (SCEA) is an independent advocacy association that represents the interests of cargo owners in East Africa. Registered in Kenya, with strategic links and partnerships with regional and international organizations, SCEA has played a leading advocacy role in the delivery of greater efficiency and investment in logistics services and infrastructure. SCEA uniquely focuses its advocacy initiatives on all modes of freight transportation and related trade facilitation issues. The goal is to advocate for regulatory and policy changes that will transform East Africa into a region of high logistics efficiency and competitive pricing for logistics services.

Despite having made gains in logistics efficiency in recent times, the East African Community (EAC) region still recorded high costs of logistics services relative to other regions of the world. This situation has been compounded by the effect of the global COVID-19 pandemic. For example, border crossing timelines for commercial trucks increased from less than 24 hours to over 5 to 6 days at Busia and Malaba borders. Road freight rates for a 20-foot container from Mombasa to Kampala increased by approximately 14% from USD 2200 to USD 2500 and rates for Mombasa to Kigali increased by approximately 11% from USD 3400 to USD 3800.

SCEA's 2016-2020 Strategic Plan was anchored on the following four goals:

1. **STRATEGIC GOAL 1:** 'Enhancing Revenue Mobilization for SCEAs Advocacy Work and Sustainability through Innovative Value Addition Services and Leveraging Upon Development Partnerships'.
2. **STRATEGIC GOAL 2:** 'Creating Enhanced Stakeholder Value by Advocating for Improved Efficiency and Related Ease of Doing Business in the Logistics Chain and Reduction in the Cost of Transportation to Increase the Competitiveness of Shippers.'
3. **STRATEGIC GOAL 3:** 'To Undertake a Business Process Re-Engineering to Enable the Organization Fulfill Its Vision & Mission & Meet Stakeholder Expectations'.
4. **STRATEGIC GOAL 4:** 'To Develop Sufficient Human Capital, Adequately Equipped and Motivated to Fulfill SCEAs Mission & Vision'.

While notable achievements were realized in membership recruitment and retention, revenue increases and advocacy, several factors impacted the ability of the organization to achieve greater goals under this plan. These factors include inadequate financial and human resources, rigid business processes by trade facilitation agencies, the changing priorities of donor partners and impact of the global COVID-19 pandemic. Key lessons drawn from these challenges include the need for greater human resource capacity, sustainable finances, re-focus on members' needs and continuous monitoring, evaluation, and reporting of Strategic Plan implementation.

SCEA and its partners will continue to advocate for measures to enhance logistics efficiency and drive down the cost of logistics services in the region. SCEA is uniquely positioned to advise decision-makers about healthy public policy and to guide initiatives to help enhance logistics efficiency and other trade facilitation measures for the benefit of the economies of the region. Through the 2022-2025 Strategic Plan, SCEA hopes to build on its past successes to improve the impact of its advocacy, enhance organizational sustainability, deliver value to its members through better and focused service offerings and strengthen partnerships with government and community partners. To deliver this, SCEA will pursue the following strategic goals and strategies.

Goal 1: Enhance the Impact of SCEA Advocacy
Strategies
- Conduct evidence-based analysis and advocacy.
- Disseminate high-quality advocacy information generated through the annual Logistics Performance Survey (LPS), policy papers/briefs and issue-based position papers.
- Enhance the effectiveness of SCEA advocacy.
- Focus on enhancing logistics for exports.

Goal 2: Drive Sustained Growth to ensure Organizational Sustainability.
Strategies
- Grow membership base by 150 new members.
- Strengthen membership retention.
- Diversify and stabilize alternative sources of funding and revenue
- Enhance institutional capacity.

Goal 3: Member Services
Strategies
- Enhance communication and service offerings to members.

Goal 4: Stronger Relations with Government and Community Partners
Strategies
- Deepen and formalize strategic relationships with regulatory authorities and trade facilitation agencies.
- Grow and strengthen partnerships with development partners.
- Grow and strengthen partnerships with regional business membership organizations (BMOs).
- Grow and strengthen partnerships with other BMOs and think tank organizations.

Monitoring, Evaluation and Reporting

A monitoring, evaluation and reporting framework is established under this plan to assess the extent with which the goals set out under this plan are achieved and solicit feedback on measures to improve the outcomes outlines in this plan. The results of the M&E will be used to prepare the annual report on the operations of SCEA for presentation at the AGM. The M&E reports will be critical to improving SCEA programs under the Plan which will be monitored through quarterly, mid-term and end term evaluations and will also provide information for the development of SCEA's next Strategy Plan.

Contents

1.0. Introduction

The Shippers Council of Eastern Africa (SCEA) has developed this forward-looking Strategic Plan to confront its challenges, embrace opportunities, and capitalize on its assets to grow and enhance organizational sustainability. The global COVID-19 pandemic has significantly disrupted global supply chains and negatively impacted logistics efficiency and the cost of doing business. Rising transport costs and longer wait times for cargo clearance and delivery have led to skyrocketing consumers prices. The lockdown measures designed by countries to contain the spread of COVID-19 have not only impacted logistics efficiency in East Africa but have also disrupted trade and the movement of goods between the East Africa Community (EAC) Member States.

In light of these occurrences, the Board of the Shippers Council of Eastern Africa (SCEA) moved towards refreshing the organizations strategic priorities. This resulted in a strategic planning process with the following objectives:

- Assess the Council's strategic environment.
- Reaffirm and/or review the Council's vision, mission, and core values.
- Develop the Council's priorities and strategies for 2022 – 2025.
- Identify key activities that will support the achievement of the identified priorities.
- Develop a monitoring and evaluation plan.

Through this Strategic Plan, SCEA commits to work with stakeholders to achieve a better business environment for its members. This Strategic Plan contains new tools that will create new territories and enhance enterprise success for our members and grow SCEA into a reputable and sustainable association.

Rationale for Developing the 2022-2025 Strategic Plan

SCEA's 2022-2025 Strategic Plan is aimed at identifying and selecting the most suitable ways of using the resources available to SCEA to address key priorities that have emerged over the 2016 – 2020 period. Implementation of the 2016 – 2020 Strategic Plan concluded in December 2020 and SCEA has developed this new plan to address emerging changes in its internal and external operating environment. Most notably, the COVID-19 pandemic and other changes in SCEA's operating environment have necessitated the need for a new strategic direction that is responsive to the needs of members. With this new strategy, SCEA hopes to support its members to successfully steer their businesses in an era characterized with global uncertainty.

How this Plan was developed

The ideas included in this plan are the collective ideas of the SCEA members, Board, management and staff and stakeholders in the logistics and trade facilitation sector including government agencies and regulators, private sector partners and development partners. Using a participatory approach, the ideas in this strategy were put together using a process that included review of SCEA corporate documents, a gap analysis of SCEA's 2016-2020 Strategic Plan, consultations with stakeholders, analysis of SCEA's current situation, review of SCEA's governance and institutional structure and learnings from best practices in the management of industry associations. The information collected from these processes was analyzed and distilled into common themes to form the basis of the priorities set out in this Strategic Plan.

Some of the documents that were reviewed to inform the strategic plan include the 2016-2020 Strategic Plan and the Balanced Scorecard, annual reports covering the 2015 to 2019 period, externally funded projects reports, corporate policies, procedures, and manuals, company articles of association and policy documents from EAC national governments among other documents. A survey was also conducted targeting several stakeholders including SCEA Board, management and staff, members, partners including government, regional organizations, private sector organizations and development partners.

The overall Strategic Planning process was guided by the Canadian Association of Mental Health Strategic Plan Toolkit developed by Linda Moldenhauer. The toolkit is a useful resource for building strong foundations to enhance organizational capacity.

About SCEA

The Shippers Council of Eastern Africa is the premier advocacy organization of cargo owners in Eastern Africa. SCEA was established in 2006 to advocate for a stronger business environment through better policies and regulations that would result in efficient and cost-effective transport and logistics systems. SCEA was formed by five (5) founding members including the Kenya Association of Manufacturers (KAM), Fresh Produce Exporters Association of Kenya (FPEAK), East African Tea Trade Association (EATTA), East Africa Cement Producers Association (EACPA), Kenya Coffee Traders Association (KCTA) and the Petroleum Institute of East Africa (PIEA). SCEA is established under the laws of the Republic of Kenya with the following purpose:
- Provide a platform for cargo owners to articulate their concerns to government and logistics service providers in a unified voice.
- Provide timely interventions in operational issues that face members.

- To influence development of policies, legislation, and regulatory frameworks to support greater logistics efficiency and an enabling business environment through evidence-based research.
- Promote and disseminate best practices in transport, logistics and trade facilitation.
- Empower members by sharing industry information that will grow their businesses.

SCEA and its partners have long advocated for efficient transport and logistics systems and competitive transportations costs across all transport modes – maritime, rail, road, and air freight. SCEA's advocacy has led to a significant removal of trade barriers and greater investments in infrastructure and information technology (IT) for trade, leading a greater efficiency at ports and transport corridors. However, the continued existence of non-tariff barriers and the absence of critical policy reforms required to support the gains made because of SCEA's advocacy has meant that the anticipated reduction in transport costs has not been fully realized.

Through several Strategic Plans developed and implemented between 2006 and 2016, SCEA has managed to grow into a reputable organization and positioned itself as a strong advocate of cargo owners through collaboration with government, logistics service providers and related stakeholders. Through this collaboration, several logistics bottlenecks have been addressed and government red tape reduced for the benefit of SCEA members and businesses involved in international trade. SCEA continues to work with stakeholders to address emerging issues including the impact of the global COVID-19 pandemic to ensure its members and businesses in the Eastern African region remain competitive.

Overview of Logistics Performance and Trade Facilitation in East Africa.

In recent years, improvements in logistics infrastructure and trade facilitation measures along the Northern and Central Corridor trade routes in East Africa have been at the forefront of the regional integration agenda. Customs procedures have been simplified, automated and to a large extent standardized between member states. Cargo clearance timelines at ports have significantly reduced, while transit times across the transport corridors have reduced with the introduction of measures to eliminate non-tariff barriers, the reduction and automation of weighbridges and the introduction of one-stop border posts.

With these measures, the capacity of East African Community (EAC) countries to efficiently move goods onto the international market is improving, albeit at a slow-paced relative to countries with higher logistics efficiency. In addition, the region's cost of transport and related logistics services remain high despite these new measures. To further improve logistics efficiency and achieve competitive pricing in transportation services, the EAC needs to pursue improvements on a range of policy issues targeting logistics infrastructure and

trade facilitation and continue its sustained efforts to remove the remaining non-tariff barriers.

SCEA's advocacy work is designed to ensure its members benefit from greater logistics efficiency and competitive pricing for logistics services in the region. which is projected to result in reduced logistics costs of basic commodities. Through greater representation and stronger advocacy measures, SCEA hopes to build the capacity of its members to compete on global markets through measures to improve the quality of logistics services, access to logistics and trade facilitation information and timely intervention on logistics issues impacting their business operations. SCEA hopes to achieve this through strong partnerships with governments, trade facilitation agencies, logistics services providers and community stakeholders in the logistics industry.

Ongoing Initiatives to Improve Logistics Performance

To enhance expand trade, enhance economic integration, and realize economic development, EAC Member States have made significant investment in logistics infrastructure over the past decade. Some of the notable initiatives to improve the logistics and trade facilitation environment include the following:

A. **Expansion of Road Networks on the Northern and Central Corridors.**
   The ports of Mombasa Dar-es-Salaam are anchor points for the two transport corridors that are critical for facilitating domestic, regional, and international. Kenya and Tanzania have commenced and completed several expansions on the road networks on the Northern and Central corridors. These investments have facilitated faster delivery times and reduced the transit time taken to move cargo from these two ports to inland destinations.

B. **Expansion of Railway Lines**
   Kenya has now completed the standard gauge railway from Mombasa to Naivasha and is working on the Naivasha Kisumu line. Tanzania is on course to deliver the 2,561 km standard gauge railway network connecting Dar-es-Salaam to Eastern and Southern Africa's hinterland. Despite these investments in railway infrastructure, there are still delays being experienced on corridor transit and rising logistics costs. This observation provides SCEA the opportunity to continue with its research advocacy work to establish why delays still occur and rising costs and make recommendations for appropriate policy changes.

C. **Lamu Port, South Sudan, Ethiopia Transport Corridor (LAPSSET)**
   The LAPSSET Corridor Program is Eastern Africa's largest and most ambitious infrastructure project bringing together Kenya, Ethiopia and South Sudan. This mega

project consists of seven key infrastructure projects starting with a new 32 Berth port at Lamu (Kenya); Interregional Highways from Lamu to Isiolo, Isiolo to Juba (South Sudan), Isiolo to Addis Ababa (Ethiopia), and Lamu to Garsen (Kenya), Crude Oil Pipeline from Lamu to Isiolo, Isiolo to Juba; Product Oil Pipeline from Lamu to Isiolo, Isiolo to Addis Ababa; Interregional Standard Gauge Railway lines from Lamu to Isiolo, Isiolo to Juba, Isiolo to Addis Ababa, and Nairobi to Isiolo; 3 International Airports: one each at Lamu, Isiolo, and Lake Turkana; 3 Resort Cities: one each at Lamu, Isiolo and Lake Turkana; and the multipurpose High Grand Falls Dam along the Tana River.

The opportunity for SCEA in this corridor project lies in the need to harmonize Kenya Ethiopia trade tariffs, to foster structured decision making and reporting system to ensure seamless implementation of the LAPSSET corridor. There is need to ensure standards across the footprint countries are harmonized and to consolidate the regional goodwill. The hinterland markets along the LAPSSET corridor will bring to light more potential members for SCEA.

D. **Inland Container Depots (ICD) – Nairobi and Naivasha**
By handling cargo destined for Uganda, Rwanda, South Sudan, Ethiopia, Burundi and the Democratic Republic of Congo, the ICD facilities are expected reduce the transit distance for the Member States. The main objective of the ICD is to bring port services closer to customers in the hinterland through special rail-tainer service. The goal is to have a truck turn around within 30 mins, and wagon turnaround of 2hrs and 30mins which is an ISO objective of the ICD. Both Nairobi and Naivasha ICD terminals have already experienced activity from shippers and cargo owners utilising the service. The ICDs are mainly focussed on the use of rail transport which on the one hand is good for easing traffic on roads but may be more costly for the cargo owners and a competition for road transporters who are members of SCEA, this therefore becomes a challenge for SCEA to balance the needs of all its members but an opportunity to become the go to third party for resolution of disputes.

E. **Mombasa Port Charter**
This is a commitment by logistics and trade facilitation stakeholders in the public and private sectors to ensure seamless flow of goods through the port of Mombasa to other destinations in the East African Community (EAC). The objective is to reduce inefficiencies on the logistics chain that often result in delays and surcharges that add to the cost of doing business. This Mombasa Port Community Charter (the "Charter") proclaims the desire of the Mombasa Port Community to realize the full trade potential of the Mombasa Port Corridor. It represents the culmination of intense and extensive

consultations among all stakeholders, government agencies, business, civil society organizations, the Coastal Community and special interest groups in Kenya.

While the parties included in the Mombasa Port Community form the core team tasked with executing the initiatives proposed in the Charter, all stakeholders are obligated to pursue and encourage the realization of the trade potential of the Mombasa Port Corridor. SCEA was among the ten key stakeholders who initiated the idea of the port charter, and an opportunity exists for SCEA to support implementation by regularly monitoring and reporting on the individual performance of stakeholders and reminding them of their commitments under the charter.

F. Automation

Kilindini Waterfront Automated Terminal Operation System (KWATOS) and Terminal Operating System (TOS) – Among other major projects, Kenya Ports Authority (KPA) has gone for a superior Terminal Operating System (TOS) which is more advanced when compared to the Kilindini Waterfront Automated Terminal Operation System (KWATOS). This is expected to enable faster vessel productivity and turnaround, optimized yard, rail and gate operations, control of operations and storage, timely and accurate billing, improved cargo safety, tracking and security, improved traffic management and a Truck Appointment System (TAS) among others. It will interface with various key cargo interveners including Revenue Authorities, Cargo Owners, Shipping Agents, Partner Government Agencies (PGAS) and clearing and forwarding agents. However, one of the key challenges is the fact that some of the cargo owners and transporters may not have the technological capacity to integrate with the new system, there is an opportunity for SCEA to carry out trainings and capacity building for its members on the new systems.

KRA (iCMS) Pre-arrival Processing – This is a technological platform which seamlessly connects with KRA's internal systems and external stakeholders' systems to achieve faster cargo clearance. iCIMS enables trade efficiency by increasing speed in the cargo clearance process, reduction of complexities associated with several systems of automation of manual processes. It also simplifies processes by enabling pre-arrival processing. However, SCEA must put into consideration the fact that there can be downtime on the system during its early implementation period and therefore there is need for intervention for members in case of such eventualities and training and capacity building on the use of the system.

KENTRADE – This organisation was set up by the Government of Kenya to facilitate cross border trade and establish, manage, and implement the National Electronic Single Window System (Kenya TradeNet System). TradeNet System is set to facilitate trade,

customs clearance competitiveness and to reduce the cost of trade thus promoting the economy. It provides all stakeholders a single access point for all external trade related services and to meet the legal requirements of trade the main features being arrival notices, electronic declaration submission, payment, electronic manifest submission, permits & licenses, and access to all trade related procedures. KRA, KEBS and KPA are the main stakeholders including the business community and the shippers and cargo owners.

The Maritime Single Window System – This system is expected to enhance the ease of doing business at the port of Mombasa by allowing shipping agents to electronically submit vessel pre-arrival and pre-departure declarations to government regulatory agencies. The system went live on June 2, 2021.

G. Conformity Assessment Frameworks

Kenya Bureau of Standards (KEBS) has implemented the PVoC (Pre-Export Verification of Conformity) for Exports to Kenya guidelines and commissioned Intertek to operate the program for exports to Kenya. This assures Kenyan consumers of the quality of imported goods and fair competition for local manufacturers. There have been concerns on compliance, turnaround time and efficiency of the conformity assessment frameworks at KEBS by cargo owners and intervening to ensure the system works and that the members have the capacity to use the system is a key area that SCEA could focus on.

H. Trade Facilitation Agreements and Policy

The African Continental Free Trade Area (AfCFTA) agreement signed by 44 out of 55 countries emphasizes the reduction of tariffs and non-tariff barriers, and the facilitation of free movement of people and labor, right of residence, right of establishment, and investment. It is one of the flagship projects of the First Ten-Year Implementation Plan (2014-2023) under the AU's Agenda 2063—" The Africa We Want." As the countries continue ratifying the AfCFTA this provides an opportunity for seamless logistics connectivity across African countries.

I. WTO Trade Facilitation Agreement

Trade facilitation, modernisation, harmonisation, and simplification is a focus for the world trading system. This is in response to the bureaucratic delays and non-tariff barriers that have become a burden for moving goods across borders for traders. Trade Facilitation Agreement (TFA) of 22 February 2017 contains provisions for expediting the movement, release, and clearance of goods, including goods in transit. It also sets out measures for effective cooperation between customs and other appropriate authorities on trade facilitation and customs compliance issues. It further contains provisions for technical assistance and capacity building in this area. Kenya, Rwanda, Uganda, Burundi, Tanzania have signed into TFA.

2.0. Evaluation of the 2016 – 2020 Strategic Plan

In order to chart a new strategic direction, it is critical to understand the progress made by SCEA in its journey to deliver its organizational purpose and mandate. This includes an evaluation of the most recent strategies employed by SCEA to determine achievements, challenges, success, and lessons learnt. The overall objective of the 2016 – 2020 Strategic Plan for SCEA was to enhance customer value through an efficient, professional, and well resourced, sustainable organization with sufficient human capital. The plan identified the following Strategic Goals / Key Result Areas:

STRATEGIC GOAL 1: 'Enhancing Revenue Mobilization for SCEAs Advocacy Work and Sustainability through Innovative Value Addition Services and Leveraging Upon Development Partnerships'.

STRATEGIC GOAL 2: 'Creating Enhanced Stakeholder Value by Advocating for Improved Efficiency and Related Ease of Doing Business in the Logistics Chain and Reduction in the Cost of Transportation to Increase the Competitiveness of Shippers.'

STRATEGIC GOAL 3: 'To Undertake a Business Process Re-Engineering to Enable the Organization Fulfill Its Vision & Mission & Meet Stakeholder Expectations'.

STRATEGIC GOAL 4: 'To Develop Sufficient Human Capital, Adequately Equipped and Motivated to Fulfill SCEAs Mission & Vision'.

2.1. Key Achievements of the 2016 – 2020 Strategic Plan

Between the 2016 – 2020 period, SCEA implemented measures to reduce the organization's dependence on donor funding, enhanced sustainability through strong membership retention and built stronger goodwill and support from government and stakeholders in the transport and logistics industry. Specifically, SCEA registered the following notable achievements from the 2016-2020 Strategic Plan:

a. A 98% membership retention rate.
b. Doubled revenue from membership through increased subscriptions and changes to the membership fees.
c. SCEA advocacy resulted in increased logistics efficiency and better service delivery by trade facilitation agencies and logistics service providers.
d. Relocated SCEA headquarters to Nairobi ICD.
e. Increased partnerships with development partners to support advocacy.

f.   Reviewed the organization structure, staffing and job descriptions and developed a new organogram.

g.   Conducted training workshops on trade facilitation including PVOC, Certificate of Conformity and automation including iCMS.

2.2.   Challenges

The major challenges faced by SCEA during implementation of the 2016-2020 plan include:

- Lack of adequate financial resources
- Lack of technical capacity at the SCEA secretariat
- Lack of buy-in from government among other challenges.
- Bureaucratic government agencies with slow pace of changes in policy.
- Withdrawal of donors from partnerships due to changing priorities.
- The impact of the global COVID-19 pandemic.
- Rigid business processes by trade facilitation agencies.

2.3.   Success Factors

The following key success factors enabled SCEA to achieve the goals listed in the 2016 – 2020 Strategic Plan.

- A highly informed Board drawn from business leaders in the logistics sector.
- Strategic partnerships with government, private sector, and development partners.
- Strong brand visibility generated through advocacy work.
- Strong monitoring plan for implementing the strategic plan.
- Relevant and appropriate stakeholder engagement.
- Organizational credibility.
- Support from the Board and members.
- Strong research and advocacy.

2.4.   Lessons Learned

Major lessons by SCEA from the 2016 -2020 Strategic Plan include the following:

- Adequate Human resource is key to successful implementation of a strategy coupled with finances.
- Governments desire to raise funds is contrary to desire to support trade facilitation - KRA, KRC, KEBS.
- Overreliance on Donor support creates an unsustainable visibility that is not supported by internal governance structure.
- The need to establish sustainable revenue streams.
- Availability of resources to deliver and monitor results.

- Establish a monitoring mechanism.
- Availability of project staff to continue with the projected strategies beyond the project.

2.5. Looking Forward

SCEA's new 2022-2025 Strategic Plan accounts for the successes, challenges and lessons learned from the 2016 – 2020 Strategic Plan. The plan includes measures to build a resilient organization that is self-sustaining and focused on delivering value for its members through greater understanding of their needs. The plan also points out measures to enhance the impact of SCEA's advocacy and create a stronger voice that ensures members are well represented at government level to clear and formal structures of engagement on policy and operational issues impacting the industry.

3.0. Situation Analysis

This Strategic Plan is informed by several factors including key achievements, challenges and lessons learned from the 2016-2020 Strategic Plan. The plan is also informed by information generated through an internal and external review of SCEA's operational environment that identified the strengths, weaknesses, opportunities, and threats (SWOT) that SCEA should respond to. A Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis was conducted to identify some of the factors that may impact the ability of SCEA to achieve the objectives set out in this plan. An analysis of the key stakeholders was also conducted to inform the strategy's collaborative and engagement approach. The results of these reviews and assessments are presented in the following sections.

3.1. Analysis of Internal and External Environment (SWOT Analysis)

The section discusses the situation analysis of SCEA's operations and provides an environmental scan in which SCEA is currently operating. The analysis relies on two common approaches known as the SWOT analysis which identifies the strengths, weaknesses, opportunity, and threats that may affect the performance of the SCEA and the PESTLE analysis which aims to determine the political, economic, social, technological, legal and environmental factors that may influence SCEA performance. The following section discusses these analyses in greater detail.

Strengths

Strengths are internal factors that improve SCEA's position and enhance our ability to meet the objectives set out in this plan. SCEA has identified the following strengths that it will leverage to enhance the success in the delivery of goals set out in this plan.

- SCEA's offices are strategically located within the Nairobi ICD providing the organization with ease of access to most of its members and prospective members.
- Highly knowledgeable and committed staff.
- Broader mandate that includes advocacy on trade facilitation issues.
- Responsive and member focused.
- Strong at evidence-based advocacy.
- SCEA is a strong partner with government on policy and operational issues impacting members.
- A committed membership that is supportive to the organization.
- Dedicated, committed and enthusiastic Board.
- Strong at developing partnerships and new networks.
- Strong brand with visibility and recognition by other private sector organizations.
- Recognized leader in initiatives that bring together logistics stakeholders.

- Membership to Boards of leading trade facilitation agencies.
- Perceived as credible by clientele.

Weaknesses

Weaknesses are factors that may negatively impact the ability of SCEA to achieve the objectives set out in this Strategic Plan. SCEA has identified the following weaknesses that it will need to respond to and enhance the success in the delivery of goals set out in this plan.

- Lack of technical capacity to undertake policy advocacy research.
- Inadequate staff
- Gaps in the technology required to support business operations.
- Inadequate financial resources to sustain operations.
- Overreliance on donor funding.
- Over emphasis on maritime, road and rail transport at the expense of air freight sector.
- Achieving the balance between responsiveness and member expectations.
- One size fits all services approach by SCEA with limited ability to customize programs and services for the different types of members.

Opportunities

Opportunities are external factors, events, circumstances, or trends which could produce benefits for SCEA. The key areas of priority identified in this Strategic Plan are in part the outcome of an in-depth exercise to identify opportunities that SCEA can take advantage of and enhance its ability to deliver the goals set out in this plan. These opportunities include the following:

- Diverse group of businesses owned by members with vast knowledge and experience in transport and logistics issues and broader economic development issues.
- Increasing expectations from members.
- High expectations created by SCEA partnerships with development partners.
- Growing recognition by government on the importance of logistics efficiency to the economy.
- Expanding trade and economic integration through a strengthened EAC.
- Renewed focus on the importance of improving policy and regulatory frameworks.
- Growing importance of cross cutting issues such as climate change and women participation.
- Increasing global interest in trade facilitation and WTO initiatives
- Increasing trade due to infrastructure expansions such as the new Lamu Port and the LAPPSET project, Naivasha ICD and expansion of SGR to Kisumu. This will offer greater opportunities to recruit new members outside of the usual Nairobi and Mombasa.

- Goodwill and support from donor partners and government.
- Ratification of the AfCFTA provides an opportunity for seamless logistics connectivity across African countries that SCEA can leverage on through reduction of (non) tariffs, ease of movement, right to residence, establishment, and investment.
- SCEA can also tap on the opportunities that came along by being a signatory and member of the World trade organization which focuses on developing a world trading system that aim to enhance trade facilitation, modernisation, harmonisation, and simplification.
- By chairing the Port Charter Steering Committee as well conducting responsibilities on monitoring and implementing the Charter, SCEA can maximize the benefits being introduced by the Mombasa Port Community Charter.
- SCEA can play oversight role to ensure that Kenya Bureau of Standards (KEBS) in collaboration with Intertek implements the Pre-Export Verification of Conformity (PVoC) for Exports to Kenya.
- SCEA can leverage on the ICT advancement at the Mombasa Port and the KRA (iCMS) pre-arrival processing that allows for seamless interconnectivity among various key cargo interveners including Revenue Authorities, Cargo Owners, Shipping Agents, Partner Government Agencies (PGAS) and clearing and forwarding agents.
- Through KENTRADE TradeNet System, all stakeholders can have single access point for all external trade related services that is aimed to facilitate trade, customs clearance competitiveness and to reduce the cost of trade thus promoting the economy.

Threats

The key priority areas in this Strategic Plan are in part a response to external threats identified by SCEA and stakeholders. Threats are probable events, conditions or trends that could limit the SCEA's ability to achieve its objectives or produce significant damage to the organization. SCEA will remain proactive in the management of the identified threats to ensure delivery of the goals set out in this plan. These threats include the following:

- The lingering effect of the global COVID-19 pandemic and its impact on businesses and business models.
- Subscription fatigue and competition for membership from other national and regional associations.
- A stagnating economy where businesses see no value of joining industry associations. This has impacted SCEA's ability to expand its membership.
- Government red tape and the slow pace of implementing policy changes.
- Low participation rates in SCEA programs and activities by stakeholders.

- Un-coordinated efforts by government and logistics service providers in addressing issues and challenges on the logistics chain.
- Impending political changes occasioned by the general elections scheduled for 2022.
- Dynamic internal policy changes within donor institutions impacting on technical support to SCEA.

3.2. Environmental Scan (PESTLE Analysis)

Part of the process of developing this plan included an assessment of the environment within which SCEA operates and generating information that would help better understand the key areas of priority for the organization. The PESTLE approach is used to assess the political, economic, social, technological legal and policy and environmental factors that may impact SCEA's ability to achieve the goals set out in this plan. The findings of this assessment are presented in Table 1 below.

Factors	Impact and achievement to SCEA	Mitigation Measures
Political	• Change in leadership in government ministries, departments and agencies may affect planned and on-going advocacy initiatives. • Weak internal governance systems, for instance the lean Finance Department poses a financial risk to the organization. • Domestic political interests and opposition from competing associations.	• Continue engaging in advocacy with both senior and middle-level officers. • Enhance checks and balances, by separating duties of various employees into clearly defined roles. • Engage in proactive implementation of the SCEA's mandate.
Economic	• Increasing costs of doing business resulting from high taxation and the lingering effect of the global COVID-19 pandemic. • Emerging issues in railway transportation and inland ports	• Advocate for members business recovery and growth initiatives beyond Covid 19 period. • Enhanced intermodal transportations relations with government agency.
Social	• Growing informal sector, provides a niche for SCEA to tap more members. • Growth in social media provides SCEA with additional dissemination platform.	• Reclassification of SCEA membership is critical towards expanding its membership base. • SCEA can tap this platform to disseminate its products and services, as they widen their size of membership.

Factors	Impact and achievement to SCEA	Mitigation Measures
Technology	• Growth of E-commerce and online marketplaces.	• SCEA can tap on the E-commerce and online marketplaces to provides its services such as workshops, directory, and magazine. • SCEA can also tap on the online payment vehicles such as the electronic payment systems and the cashless economy.
Legal and Policy	• Lack of appropriate prioritization of legislation to enhance the business environment. • Outdated logistics and trade facilitation legislation. • Lack of harmony in EAC trade and transportation legislation.	• SECA can priorities and leverage on its partners to draft key legislation for the industry domestically and regionally.
Environmental	• Concern of emissions resulting from transport and supply of logistics services estimated at 3% worldwide. • Impact of climate change evidenced by sound pollution, wildlife collisions, atmospheric pollution, oil spills, wastewater, solid waste, etc.	• SCEA need to create awareness of the impact and mitigation measures as regards shipping activities on climate change.

Table 1. PESTLE Analysis

3.3. Stakeholder Analysis

Several individuals and/or organizations may have an interest in SCEA and may be impacted by the new Strategic Plan. A stakeholder analysis identified SCEA's key stakeholders, their interests, expectations, and the actions SCEA needs to execute to address stakeholders' expectations. A summary of this information is presented in table 2 below.

Stakeholder	Stakeholder Interests	Stakeholder expectations from SCEA	SCEA expectations From Stakeholder	Actions by SCEA to address stakeholder expectations
SCEA staff	Job security	Good human resource practices and employment terms	Dedication, commitment professionalism and results-oriented	Create a good working environment. Competitive employment terms

Stakeholder	Stakeholder Interests	Stakeholder expectations from SCEA	SCEA expectations From Stakeholder	Actions by SCEA to address stakeholder expectations
				and performance monitoring
SCEA Board	Good corporate governance	Efficient and effective delivery of the mandate by SCEA	Oversight, provision of the strategic direction and making policies.	Timely execution of Board directives. Tap into the knowledge and experience of Board to deliver Strategic Plan outcomes.
SCEA Members/ Cargo Owners	Business growth and Profitability	Gain value from subscription in line with membership benefits.	Timely payment of annual subscriptions renewal. Participate in SCEA programs and activities.	Regular communication and engagement. Lobby and advocate with government on behalf of members. Timely intervention on issues raised by members.
Government ministries and regulatory authorities	Compliance with regulations governing transportation, logistics and trade. Utilization of policies and programs developed by government	That SCEA membership is informed of the rules, regulations and procedures governing transportation and trade. Participation in policies and programs developed by government.	Development of policies and programs, including infrastructure that is supportive of an enabling business environment for SCEA members.	Work closely with Government to ensure membership is aware of rules, regulation and procedures governing transportation and trade. Work closely with Government to address policy issues for a better business environment.
Trade Facilitation Agencies	Compliance with rules and regulations governing trade.	An informed and empowered membership that is a strong partner in trade.	Fairness and equity in pricing/fees and in enforcement of rules and regulations. Service delivery efficiency.	Work closely with agencies to disseminate information on cargo clearance regulations and procedures.

Stakeholder	Stakeholder Interests	Stakeholder expectations from SCEA	SCEA expectations From Stakeholder	Actions by SCEA to address stakeholder expectations
				Ensure revenant and timely information is released to the members on a regular basis. Empower members adhere to regulations.
Logistics service providers	Business growth and Profitability	Network with SCEA members for business opportunities	Competitive pricing Service efficiency	Work closely with service provider to ensure service excellence and competitive pricing for SCEA members.
Development partners and regional organizations	Reduced trade barriers, enhanced trade and economic integration for prosperity.	Strong partnerships, prudent utilization of donor funded financial resources and delivery of mutually agreed program outcomes.	Strong partnerships and support for areas of mutual interest.	Strong project management practices for partnership projects. Demonstrate prudence in the utilization of donor funded financial resources and delivery of mutually agreed program outcomes. Transparency and accountability.
Private sector organizations	Ensure effective representation of membership.	Collaboration in areas of mutual interest.	A willing and trusted partner in areas of mutual interest.	Formal and continuous engagement.
Media	Information dissemination. Business partnerships	Access to information for public use. Introduction and referrals to SCEA members for potential business partnerships.	Positive publicity and brand awareness. Disseminate credible information generated by SCEA for public consumption.	Establish good media relations.

Stakeholder	Stakeholder Interests	Stakeholder expectations from SCEA	SCEA expectations From Stakeholder	Actions by SCEA to address stakeholder expectations

Table 2. Analysis of SCEA Stakeholder

Stakeholder Prioritization

Figure 1 classifies SCEA stakeholders according to their power and interest and actions assigned on what SCEA will do to respond to their power and level of interest.

	High	
	Strategy: Keep satisfied SCEA members and cargo owners	**Strategy: Manage Closely, fully engage** Board and Staff, logistics service providers, government and trade facilitation agencies
Power	**Strategy: Monitor (Minimum effort)** Media	**Strategy: Keep Informed** Development partners, private sector organizations and regional organizations
	Low	
	Low	**High**

Interest

Figure 1: Prioritization of SCEA Stakeholders

3.3.1. Summary of Stakeholder Feedback

In developing this plan, SCEA engaged a broad spectrum of stakeholders that included staff and advocacy committee members, management and Board, members, partners in government, regional organizations, and development partners. The purpose of the consultation was to better understand how SCEA services can better meet the needs of its members and how partnerships can be developed to meet the mutual interests of partners. This section presents a summary of the key themes from the consultations.

Theme 1: Communication and Customer Service

- Increase brand visibility and publicity.
- Increase communication channels and regularly share industry information.
- Categorize members and provide more personalized communication.
- Share annual calendar of events.
- Demonstrate value for membership and regularly communicate membership benefits.
- Improve service delivery to members.

- Implement new procedures for escalating issues by members.
- Embrace innovation.
- Provide targeted and relevant trainings and webinars for members.

Theme 2: Advocacy

- Greater and formal collaboration with government agencies.
- Upscale advocacy agenda with government and regulatory authorities for the benefit of members.
- Tap into the expertise of industry players to gain greater insights to guide the advocacy agenda.
- Involve all stakeholders in drafting policies to be submitted to government.
- Shift focus to export procedures and airfreight issues.
- Undertake proactive research on issues that impact members.

Theme 4: Sustainability

- Grow and expand membership base to include SMEs and other untapped stakeholders.
- Pursue more funding for operations.
- Enhance synergies with other private sector organizations.
- Review progress made and regularly share results.

4.0. Benchmarking and Best Practices Review

A benchmarking exercise was conducted to learn from better performing BMOs and incorporate some lessons in the SCEA strategy. The information obtained from the benchmarking exercise was used to measure SCEA's performance against objective industry standards, set reasonable goals and expectations against those standards in addition to generating innovative ideas. As part of the benchmarking exercise, the following elements of the Strategic Plan were reviewed, and the learnings incorporated into the SCEA Strategic Plan:

- Review/affirmation of vision, mission, and core values.
- Financial sustainability of industry associations
- Membership recruitment and retention strategies
- Advocacy strategies.

Some of the organizations reviewed as part of the benchmarking exercise include the Uganda Shipper's council (USC), South Africa shipping Council (SASC), Malaysian National Shipping Council (MNSC), UK Chamber of Shipping (UKCS), Australian Peak Shippers Association (APSA) and the Canadian Federation of Independent Business (CFIB).

4.1.   Learnings from Best Practices

The following is a summary of learnings from review of best practices conducted by SCEA focusing on similar associations in the region and abroad.

- **Membership Recruitment**
  - SCEA should consider new membership categories to attract the SME sector and individual memberships.

- **Have an Onboarding Plan**
  - Choose membership programs that provide specialized benefits to new members who join. These benefits can range anywhere from a welcome package that includes branded merchandise.

- **Personalize Outreach and Segment Members**
  - Avoid mass emails, use members name and know their preferred mode of communication.
  - Group members based on their sectors and/or business type and focus messaging on issues/opportunities in that sector.

- **Reach Out at Three and Six Months**
  - At three months, the organization should email the newcomer a listing of advocacy and upcoming opportunities and other benefits, followed up by an email at six-months highlighting some successes.

- **Offer Plenty of Engagement Opportunities**
  - Always offer opportunities to engage in advocacy efforts, publications, learning, as well as interactions with your organization — conferences, email communications, contact with member services representatives and drive traffic to SCEA website etc.

- **Always Stress Benefits**
  - Remind members of their benefits regularly to demonstrate value for their membership and to enable them plan to use these benefits.

- **Offer a Scaled-Down Option**
  - To attract a wider range of potential members or to account for economic challenges, SCEA could offer different levels of membership to include or exclude certain benefits.

- **Capture Engagement Data**
  - Keep track of who is involved in SCEA's programs and activities such as conferences and seminars. This is a resource that will accurately assess the needs of SCEA's members and induce loyalty.

- **Make Renewal Easy**
  - Incentivize early renewal of membership.
  - Highlight SCEA's advocacy wins.
  - Regularly meet members – Set aside time once in a year and prioritize the members to meet.
  - Use exit surveys to understand why members leave.
  - Equip SCEA team with tools to retain members.

5.0. The Strategic Framework

SCEA's 2022 – 2025 strategic framework is informed by the purpose of the organization as set out in the objects under the memorandum and articles of association as well as the desire by SCEA to grow into a sustainable organization that offers timely and relevant member-focused services. The framework is also informed by key priorities generated from consultations with stakeholders including members, management and Board and learnings from best practices in the management of business membership organizations (BMO). As part of this framework, SCEA plans to drive its evidence-based advocacy, pursue organizational sustainability, improve member services via a member-centric approach and create stronger partnerships with government and community partners.

5.1. Vision, Mission and Core Values

Vision: An efficient logistics chain that enhances competitiveness in Eastern Africa.

Mission: Advocating for efficient and competitive logistics for cargo owners within Eastern Africa.

Core Values

Teamwork

SCEA understands the value of consultation, collaboration and cooperation and commits to work together for the benefit of members and stakeholders.

Partnership

SCEA values mutually beneficial partnerships that will help propel the achievement of mutual goals.

Credibility

SCEA is a trusted partner in executing its mandate and interactions with members and stakeholders.

Innovation

SCEA will embrace new ideas and better ways of delivering services to members and stakeholders.

Member Focused

SCEA will prioritize members and deliver service offerings that are aligned to the needs of members.

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5.2.   Key Result Areas

The SCEA 2022 – 2025 Strategic Plan outlines the following key result areas that are aligned with the strategic themes.

a.   **Key Result Area No.1:** Enhance the impact of SCEA's advocacy.

b.   **Key Result Area No.2:** Increase membership base.

c.   **Key Result Area No.3:** Enhance member service offerings.

d.   **Key Result Area No.4:** Strengthen partnerships with government and community partners.

5.3.   Strategic Themes, Objectives and Strategies

Based on the successes and learnings from the 2016-2020 Strategic Plan, analysis of SCEA's current internal and external environment and what we heard from consultations with stakeholders and other learnings from best practices, SCEA will execute a strategy that includes the following four (4) strategic themes over the 2022-2025 period.

1.   Evidence-based Advocacy

2.   Organizational Sustainability

3.   Members Services

4.   Strong Partnerships

5.3.1. Evidence – Based Advocacy

To enhance the effective of its advocacy work, SCEA's research, including policy papers and positions will be based on solid evidence that is backed by data and facts. Research findings will be appropriately disseminated to influence government policy makers and other decision-makers to take appropriate action that will bring change on policy issue impacting the logistics sector.

Under this theme, SCEA will prioritize quality research and analysis of policy issues affecting its members, publish policy positions and policy papers and engage government in a regular and structured manner to resolve logistics challenges impacting members. SCEA will also increase its focus on import and export policy and operational issues emerging in the airfreight sector. The key strategies and activities under the evidence-based advocacy theme are summarized in the table below.

Goal 1	Enhance the Impact of SCEA's Advocacy
Strategy No. 1	**Conduct Evidence-Based Analysis and Advocacy**
Activity No. 1.1	Publish the annual logistics performance survey (LPS).
Activity No. 1.2	Publish one semiannual policy paper
Activity No. 1.3	Publish one annual policy brief
Activity No. 1.4	Publish issue-based position papers
Activity No. 1.5	Prepare weekly logistics sector briefs
Strategy No. 2	**Disseminate High-Quality Advocacy Information generated through the annual LPI, policy papers/briefs and issue-based position papers**
Activity No. 2.1	Advocacy information continuously disseminated through mainstream media including leading radio, TV and newspapers.
Activity No. 2.2	Advocacy information continuously disseminated through electronic media including SCEA website and websites of SCEA partners.
Activity No. 2.3	Advocacy information continuously disseminated using social media including SCEA Facebook, Twitter and LinkedIn pages.
Activity No. 2.4	Advocacy information continuously disseminated through email and letter correspondence to stakeholders
Activity No. 2.5	Conduct Two (2) awareness workshops to disseminate findings of the annual logistics performance survey (LPI) and semi-annual policy paper.
Activity No. 2.6	Increase presence and participation in logistics sector events.
Strategy No. 3	**Enhance the Effectiveness of SCEA Advocacy**
Activity No. 3.1	Undertake annual quarterly meetings with KRA, KPA, KRC & KEBS
Activity No. 3.2	Undertake Two (2) meetings with government ministries responsible for transport, trade, treasury and EAC affairs annually.
Activity No. 3.3	Regular and structured engagement with logistics services providers, BMOs and other lobby organs/actors.
Activity No. 3.4	Make timely formal submissions of position papers/policy proposals for consideration by the various government agencies.
Activity No. 3.5	Create board-approved advocacy alliances with other BMOs on policy issues of mutual interest.
Activity No. 3.6	Create sector committees within the membership to drive and resolve emerging advocacy issues
Activity No. 3.7	Advocate for SCEA representation on the Boards of regulatory authorities and trade facilitation agencies
Strategy No. 4	**Focus on Enhancing Logistics for Exports**
Activity No. 4.1	Develop and implement an advocacy strategy that is focused on improving logistics for export for all transport modes – airfreight, maritime and surface transport (rail, roads and border stations)

5.3.2. Organizational Sustainability

To enhance the long-term sustainability of the organization, SCEA will implement measures to grow its membership by adding an additional 150 new members and ensuring a strong retention rate of 98% over the 2022 – 2025 period. Additional measures to enhance sustainability include diversification of revenue and funding sources which will increase revenue to KShs. 28 million over this period. Revisions will also be made to SCEA's corporate policies, and organizational structure to ensure they are adequate to support implementation of this plan. The key strategies under the organizational sustainability theme are summarized in the table below.

Goal 2	Drive Sustained Growth to Ensure Organizational Sustainability
Strategy No. 1	**Grow Membership Base**
Activity No. 1.1	Develop an inclusive membership recruitment plan that includes new membership bands/categories, membership referrals from SCEA Board and members, and new memberships from underrepresented sectors.[1]
Activity No. 1.2	Market and grow membership by 50 new members annually at an average KShs. 140,000 membership fee per band.
Strategy No. 2	**Strengthen Membership Retention**
Activity No. 2.1	Incentivize and reward early renewals through discounts.
Activity No. 2.2	Activate SCEA members into sector committees
Strategy No. 3	**Diversify and Stabilize Alternative Sources of Funding and Revenue**
Activity No. 3.1	Sale of advertising space in SCEA publications and website
Activity No. 3.2	Conduct chargeable quarterly training workshops
Activity No. 3.3	Organize the annual SCEA logistics conference
Activity No. 3.4	Pursue sponsorships for SCEA events such as workshops, conferences, golf tournaments etc.
Activity No. 3.5	Annual Member luncheon and networking event
Activity No. 3.6	Develop new partnerships for technical and operational support for SCEA advocacy
Strategy No. 4	**Enhance Institutional Capacity**
Activity No. 4.1	Review all the corporate policies and procedures – HR, Finance, Procurement, ICT, Risk Management and Board Charter
Activity No. 4.2	Align and implement the organizational structure to the Strategic Plan
Activity No. 4.3	Review the performance management system and conduct bi-annual performance evaluation
Activity No. 4.4	Establish Council representation in Mombasa, Kisumu Busia and Malaba through regional membership committees.

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[1] A membership recruitment plan that facilitates multiple pathways to membership and new membership from underrepresented counties, sectors (such as SMEs) and stakeholder groups.

5.3.3. Member Services

To demonstrate value for membership subscription and increase member satisfaction, SCEA will enhance communication and service offerings to members. Specifically, SCEA will develop a robust business plan to align the services to the needs of members. SCEA will also enhance business support services to members and continuously review and enhance membership benefits to align with members expectations. The key strategies under this pillar are summarized in the table below.

Goal 3	Enhanced Member Service Offerings
Strategy No. 1	Enhance Communication and Service Offerings to Members
Activity No. 1.1	Implement a business plan that clearly defines SCEA products and services and pricing
Activity No. 1.2	Conduct quarterly capacity building and awareness workshops annually.
Activity No. 1.3	Publish quarterly newsletter
Activity No. 1.4	Continuous business support for issues arising with trade facilitation agencies and logistics service providers
Activity No. 1.5	Develop a tool for receiving instant feedback on members experience on issues escalated to SCEA
Activity No. 1.6	Undertake an annual membership satisfaction survey
Activity No. 1.7	Review current membership benefits and create new and enhanced benefits
Activity No. 1.8	Monitor implementation of service level agreements made under the port charter by logistics service providers and trade facilitation agencies.
Activity No. 1.9	Upgrade SCEA website to include a member only information section and job board for logistics industry jobs
Activity No. 1.10	Create linkages to SCEA website with leading partners including trade facilitation agencies and logistics services providers.

5.3.4. Stronger Partnerships

SCEA recognizes the need for stronger partnerships and alliances to support its advocacy goals. To enable this, SCEA will increase the impact of its advocacy work through stronger and formal relationships with government and community partners. Specifically, SCEA will put in place a formal framework for engaging government on policy and operational issues affecting its membership. SCE will also grow and strengthen partnerships with county governments, regulatory authorities, trade facilitation agencies, development partners, regional organizations such as ISCOS and NCTTCA, other business membership organizations and think tank organizations. The key strategies under the stronger partnerships theme are summarized in the table below.

Goal No. 4	**Stronger Relations with Government and Community Partners**
Strategy No. 1	**Deepen and Formalize Strategic Relationships with Government Ministries, County Governments, Regulatory Authorities and Trade Facilitation Agencies.**
Activity No. 1.1	Formalize Four (4) MOCs with Government Ministries, Regulatory Authorities and Trade Facilitation Agencies - KRA, KPA, KRC & KEBS
Strategy No. 2	**Grow and Strengthen Partnerships with Development Partners**
Activity No. 2.1	Bring on board one new development partner
Strategy No. 3	**Grow and Strengthen Partnerships with Regional Business Membership Organizations (BMOs)**
Activity No. 3.1	Create new partnerships and engagement with regional shippers' councils through engagement with TTCANC and EAC Secretariat
Activity No. 3.2	Establish governance support from KAM
Strategy No. 4	**Grow and Strengthen Partnerships with Think Tank Organizations**
Activity No. 4.1	Build synergies with think tank organizations in areas of mutual interest annually.

A summary of the strategy, including how the mission and strategic themes link with the vision is presented in Figure 2 below.
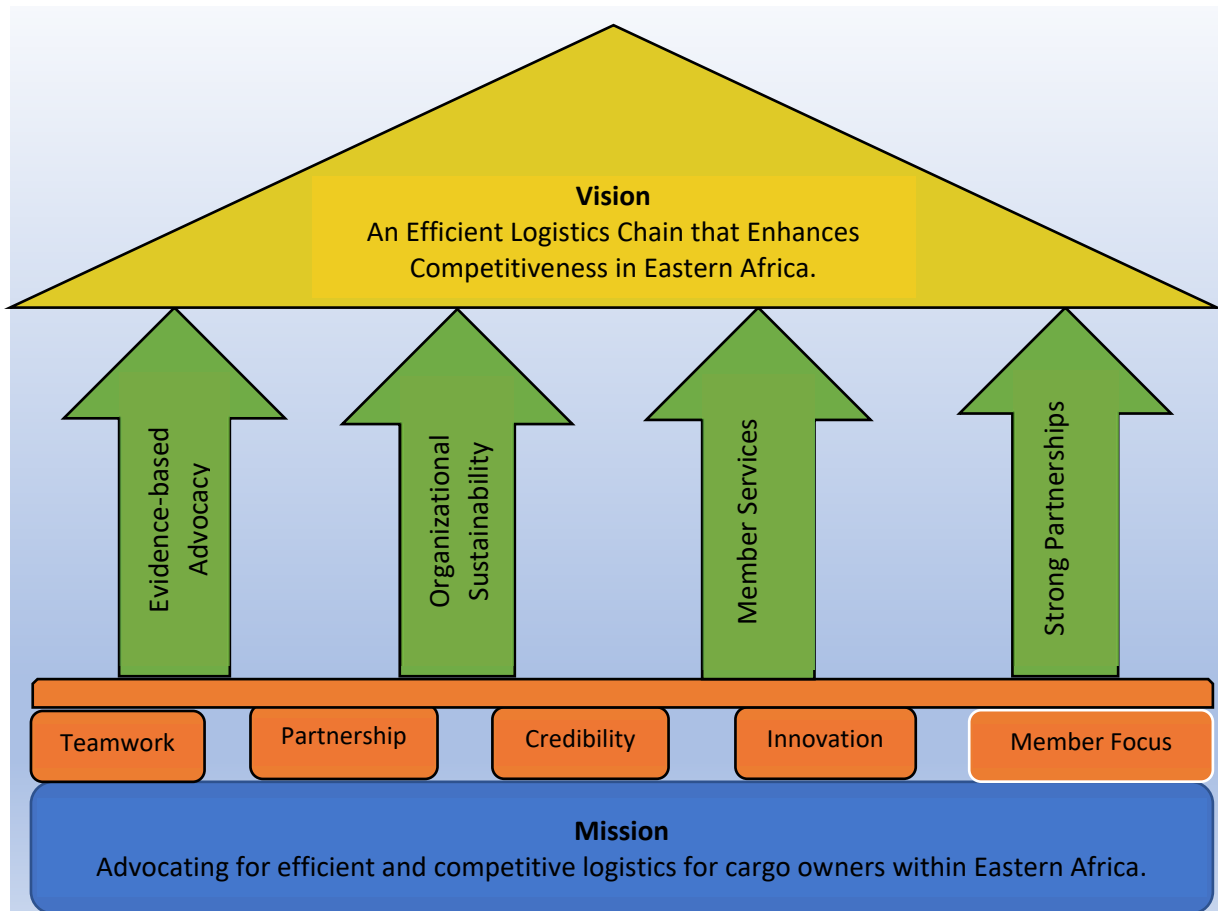

Figure 2. Summary of SCEA 2022 – 2025 Strategy

6.0. Implementation Plan

The Strategic Plan will be implemented using the following tools and resources:

a. An implementation matrix highlighting responsibilities and Key Performance Indicators (KPI).
b. A well-articulated governance structure and organizational structure.
c. Clear financial resource requirements.
d. A monitoring and evaluation framework.
e. A communication strategy.
f. A risk analysis and mitigation plan.

6.1.   Implementation Matrix and Key Performance Indicators (KPIs)

The SACE 2022 – 2025 Strategic Plan identifies key performance indicators (KPIs) that will be tracked over time to measure success towards delivery of the goals identified in this plan. These KPIs and the related strategies and activities are included in the implementation matrix attached in the appendix section of this plan.

6.2.   Institutional Re-organization

The Strategic Plan will be implemented within the existing governance structure, but revisions will be made to the organizational structure to align with the new strategic direction. The governance structure includes the AGM, Board and Board committee. The Board will be responsible for the overall guidance and oversight of implementation of this Strategic Plan and the Board committees will provide timely and accurate advice and information to facilitate quality decision-making by the Board. See Figure 3 for a summary of the governance structure.
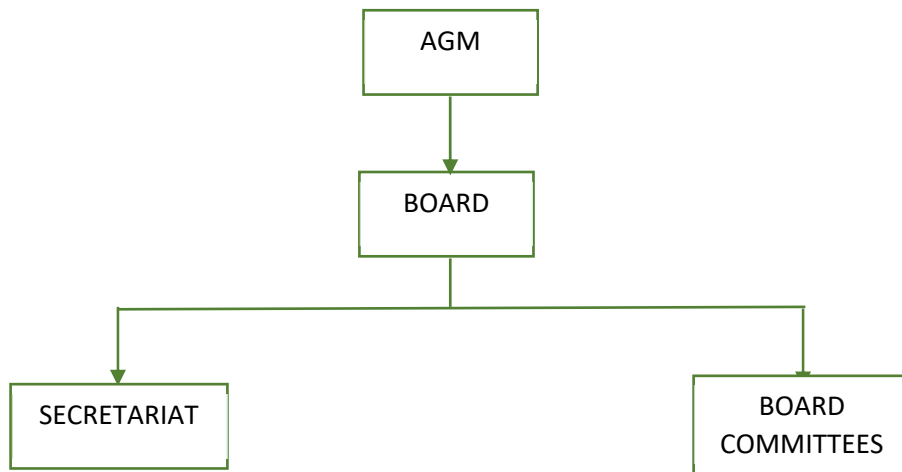
Figure 3. SCEA Governance Structure

The SCEA management (led by the ECO) and secretariat will be responsible for implementing this Strategic Plan. The management and secretariat will also be accountable to the Board on the progress made towards realizing the goals set out in this plan. SCEA's current staff structure includes a total of four (4) full time staff members including the CEO, Members Services Officer, Research and Advocacy Officer, Finance and Administration officer. These are the key persons in the secretariat that will be responsible for implementing this Strategic.

To support delivery of the goals set out in this Strategic Plan, SCEA will increase the staff establishment by recruiting four additional positions that include a Policy, Advocacy and M&E Manager, Membership Development and Services Manager, Corporate Communications & Marketing Officer, and Member Services Support Officer. The following existing roles will be modified to align with the resources required to implement this plan.

- Finance and Administration Officer will be modified to Finance and Governance Officer.
- Research and Advocacy Officer will be modified to Policy, Advocacy and M&E Officer.

Figure 4 represents the SCEA organizational structure that will be responsible for implementing this Strategic Plan.
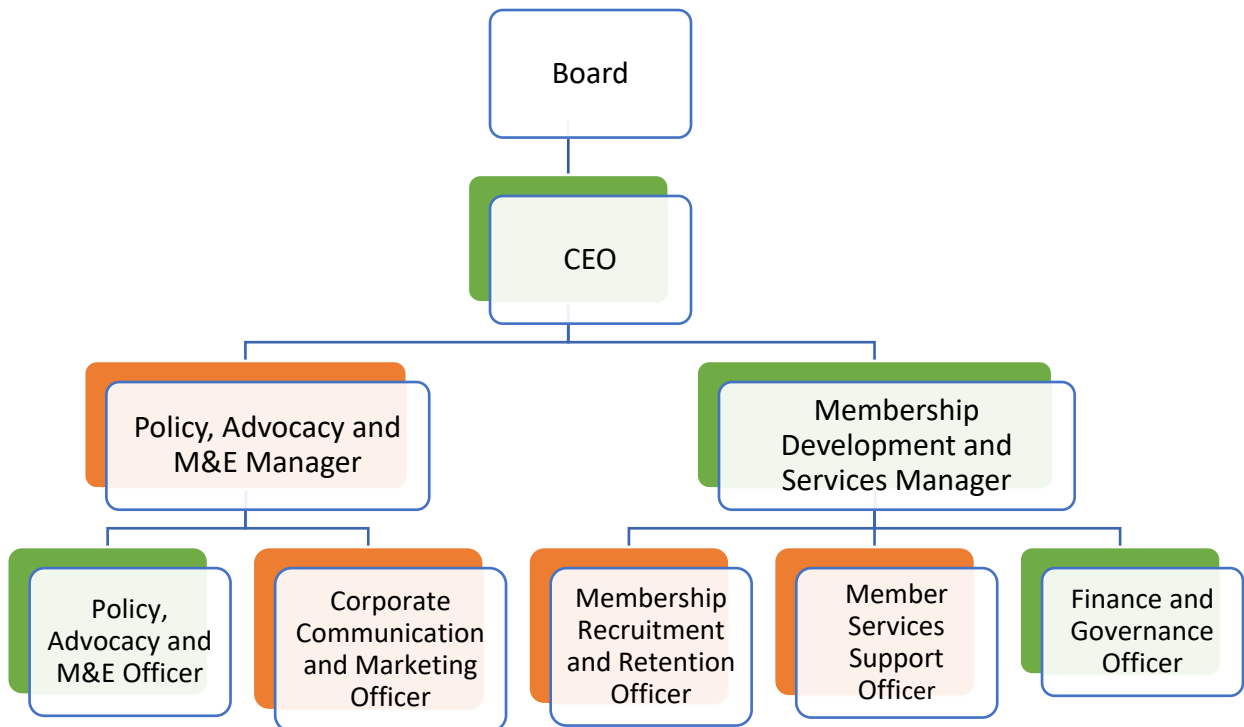

Figure 4. Proposed SCEA organizational Structure.

Key
- Green – Existing roles, including those that are to be modified.
- Orange – Propose new roles to be filled by SCEA

6.3. Financial Resource Requirements

The financial resources required to implement this Strategic Plan will be mobilized from internal revenue sources. This includes revenue from membership subscription and chargeable services offered by SCEA. SCEA will also expand its partnerships with development partners for purposes of mobilizing funding to support some activities in this plan. The projected financial resource requirements for implementing the strategic plan for the 2022 - 2025 period is presented on Table 3 below. Overall, the projected value of financial resources required to implement this Strategic Plan stands at KShs. 101,810,000 broken down annually as follows:

- 2022 – 2023 = KShs. 26,915,000
- 2023 – 2024 = KShs. 25,065,000
- 2024 – 2025 = KShs. 24,965,000
- 2025 – 2026 = KShs. 24,865,000

Strategic Objectives	Strategies	Financial Requirements (in KShs.)				Total
		2022	2023	2024	2025	
Enhance the Impact of our Advocacy.	Conduct evidence-based advocacy and Analysis	6,600,000	6,600,000	6,600,000	6,600,000	26,400,000
	Disseminate High-Quality Advocacy Information generated through the annual LPI, policy papers/briefs and issue-based position papers	1,180,000	1,180,000	1,180,000	1,180,000	4,720,000
	Enhance the effectiveness of SCEA advocacy.	560,000	560,000	560,000	560,000	2,240,000
	Focus on enhancing logistics for exports	0	0	0	0	0
Drive Sustained Growth to ensure Organizational Sustainability.	Grow the membership base	1,200,000	1,200,000	1,200,000	1,200,000	4,800,000
	Strengthen membership retention	0	0	0	0	0
	Diversify and stabilize alternative sources of funding and revenue	375,000	875,000	875,000	875,000	3,000,000
	Enhance Institutional Capacity	1,200,000	200,000	100,000		1,500,000
Enhanced member service offerings	Enhance communication and service offerings to members	1,120,000	770,000	770,000	770,000	3,430,000
Stronger Relations with	Deepen and Formalize Strategic Relationships with Regulatory	0	0	0	0	0

Strategic Objectives	Strategies	Financial Requirements (in KShs.)				Total
		2022	2023	2024	2025	
Enhance the Impact of our Advocacy.	Conduct evidence-based advocacy and Analysis	6,600,000	6,600,000	6,600,000	6,600,000	26,400,000
	Disseminate High-Quality Advocacy Information generated through the annual LPI, policy papers/briefs and issue-based position papers	1,180,000	1,180,000	1,180,000	1,180,000	4,720,000
	Enhance the effectiveness of SCEA advocacy.	560,000	560,000	560,000	560,000	2,240,000
	Focus on enhancing logistics for exports	0	0	0	0	0
Government and Community Partners	Authorities and Trade Facilitation Agencies.					
	Grow and Strengthen Partnerships with Development Partners	0	0	0	0	0
	Grow and Strengthen Partnerships with Regional Business Membership Organizations (BMOs)	1,000,000				1,000,000
	Grow and Strengthen Partnerships with Think Tank Organizations	0	0	0	0	0
Other costs	Administrative expenses	13,320,000	13,320,000	13,320,000	13,320,000	13,320,000
Total		**26,915,000**	**25,065,000**	**24,965,000**	**24,865,000**	**101,810,000**

Table 3. Estimated Budget for Delivering the SCEA 2022 – 2024 Strategic Plan

6.3.1. Resource Mobilization

The financial resources required to implement this plan will mainly come from subscriptions paid by SCEA members. In addition, SCEA will seek additional financial resources through the following measures:

- Grant proposals targeting program funding from development partners.
- Joint financing through targeted partnerships with other private sector organizations and think tank organizations.
- Internal revenue generated from chargeable services offered by SCEA. This includes revenue from sale of advertising space in SCEA publications and website, quarterly training workshops, the logistics conference, sponsorships, and the annual members' luncheon.

In addition, SCEA will seek opportunities to outsource in areas where internal technical expertise is not readily available and will also leverage sector expertise and partnerships with on issues of mutual interest.

6.4. Risk Analysis

The management and Board of SCEA understand the potential for risks to derail strategic plan implementation efforts and potential impact the desired results and outcomes. As a result, an objective mapping of risks and development of intervention measures to minimize impact is critical to the achievement of the goals outlined in this strategy. Risks can emanate from internal and external sources and can broadly be classified as either strategic, organizational, operational, financial, and technological.

Strategic Risks are the prospective adverse impacts on the business arising from poor strategic decisions, improper implementation of decisions; or lack of responsiveness to changes in the operational environment. **Organization Risks** s are those that threaten the implementation of the Strategic Plan due to internal capacity or structural issues. **Operational Risks** are those that arise from capacity inadequacies during implementation of planned programs and activities. **Financial Risks** emanate from failure to either mobilize adequate funds or lack of prudence in financial resource utilization. **Technological Risks** are those associated with deficiencies in Information and Communication Technology or related thereto. Table 4 below identifies the various risks that are likely to impact implementation of SCEA's 2022 – 2025 Strategic Plan and recommends measures to mitigate the impact of these risks.

Risk Type	Risk Description	Impact (low, medium, high)	Mitigation Measure
Strategic	Subscription fatigue	High	• Create new categories and pathways to membership
	Government bureaucracy and red tape	High	• Credible and high-quality research and advocacy. • Build relationships with key decision-makers in government
	Low membership participation rates	Medium	• Share annual calendar of events. • Promote events and be clear on information regarding free and chargeable events. • Implement a robust communication strategy.
	Changing government policies impacting SCEA's ability to meet its commitment to its members	High	• Build relationships with key decision makers in government ministries.
Organization	Staff turnover and inadequate technical capacity	Medium	• Promptly fill vacant positions. • Outsource technical expertise.

Risk Type	Risk Description	Impact (low, medium, high)	Mitigation Measure
	Corporate planning inadequacies	Medium	• Develop annual workplans / business plans. • Implement performance measurement system.
Operational	Operational disruptions occasioned by the construction of Nairobi Expressway	Medium	• Flexible work schedules and work from home
	Delays in resolving members issues with trade facilitation agencies due to the slow pace of addressing issues by government	High	• Early and consistent engagement with government. • Develop formal framework of engaging government such as MoCs and service commitments.
Financial	Inadequate financial resources.	High	• Diversify alternative revenue sources. • Engage development partners for funding opportunities. • Pursue program partnerships with other BMOs on issues of mutual interest
	Donor dependency	Low	• Transition donor funded programs and activities self-funded activities
Technological	Gaps in the technology required to support business operations.	Medium	• Make investments in technological upgrades that will support operations and create efficiency.
	Free online webinars and related resources competing with SCEA services.	High	• Proactive approach to designing member-centric services
Political and Social risks	Upcoming 2022 general elections	High	• Engagement with Ministry of interior
	Likelihood of a BBI referendum	Medium	• Proactive policy advocacy with leading political parties
	COVID-19 related challenges	High	• Leverage technology in service delivery

Table 4. Risks and Mitigation Measures

6.5. Monitoring, Evaluation and Reporting

SCEA is committed to tracking and reporting on the progress made implementing our Strategic Plan. Our success will be measured through annual progress reports that will track the extent to which we continue to achieve our strategic goals. To enhance accountability to our Board, members and stakeholders, the annual Progress Report will be included in the annual report and integrated into SCEA's annual Business Plans and Budget. The annual report

and the annual Business Plan will include a section that provides an overview of our annual priorities and a statement that will report on the strides SCEA is making towards achieving the goals of the Strategic Plan. Current and past progress reports will be made available on SCEA's website.

Overview

This section presents the monitoring, evaluation, and reporting framework of the strategic plan 2022-2025. Monitoring will be undertaken at different frequencies to track the implementation of the SCEA's work plans while evaluations will be aimed at measuring effectiveness, impact, and sustainability of the SCEA in meeting its mandate and strategic priorities. This will involve a systematic and continuous process of collecting, and analyzing information based on the key performance indicators and targets identified in the implementation plan and reporting through regular and structured communication with stakeholders including Board, members and community partners.

An implementation matrix with clear outcomes, outputs, output indicators and targets for the Strategic Planning period 2022-2025 is annexed to facilitate monitoring and evaluation plan. The results of the Monitoring and Evaluation will be used to make corrective actions, improve implementation of activities, and inform future SCEA's plans.

Monitoring Implementation of the Strategic Plan

The monitoring system will facilitate timely and targeted decisions that is aimed at enhancing comprehensive implementation of the strategic plan. Monitoring the implementation of the strategic plan will act as an early warning system to detect potential bottlenecks and help to adjust where necessary. A renegotiated approach with top management will be performed to inform adjustment of the activities that will require re-scheduling or revision of key performance indicators and targets. Monitoring will be undertaken on a quarterly basis, at mid-year, on annual basis and at the end of the Strategic Plan and will require drafting of the quarterly progress report, and annual progress report.

Quarterly progress reports will be drafted and will provide information on key performance indicators against set targets for the quarter informed by annual work plans. The quarterly progress report will be used for reviewing progress in implementing annual work plans. Annual progress reports will be drafted at the end of every financial year that will objectively highlight key achievements against set targets (both physical progress and financial status), challenges, and lessons learnt and recommendations on the way forward.

Evaluation of the Strategic Plan

The evaluation system is intended to examine the relevance, effectiveness, efficiency, and impact including both expected and unexpected form of the strategies to be implemented. Several approaches are outlined to facilitate evaluation exercise. These are formal survey and assessments that will be performed based on the set targets. Three major evaluation activities that will be undertaken are: mid-term evaluation, end-term evaluation and ad hoc evaluation will be performed when and if need arise. The evaluation exercise will generate among others mid-term evaluation reports, end-term evaluation reports and ad-hoc evaluation reports.

Mid-term evaluation will be undertaken to examine the progress towards achieving the set targets. The recommendations that will be provided during the mid-term evaluation reporting will help in making improvements to the strategic plan implementation process. The mid-term evaluation will be undertaken in 2023.

End-term evaluation report will be generated at the end of the strategic plan period (2025). The report will identify the achievements, challenges, lessons learnt and recommendation that is intended to inform the development of the next strategic plan.

Ad-hoc evaluation report will be prepared when and on need basis to explain variance between the planned and achieved performance targets. SCEA's staff responsible for M&E will monitor and report on the implementation of the strategic plan which will be submitted to SCEA CEO. The CEO will then communicate the findings of the evaluation report to the SCEA Board, members, and stakeholders.

6.6. Communication Plan

To ensure this Strategic Plan is a living document and to enhance transparency and accountability that will generate trust amongst stakeholders, SCEA has developed this Communication Plan that will be used to regularly communicate the strategic plan and the progress made towards achieving its goals. In the following section, we highlight the findings of the audit and the draft communication strategy.

Objectives of the SCEA Communication Plan

- To build awareness of the Strategic Plan within SCEA and its membership.
- Provide education on key elements of the Plan to all audiences.
- Generate enthusiasm, engagement and commitment of membership and stakeholders.
- Encourage participation in implementation.
- Ensure results are appropriately disseminated.

Target Audience

Primary Audience: Staff, Board and Board committees, and sector committees and/or working groups, SCEA members and government including regulatory agencies and trade facilitation agencies.

Secondary Audience: Broader public and/or consumers of the products and services offered by SCEA members.

Communication Implementation Plan

Audience	Communication Need	Communication Mode	Frequency	Responsibility
SCEA Board	Receive updates on the progress made in implementing the Strategic Plan, challenges, and emerging risks	Board Meetings	Aligned with frequency of Board meetings	CEO
SCEA Management Team	Clear understanding of the strategic priorities, strategies, and communication of roles and responsibilities.	Management and staff meetings	Weekly	CEO
SCEA Members	Updates on industry news, member benefits and progress made towards implementation of strategic plan	Email Website	Monthly	Communication and Members Services
Government including regulatory authorities and trade facilitation agencies	Updates on issues and challenges facing SCEA members	Bi-weekly meetings Email	Bi-Weekly	CEO and Member Services
Broader public and/or consumers of the products and services offered by SCEA members.	Industry news that may impact consumer prices	Website Social media Mainstream media	Monthly	Communication

Evaluation and Learning

Each year, this communication plan will be evaluated on its effectiveness in realizing the communication goals and revised as appropriate. The evaluation will include indicators to monitor and evaluate specific communication activities and outcomes to determine if the desired changes have been realized in the knowledge, attitudes, or behavior among the target audiences.

Appendix 1: Implementation Matrix

Goal	Strategies	Activities	KPIs / Performance Measure	Responsibility	Position Available (Yes/No)
Enhance the Impact of SCEA Advocacy	Conduct Evidence-Based Analysis and Advocacy	Publish the annual logistics performance survey (LPS).	Annual logistics performance survey published.	Policy & Advocacy	Yes
		Publish one semiannual policy paper	No. of semi-annual policy paper	Policy & Advocacy	Yes
		Publish one annual policy brief	No. of policy briefs	Policy & Advocacy	Yes
		Publish issue-based position papers	No. of issues promptly resolved through position papers.	Policy & Advocacy	Yes
		Prepare weekly logistics sector briefs	50 weekly briefs	Policy & Advocacy	Yes
	Disseminate High-Quality Advocacy Information generated through the annual LPI, policy papers/briefs and issue-based position papers	Advocacy information continuously disseminated through mainstream media including leading radio, TV and newspapers.	No. of media mentions/briefings on radio, TV and newspapers.	Corporate, Communication & Marketing	No
		Advocacy information continuously disseminated through electronic media including SCEA website and websites of SCEA partners.	Advocacy information posted on website and websites of SCEA partners.	Corporate, Communication & Marketing	No
		Advocacy information continuously disseminated using social media including SCEA Facebook, Twitter and LinkedIn pages.	Advocacy information posted on SCEA social media pages.	Corporate, Communication & Marketing	No
		Advocacy information continuously disseminated through email and letter correspondence to stakeholders	Email and letter correspondences disseminating advocacy information.	Corporate, Communication & Marketing	No

Goal	Strategies	Activities	KPIs / Performance Measure	Responsibility	Position Available (Yes/No)
		Conduct Two (2) awareness workshops to disseminate findings of the annual logistics performance survey (LPI) and semi-annual policy paper.	No. of workshops held	Corporate, Communication & Marketing	No
		Increase presence and participation in logistics sector events	No. of logistics sector events with SCEA participation	Corporate, Communication & Marketing	No
	Enhance the Effectiveness of our Advocacy	Undertake quarterly meetings with KRA, KPA, KRC & KEBS	No. of quarterly meeting with each of KRA, KPA, KRC & KEBS	Policy & Advocacy	Yes
		Undertake two (2) meetings with government ministries responsible for transport, trade, treasury and EAC affairs annually.	Bi-annual meeting with each of Ministry of Finance, Ministry of Transportation, Ministry of Trade and Ministry of EAC	Policy & Advocacy	Yes
		Regular and structured engagement with logistics services providers, BMOs and other lobby organs/actors	No. of quarterly meetings with logistics service providers, BMOs and other lobby organs/actors	Policy & Advocacy	Yes
		Make timely formal submissions of position papers/policy proposals for consideration by the various government agencies.	Timely policy submissions made to government.	Policy & Advocacy	Yes
		Create board-approved advocacy alliances with other BMOs on policy issues of mutual interest.	No. of advocacy issues resolved through board-approved advocacy alliances.	Policy & Advocacy	Yes
		Create sector committees within the membership to drive and resolve emerging advocacy issues	No. of sector committees created from SCEA membership.	Policy & Advocacy	Yes

Goal	Strategies	Activities	KPIs / Performance Measure	Responsibility	Position Available (Yes/No)
		Advocate for SCEA representation on the Boards of regulatory authorities and trade facilitation agencies	No. of Board representation by SCEA	Policy & Advocacy	Yes
	Focus on enhancing logistics for exports	Develop and implement an advocacy strategy that is focused on improving logistics for export for all transport modes – airfreight, maritime and surface transport (rail, roads and border stations)	No. of export related advocacy issues addressed.	Policy & Advocacy	Yes
Drive Sustained Growth to ensure Organizational Sustainability	Grow Membership Base	Develop an inclusive membership recruitment plan that includes new membership bands/categories, membership referrals from SCEA Board and members, and new memberships from underrepresented sectors.	No. of new band-related memberships. No. of new memberships from underrepresented sectors No. of new members recruited through referrals from Board and SCEA members	Membership Recruitment & Retention	Yes
		Market and grow membership by 50 new members annually at an average KShs. 140,000 membership fee per band.	KShs. 7 million in annual revenue from new membership bands.	Membership Recruitment & Retention	Yes
	Strengthen Membership Retention.	Incentivize and reward early renewals through discounts.	% Membership retention rate	Membership Recruitment & Retention	Yes
		Activate SCEA members into sector committees	Sector committees established in year one.	Membership Recruitment & Retention	Yes

Goal	Strategies	Activities	KPIs / Performance Measure	Responsibility	Position Available (Yes/No)
	Diversify and Stabilize Alternative Sources of Funding and Revenue	Sale of advertising space in SCEA publications and website	KShs. 500,000 annual revenues from advertising	Shared responsibility	
		Conduct SCEA chargeable quarterly training workshops	KShs. 300,000 annual revenues from training workshops	Shared responsibility	N/A
		Organize the SCEA logistics conference	KShs. 5,000,000 annually in sponsorships and 20% net profit for the periods 2023-2025	Shared responsibility	N/A
		Pursue sponsorships for SCEA events such as workshops, conferences, golf tournaments etc.	KShs. 2,500,000 annual revenues from sponsorships	Shared responsibility	N/A
		Annual Member luncheon and networking event	500,000 in annual revenue (10,000 from 50 members)	Shared responsibility	N/A
		Develop new partnerships for technical and operational support for SCEA	KShs 1.4 million annually in new development partnerships	Shared responsibility	N/A
	Enhance Institutional Capacity	Review all the corporate policies and procedures – HR, Finance, Procurement, ICT, Risk Management and Board Charter	No. of corporate polices and procedure reviewed and developed.	Shared responsibility (Championed by CEO)	N/A
		Align and implement the organizational structure to the Strategic Plan	Staffing gaps filled and new organizational structure implemented	Shared responsibility (Championed by CEO)	N/A
		Review the performance management system and conduct bi-annual performance evaluation	Performance management system reviewed, and bi-annual staff performance review conducted	Shared responsibility (Championed by CEO)	N/A
		Establish Council representation in Mombasa, Kisumu Busia and Malaba through regional membership committees.	Council representation established in year one.	Shared responsibility (Championed by CEO)	N/A

Goal	Strategies	Activities	KPIs / Performance Measure	Responsibility	Position Available (Yes/No)
Enhanced member service offerings	Enhance Communication and Service Offerings to Members	Implement a business plan that clearly defines SCEA products and services and pricing	Implement business plan in year one	Member Services Support	Y
		Conduct quarterly capacity building and awareness workshops annually.	No. of Capacity building/awareness workshops per year	Member Services Support	Y
		Develop quarterly newsletter	No. of quarterly newsletters per year.	Member Services Support	Y
		Continuous business support for issues arising with trade facilitation agencies and logistics service providers	Members issues with trade facilitation agencies and logistics service providers promptly addressed and tracked using a register of issues.	Member Services Support	Y
		Develop a tool for receiving instant feedback on members experience on issues escalated to SCEA	Feedback tool developed and members experience improved.	Member Services Support	Y
		Undertake an annual membership satisfaction survey	Member services reviewed and aligned with members expectations.	Member Services Support	Y
		Review current membership benefits and create new and enhanced benefits	New membership benefits approved at AGM	Member Services Support	Y
		Monitor implementation of service level agreements made under the port charter by logistics service providers and trade facilitation agencies.	Publish quarterly Port Charter SLA report in collaboration with KMA and KENTRADE	Member Services Support	Y
		Upgrade SCEA website to include a member only information section	Upgraded SCEA website	Member Services Support	Y
		Create linkages to SCEA website with leading partners including trade facilitation agencies and logistics services providers.	Linkages to SCEA website created on partner websites.	Member Services Support	Y

Goal	Strategies	Activities	KPIs / Performance Measure	Responsibility	Position Available (Yes/No)
Stronger Relations with Government and Community Partners	Deepen and Formalize Strategic Relationships with Regulatory Authorities and Trade Facilitation Agencies.	Formalize 4 MOCs with Regulatory Authorities and Trade Facilitation Agencies - KRA, KPA, KRC & KEBS	No. of MoCs developed	Shared Departmental/Manager Responsibility (Policy, Advocacy & ME)	N/A
	Grow and Strengthen Partnerships with Development Partners	Bring onboard one new development partner	No. of development partner brought on board	Shared Departmental/Manager Responsibility (Policy, Advocacy & ME)	N/A
	Grow and Strengthen Partnerships with Regional Business Membership Organizations (BMOs)	Create new partnerships and engagement with regional shippers' councils through engagement with TTCANC and EAC Secretariat	No. of formal partnerships with regional shippers' council.	Shared championed by Member Development & Service Manager	N/A
		Establish governance support from KAM	Governance support established in year one	Shared Responsibility championed by Member Development & Service Manager	N/A
	Grow and Strengthen Partnerships with other BMOs and Think Tank Organizations	Build 2 new synergies with other BMOs and/or think tank organizations in areas of mutual interest annually.	No of new synergies with BMO / Think Tank Organization developed annually.	Shared Responsibility championed by Member Development & Service Manager	N/A

Appendix 2: Consolidated Budget

Goal	Strategy	Activities	2022	2023	2024	2025	Total
Enhance the Impact of SCEA Advocacy	Conduct Evidence-Based Analysis and Advocacy	Publish the annual LPI	4,700,000.00	4,700,000.00	4,700,000.00	4,700,000.00	18,800,000.00
		Publish one semiannual policy paper	950,000.00	950,000.00	950,000.00	950,000.00	3,800,000.00
		Publish one annual policy brief	950,000.00	950,000.00	950,000.00	950,000.00	3,800,000.00
		Publish issue-based position papers	-	-	-	-	-
		Prepare weekly logistics sector briefs	-	-	-	-	-
	Disseminate High-Quality Advocacy Information generated through the annual LPI, policy papers/briefs and issue-based position papers	Continuous dissemination of advocacy information through mainstream media - radio, TV and newspapers	110,000.00	110,000.00	110,000.00	110,000.00	440,000.00
		Continuous dissemination of advocacy information through electronic media - SCEA website and websites of SCEA partners	-	-	-	-	-
		Continuous dissemination of advocacy information through social media - Facebook, Twitter and LinkedIn pages	-	-	-	-	-
		Continuous dissemination of advocacy information through email and letter correspondence to stakeholders	-	-	-	-	-
		Conduct two (2) awareness workshops to disseminate findings of the annual LPI and semi-annual policy paper	750,000.00	750,000.00	750,000.00	750,000.00	3,000,000.00
		Increase presence and participation in logistics sector events	320,000.00	320,000.00	320,000.00	320,000.00	1,280,000.00
	Enhance the Effectiveness	Undertake quarterly meetings with KRA, KPA, KRC & KEBS	320,000.00	320,000.00	3 20,000.00	320,000.00	1,280,000.00

Goal	Strategy	Activities	2022	2023	2024	2025	Total
	of SCEA Advocacy	Undertake two (2) meetings with government ministries responsible for transport, trade, treasury and EAC affairs annually	80,000.00	80,000.00	80,000.00	80,000.00	320,000.00
		Regular and structured engagement with logistics services providers, BMOs and other lobby organs/actors	160,000.00	160,000.00	160,000.00	160,000.00	640,000.00
		Make timely formal submissions of position papers/policy proposals for consideration by the various government agencies	-	-	-	-	-
		Create board-approved advocacy alliances with other BMOs on policy issues of mutual interest	-	-	-	-	-
		Create sector committees within the membership to drive and resolve emerging advocacy issues	-	-	-	-	-
		Advocate for SCEA representation on the Boards of regulatory authorities and trade facilitation agencies	-	-	-	-	-
	Focus on addressing advocacy issues related to export procedures for all modes of transportation	Develop and implement an advocacy strategy that is focused on improving logistics for export for all transport modes – airfreight, maritime and surface transport (rail, roads and border stations)	-	-	-	-	-
Drive Sustained Growth to	Grow Membership Base	Develop an inclusive membership recruitment plan that includes new membership bands/categories, membership	500,000.00	500,000.00	500,000.00	500,000.00	2,000,000.00

Goal	Strategy	Activities	2022	2023	2024	2025	Total
ensure Organizational Sustainability		referrals from SCEA Board and members, and new memberships from underrepresented sectors					
		Market and grow membership by 50 new members annually at an average KShs. 140,000 membership fee per band	700,000.00	700,000.00	700,000.00	700,000.00	2,800,000.00
	Strengthen Membership Retention	Incentivize and reward early renewals through discounts	-	-	-	-	-
		Activate SCEA members into sector committees	-	-	-	-	-
	Diversify and Stabilize Alternative Sources of Funding and Revenue	Sale of advertising space in SCEA publications and website	-	-	-	-	-
		Undertake chargeable quarterly training workshops	250,000.00	250,000.00	250,000.00	250,000.00	1,000,000.00
		Organize the SCEA logistics conference	-	500,000.00	500,000.00	500,000.00	1,500,000.00
		Pursue sponsorships for SCEA events such as workshops, conferences and golf tournaments	-	-	-	-	-
		Annual Member luncheon and networking event	125,000.00	125,000.00	125,000.00	125,000.00	500,000.00
		Develop new partnerships for technical and operational support for SCEA advocacy	-	-	-	-	-
	Enhance Institutional Capacity	Review all the corporate policies and procedures – HR, Finance, Procurement, ICT, Risk Management and Board Charter	1,000,000.00	-	-	-	1,000,000.00

Goal	Strategy	Activities	2022	2023	2024	2025	Total
		Align and implement the organizational structure to the Strategic Plan	-	-	-	-	-
		Review the performance management system and conduct bi-annual performance evaluation	-	-	-	-	-
		Establish Council representation in Mombasa, Kisumu Busia and Malaba through regional membership committees	200,000.00	200,000.00	100,000.00	-	500,000.00
Enhanced member service offerings	Enhance Communication and Service Offerings to Members	Implement a business plan that clearly defines SCEA products and services and pricing	-	-	-	-	-
		Conduct quarterly capacity building and awareness workshops annually	700,000.00	700,000.00	700,000.00	700,000.00	2,800,000.00
		Develop quarterly newsletter	-	-	-	-	-
		Continuous business support for issues arising with trade facilitation agencies and logistics service providers	70,000.00	70,000.00	70,000.00	70,000.00	280,000.00
		Develop a tool for receiving instant feedback on members experience on issues escalated to SCEA	-	-	-	-	-
		Undertake an annual membership satisfaction survey	-	-	-	-	-
		Review current membership benefits and create new and enhanced benefits	-	-	-	-	-
		Monitor implementation of service level agreements made under the port charter by logistics service providers and trade facilitation agencies	-	-	-	-	-

Goal	Strategy	Activities	2022	2023	2024	2025	Total
		Upgrade SCEA website to include a member only information section	350,000.00	-	-	-	350,000.00
		Create linkages to SCEA website with leading partners including trade facilitation agencies and logistics services providers	-	-	-	-	-
Stronger Relations with Government and Community Partners	Deepen and Formalize Strategic Relationships with Regulatory Authorities and Trade Facilitation Agencies.	Formalize Four MOCs with Regulatory Authorities and Trade Facilitation Agencies - KRA, KPA, KRC & KEBS	-	-	-	-	-
	Grow and Strengthen Partnerships with Development Partners	Bring onboard one new development partner annually	-	-	-	-	-
	Grow and Strengthen Partnerships with Regional Business Membership	Create new partnerships and engagement with regional shippers' councils through engagement with TTCANC and EAC Secretariat	1,000,000.00	-	-	-	1,000,000.00

Goal	Strategy	Activities	2022	2023	2024	2025	Total
	Organizations (BMOs)	Establish governance support from KAM	-	-	-	-	-
	Grow and Strengthen Partnerships with Think Tank Organizations	Build synergies with other BMOs and/or think tank organizations in areas of mutual interest annually	-	-	-	-	-
Administrative expenses			13,680,000.00	13,680,000.00	13,680,000.00	13,680,000.00	54,720,000.00
Grand Total			**26,915,000.00**	**25,065,000.00**	**24,965,000.00**	**24,865,000.00**	**101,810,000.00**