

KENYA LEATHER DEVELOPMENT COUNCIL

Quality Leather, Better Earnings
Ngozi Bora, Mapato Bora

STRATEGIC PLAN

2022/2023 – 2026/27

Vision

To be a leading agency in transforming and promoting excellence in development of leather value chain to make it globally competitive.

Mission

To provide leadership and policy direction in creating an integrated, competitive and sustainable leather sector that promotes employment creation and economic growth.

Core Values

Transparency and Accountability

Professionalism

Honesty and Integrity

Team Work

Social Responsibility

Creativity and Innovativeness

Customer Focus

Environmental Sustainability



FOREWORD BY THE CABINET SECRETARY

Leather industry is one of the biggest industries in the world due to its long value chain and the opportunities for value addition, wealth and employment creation. Internationally, leather is ranked among the most traded commodities with an estimated value of USD 130 Billion annually. This value is higher than the combined value of other agricultural commodities of meat, coffee, sugar and rice.

In Kenya, the leather industry is among the oldest and most resilient sectors in the economy. Between 1970s and early 1980s, the sector's performance was such that its footwear production accounted for over 80% of national footwear demand and its exports being among the top 5 foreign exchange earners. Despite these earlier gains, the sector has yet to fully realize its potential that is based on one of the highest livestock populations in Africa with capacity to sustainably supply raw hides and skins necessary for a robust leather and leather products manufacturing.

The Government has identified the leather industry as one of the flagship projects for realizing its manufacturing sector targets under the Kenya Vision 2030, Medium-Term Plan (MTP) IV, and the Kenya Kwanza Plan "*The Bottom-Up Economic Transformation Agenda (BETA) 2022-2027*". The industry has been prioritized due to its capacity for value addition, employment & wealth creation, import substitution and improved foreign exchange earnings. The sector further creates growth opportunities for secondary industries in its supply chain.

The Kenya Kwanza Plan highlights the leather industry's potential value of Kshs. 120 Billion compared to its current estimated value of Kshs. 15 Billion. On employment, the sector has potential for creating 100,000 jobs but currently has only 17,000 jobs (7,000 formal and 10,000 informal).

To drive the realization of Vision 2030 and the Kenya Kwanza Plan targets, the Government established the Kenya Leather Development Council to drive the expected growth. This Strategic Plan (FY 2022/23 – 2026/27) will guide the Council's operations as it identifies the measures required to support the delivery of its mission and realization of its vision by delivering on the strategic goals. The Strategic Plan provides the Council with the necessary framework to drive the growth and development of leather industry for socio-economic transformation.

I am confident that the implementation of this Strategic Plan will provide the industry with the necessary support to drive wealth and employment creation, thus, my Ministry's commitment to ensure its implementation.

Hon. Mithika Linturi, EGH
Cabinet Secretary
Ministry of Agriculture and Livestock Development

STATEMENT BY THE CHAIRMAN, KLDC BOARD



On behalf of the Board of Directors and Management of the Kenya Leather Development Council (KLDC), I am happy to present the Council's third Strategic Plan for the period 2022/23 – 2026/27. This Strategic Plan is as a result of critical synthesis and integration of the mandate of the Council as envisaged in the legal notice no. 114 of 9th September, 2011; Vision 2030 and *“The Bottom-Up Economic Transformation Agenda (BETA) 2022-2027”*. This strategic plan builds on the success of the previous plans and draws lessons learnt as well as responding to emerging issues in the leather sector.

The plan takes cognizance of the mandate of the Council and is aligned to Global Sustainable Development Goals (SDGs) 2030, Africa Agenda 2063 and Vision 2030. It is also Medium-Term Plan (MTP) IV (2023 – 2027) that will implement the second last phase of Kenya Vision 2030 and will set the momentum for transitioning to the next long-term development blueprint. The plan outlines policies, programmes and projects to be implemented by the government in the period of 2022/2023-2026/2027.

The Plan identifies the measures of success that will support the delivery of our mission. Further, the Plan identifies strategic objectives, assesses KLDC's strengths, weaknesses, threats and opportunities culminating into a series of strategic activities and numerous detailed tasks that we believe will help us in realizing our vision and achieving our strategic goals.

In driving industrialization, the Council is playing a big role in the implementation of the Kenya Leather Industrial Park (KLIP) aimed at providing a one-stop shop for leather, footwear, leather goods and allied industries. The Council will also support the growth and development of Micro, Small and Medium Enterprises (MSMEs) at the Training and Production Centre for Shoe Industry (TPCSI), Thika. The Centre is a specialized technology resource facility aimed at providing training of manpower for the manufacturing segment of the leather industry. Further, the Council is providing machines and equipment to non-mechanized MSMEs for use at an affordable fee at Kariokor Common Manufacturing Facility (KCMF).

On behalf of the Board of Directors, I wish to commend the KLDC Management and staff for a well thought out and captivating roadmap to guide the Council in the next five years. To this end, I look forward to continued support from all stakeholders during the implementation of this Plan as the Council faces the tasks of providing leadership and policy direction in regulation, production, processing and marketing in the leather industry so as to promote equitable development and poverty reduction in Kenya.

Capt. Mohamed A. Adan
Chairman, KLDC Board of Directors

PREFACE AND ACKNOWLEDGEMENT BY THE PRINCIPAL SECRETARY



This is the Kenya Leather Development Council's third-generation Strategic Plan (2022/2023 – 2026/2027) and builds on the successes of the two previous Strategic Plans for the periods 2011/12 – 2015/16 and 2017/2018 – 2021/2022.

Consistent with Kenya's aspiration to be a globally competitive and prosperous country with a high quality of life by 2030, the government has put in place a robust economic and structural transformation policies and strategies to revitalize the leather industry.

This Strategic Plan is aligned to MTP IV, the Kenya Kwanza Plan '**Bottom-Up Economic Transformation**' Agenda and other regional and international development Plans.

The plan provides a roadmap to drive improved performance of the whole value chain from farm to product manufacturing. It provides key activities and interventions to spur the globally competitive leather industry. Further, it identifies all stakeholders, both public and private, and their roles in the development of the sector.

The Strategic Plan identifies Six Key Result Areas (KRAs) with the corresponding strategic objectives and strategies for its effective implementation. These KRAs are: Facilitate Excellence in the Leather Sector; Enhance Leather Sector Infrastructure; Promote Leather Processing and Product Manufacturing; Promote Market Development; Forge Strategic Partnership with Industry and other Stakeholders and Strengthen Organization's Capacity.

Consequently, the monitoring, evaluation, learning and reporting framework will ensure timely implementation of this Plan and prudent financial management.

The State Department will endeavor to support the implementation of this Strategic Plan to revitalize the leather industry and commits to coordinate all the stakeholders and enablers to ensure cordial working relationships in performance of their specific roles.

I wish to call upon all stakeholders to re-dedicate themselves in performing their roles for success of the leather industry.

Hon. Jonathan M. Mueke, CBS
Principal Secretary
State Department for Livestock Development

STATEMENT BY THE CHIEF EXECUTIVE OFFICER



In implementing its mandate, KLDC acknowledges the need to continuously align its activities to the current needs of the leather industry. This third generation Strategic Plan seeks to provide a roadmap to guide its operations for the next five years.

The Strategic Plan will guide the Council in delivering efficient and effective services as it provides for various Strategic activities to be undertaken as per the implementation matrix. This will form the basis for performance contracting in the Council as well as foster the facilitation of the development of the leather industry.

I wish to thank the Ministry of Agriculture and Livestock Development (MoA & LD) and KLDC Board of Directors for providing guidance in the development of this Strategic Plan (2022/23 – 2026/27). I also wish to appreciate the Council's Management for providing leadership and coordination during the development of the plan. My gratitude also goes to the Strategic Plan Committee who worked meticulously on the Plan. On the same note, I thank the entire staff for their inputs during the development of the plan that contributed immensely to the quality of this Strategic Plan.

I appreciate the support received from stakeholders and look forward to continued partnership and support for smooth implementation of this Strategic Plan. We shall, on our part, continuously review our operational processes to ensure efficiency and accountability in our undertakings towards realization of the objectives identified in this Strategic Plan.

Dr. Issack M. Noor, PhD
Chief Executive Officer

TABLE OF CONTENTS

FOREWORD BY THE CABINET SECRETARY	iii
STATEMENT BY THE CHAIRMAN, KLDC BOARD.....	iv
PREFACE AND ACKNOWLEDGEMENT BY THE PRINCIPAL SECRETARY	v
STATEMENT BY THE CHIEF EXECUTIVE OFFICER.....	vi
TABLE OF CONTENTS.....	vii
LIST OF TABLES.....	x
ACRONYMS AND ABBREVIATIONS.....	xi
DEFINITION OF KEY CONCEPTS AND TERMINOLOGIES	xii
EXECUTIVE SUMMARY	xiii
1.0. CHAPTER ONE: INTRODUCTION.....	1
1.1. Strategy as an Imperative for Council’s Success	1
1.2. Organizational Development Framework.....	1
1.2.1. United Nations Sustainable Development Goals (SDGs) 2030.....	1
1.2.2. African Union Agenda 2063.....	2
1.2.3. East Africa Community Vision 2050.....	2
1.2.4. East Africa Community (EAC) Industrialization Strategy 2012 - 2032	2
1.2.5. Constitution of Kenya 2010.....	2
1.2.6. Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and Fourth Medium Term Plan	3
1.2.7. Sector Policies and Laws	3
1.2.7.1 Kenya Leather Development Policy	3
1.2.7.2 National Livestock Policy - 2019	4
1.2.7.3 Kenya Investment Policy (KIP).....	4
1.2.7.4 Africa Continental Free Trade Area (AfCFTA) Strategy 2020- 2024.....	4
1.2.7.5 Kenya Industrial Transformation Programme (KITP).....	4
1.2.7.6 National Export Development and Promotion Strategy (NEDPS) for Kenya	5
1.2.7.7 Kenya Micro and Small Enterprises (MSE) Policy	5
1.2.7.8 Kenya National Industrialization Policy.....	5
1.3. Background of Kenya Leather Development Council.....	6
1.4. The Strategic Planning Process.....	7
2.0. CHAPTER TWO: STRATEGIC DIRECTION.....	8
2.1 Mandate/ Functions of the Council.....	8
2.2 Vision Statement.....	8
2.3 Mission Statement.....	8
2.4 Strategic Goals.....	8
2.5 Core Values.....	9
2.6 Quality Policy Statement	10
3.0. CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSIS	11
3.1 Situational Analysis	11

3.1.1	External Environment	11
3.1.1.1	Macro Environment	11
3.1.1.2	Summary of Opportunities and Threats	13
3.1.2	Internal Environment	14
3.1.2.1	Governance and Administration	14
3.1.2.2	Internal Business Processes	15
3.1.2.3	Resources and Capabilities	15
3.1.3	Summary of Strengths and Weaknesses	16
3.1.4	Key achievements for the period 2017/18-2021/22	17
3.1.4.1	Key Achievements for the Period FY 2017/18 - 2021/2022	17
3.1.5	Challenges and Mitigation Measures	21
3.1.6	Lessons learnt	21
3.1.7	Emerging Issues	22
3.2	Stakeholder Analysis	22
4.0.	CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS	25
4.1.	Strategic issues.....	25
4.2.	Strategic Goals.....	25
4.3.	Key Result Areas (KRA)/Strategic Theme.....	25
5.0.	CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES	27
5.1.	Strategic Objectives	27
5.2.	Strategic Choices	29
6.0.	CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK.....	33
6.1	Implementation Plan	33
6.1.1	Action Plan	33
6.1.2	Annual Work Plan and Budget	33
6.1.3	Performance Contracting	34
6.2	Coordination Framework.....	34
6.2.1	Institutional Framework.....	34
6.2.2	Staff Establishment, Skills Set and Competence Development.....	34
6.2.3	Leadership.....	36
6.2.4	Systems and Procedures.....	37
6.3	Risk Management Framework.....	37
7.0.	CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES	40
7.1	Financial Requirements	40
7.2	Financial Resources Gaps	41
7.3	Resource Mobilization Strategies	41
7.4	Resource Management.....	43
8.0.	CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK.....	44
8.1	Monitoring Framework.....	44
8.2	Performance Standards.....	44

8.3	Evaluation Framework.....	45
8.3.1	Mid-Term Evaluation	46
8.3.2	End-Term Evaluation.....	46
8.4	Learning.....	46
8.5	Reporting Framework and Feedback Mechanism	47
	Annexure A1: Implementation Matrix.....	49
	Annexure A2: Costed Annual Workplan for the first year of implementation of the Strategic Plan	61
	Annexure A3: Council's Proposed Organization Structure.....	65
	Annexure A4: Proposed Skills Set and Competence Development	66
	Annexure A5: Strategic Theme Team	77

LIST OF TABLES

Table 1: Summary of Opportunities and Threats	13
Table 2: Summary of Strengths and Weaknesses.....	16
Table 3: Key Achievements for the Period FY 2017/18 - 2021/2022.....	17
Table 4: Challenges and Mitigation Measures	21
Table 5: Stakeholder Analysis.....	22
Table 6: Strategic Issues, Goals and KRA	26
Table 7: Outcomes Annual Projections.....	27
Table 8: Strategic Choices.....	29
Table 9: Staff Establishment.....	34
Table 10: Risk Analysis.....	37
Table 11: Financial requirements (In Millions Kshs) for FY 2023/24 - 2026/27	40
Table 12: Resource Gaps.....	41
Table 13: Outcome Performance Matrix	45
Table 14: Quarterly Progress Reporting Template.....	48
Table 15: Annual progress Reporting template.....	48
Table 16: Evaluation Reporting Template.....	48

ACRONYMS AND ABBREVIATIONS

A-in-A	Appropriation in Aid
BOD	Board of Directors
CEO	Chief Executive Officer
CETP	Common Effluent Treatment Plant
CMF	Common Manufacturing Facilities
COVID	Corona Virus Disease
CSR	Corporate Social Responsibility
DeKUT	Dedan Kimathi University of Technology
DVS	Directorate of Veterinary Services
EAC	East Africa Community
ERM	Enterprise Risk Management
ERP	Enterprise Resource Planning
GDP	Gross Domestic Product
GoK	Government of Kenya
ICT	Information Communication Technology
KCMF	Kariokor Common Manufacturing Facility
KLDC	Kenya Leather Development Council
KLIP	Kenya Leather Industrial Park
KPI	Key Performance Indicators
KRAs	Key Result Areas
Kshs	Kenya Shilling
LIMIS	Leather Industry Market Information System
M & E	Monitoring and Evaluation
ME&R	Monitoring, Evaluation and Reporting
MoA	Memorandum of Agreement
MoA&LD	Ministry of Agriculture and Livestock Development
MoIED	Ministry of Industrialization and Enterprise Development
MoU	Memorandum of Understanding
MSMEs	Micro, Small and Medium Enterprises
MSR	Mission Status Review
MTP	Medium Term Plan
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PMS	Performance Management System
PPP	Public-Private Partnership
QMS	Quality Management System
R&D	Research and Development
RTI	Research, Technology and Innovation
SCAC	State Corporations Advisory Committee
SDGs	Sustainable Development Goals
SDI	State Department for Industrialization
SDL	State Department for Livestock
SME	Small and Micro Enterprise
SWOT	Strengths, Weaknesses, Opportunities and Threats
TPCSI	Training and Production Centre for Shoe Industry

DEFINITION OF KEY CONCEPTS AND TERMINOLOGIES

Abattoir	-	A slaughterhouse
Animal husbandry	-	Farming and management of livestock for their products
Brand mark	-	A symbol or mark used to identify an animal(s)
Curing	-	Process of protecting hides/ skins from decomposition
Flaying techniques	-	Best practices and procedures for removing hide/skin from a carcass
Footwear	-	Man-made outer covering of a human foot
Hide	-	Outer covering of large animals
Hides and skins grading	-	Classification of hides and skins based on number & distribution of defects, size, weight, shape and preservation method
Leather cluster	-	A group of leather products manufacturers situated in the same geographical location
Leather goods	-	Articles of leather other than footwear
Leather products	-	Articles made of leather i.e. footwear and leather goods
Leather value chain	-	Segment/stages involved in coming up with the leather product
Leather	-	A product made by stabilizing the fibrous structure of an animal skin through tanning
Semi-processed leather	-	Hide/Skin that has been partially converted to leather
Skin	-	Outer covering of small animals
Tannery	-	A place/ structure/ set up where hides/ skins are tanned
Tanning	-	The process of converting animal hides/skins into leather

EXECUTIVE SUMMARY

Since its inception in 2011, the Council has seen the development and actualization of two strategic plans. The first Strategic Plan was implemented between 2011/12 - 2016/17 while the second was implemented between 2017/18 - 2021/22. The two plans were developed in line with the Government Development Plans; the Economic Recovery Strategy (ERS) and Vision 2030. KLDC was established in cognizance of its mandate as stipulated in Kenya Leather Development Council Order, 2011 (Legal Notice No. 114 of 9th September, 2011), under the State Corporations Act (Cap.446), Laws of Kenya. Through this third Strategic Plan (2022/23 – 2026/27), the Council seeks to align itself with the Constitution of Kenya 2010; Kenya’s Vision 2030, and its attendant Fourth Medium Term Plan (MTP IV); The Bottom-Up Economic Transformation Agenda (BETA); Africa Union 2063 aspirations; United Nations Sustainable Development Goals and other prevailing legal and policy documents each of which places major responsibilities and expectations on the Council.

This Strategic Plan honours the past and addresses the present to develop the roadmap into the future. In conformity with the Council’s mandate, a thorough scan and situational analysis of internal and external environments, this Strategic Plan is anchored on the vision: “To be a leading agency in transforming and promoting excellence in development of leather value chain to make it globally competitive”. The Brand Promise: “To provide leadership and policy direction in creating an integrated, competitive and sustainable leather sector that promotes employment creation and economic growth”. The core values are: *Transparency and Accountability, Professionalism, Honesty and Integrity, Teamwork, Social responsibility, Creativity and Innovativeness.*

The Institutional review and situational analysis stipulate the achievements of the Council, challenges and lessons learnt. It deals with the environmental analysis as they affect the Council using the SWOT and PESTEL models. Key Stakeholders were also identified and common expectations analyzed.

During the Plan period, the Council will focus on six (6) Key Results Areas (KRA’s):

- i. Facilitate Excellence in the Leather Sector
- ii. Enhance Leather Sector Infrastructure
- iii. Promote Leather Processing and Product Manufacturing
- iv. Promote Market Development
- v. Forge Strategic Partnership with Industry and other Stakeholders
- vi. Strengthen Organization’s Capacity

A strategy matrix has been developed to match the identified key result areas with strategic objectives and appropriate strategies that will enable the Council achieve the Key Result Areas.

Institutional capacity and resource mobilization were analyzed to determine the organizational structure and staffing levels. An appropriate implementation and co-ordination mechanism has been developed which identifies the strategic implementation responsibilities. A set of risk factors were identified and appropriate mitigating measures recommended. The Plan puts in place monitoring methodologies, evaluation mechanisms and periodical progress reporting frameworks. A midterm review will be undertaken in 2025 and appropriate amendments made at that time. A final evaluation will be done to create the baseline for the next Strategic Plan.

1.0. CHAPTER ONE: INTRODUCTION

This chapter constitutes key policies and regulatory framework (1.1 – 1.4) that are inclined to the clearly identified development goals and describe how the strategic plan will contribute towards the attainment of the goals.

1.1. Strategy as an Imperative for Council's Success

The Assessment Report of the Strategic Plan for the period 2017/2018 - 2021/2022 revealed that the implementation was on track. The expiry of the Plan necessitated the development of a new Strategic Plan for the period 2022/23 – 2026/27 that is in compliance with the revised guidelines for preparation of fifth-generation strategic plans, 2023 – 2027.

The Council will strive to consolidate efforts toward the successful delivery of its mandate. This Strategic Plan integrates various Organizational Development Framework that covers National, Regional and International Development agenda and aligns to the growth and development in the leather sector. These includes United Nations 2030 Agenda for Sustainable Development (SDGs), Africa Union (AU) Agenda 2063, East Africa Community Vision 2050, Kenya Vision 2030 blue print, Bottom-up Economic Transformation Agenda, Fourth Medium Term Plan 2023-2027, Constitution of Kenya and other sector policies and laws.

The Council has a clear and comprehensive mandate to formulate and implement policies, strategies, and programs that promote the growth and development of the leather sector.

The implementation of the Plan and strategies will enable the Council drive the transformation of the leather sector to a highly competitive industry through facilitating excellence in the leather sector, enhancing leather sector infrastructure, promoting leather processing and product manufacturing, promoting market development, forging strategic partnerships with industry and other stakeholders and strengthening organization's capacity.

1.2. Organizational Development Framework

This Strategic Plan has taken into consideration National, Regional and International Development agenda and aligned the growth and development of the leather sector to their overall objectives. At each level there are key goals to be realized as outlined below;

1.2.1. United Nations Sustainable Development Goals (SDGs) 2030

The sustainable development goals are anchored in Kenya's vision 2030 and Medium Term Plans I, II, III and IV. The goals aim at accelerating high, inclusive, broad based, sustainable economic growth, social economic transformation and development. KLDC continues to contribute directly towards

implementation of the Sustainable Development Goals through the goal of Industry, Innovation & Infrastructure. This is achieved through progressive investments in the leather sector's infrastructure and promotion of innovation for sustainable industry development and solutions to the pertinent environmental challenges.

1.2.2. African Union Agenda 2063

The African Union (AU) Agenda 2063 outlines the Seven (7) aspirations of "The Africa We Want". Aspiration 1 targets to have "a prosperous Africa based on Inclusive and Sustainable Development" while Aspiration 2 is to have "an Africa whose development is people driven, relying on the potential of African People, especially its youth and women, and cares for its children". The Council and the Leather Sector in Kenya in general, continues to play a key role in promoting development in the leather sector that in turn creates jobs, wealth and improvement of the quality of life.

1.2.3. East Africa Community Vision 2050

The EAC vision 2050 focuses on initiatives that will create gainful employment to the economically active population of East Africa. It serves to promote an architecture around which East Africa should concentrate its energies on economic and social development. The EAC Vision 2050 has identified leather and leather products sector as a strategic sector for the EAC partner states and it's expected to increase GDP from 8.2% (2015) to 40% by 2050. It aims to widen and deepen economic, political, social and cultural integration in order to improve the quality of life of the people of East Africa.

1.2.4. East Africa Community (EAC) Industrialization Strategy 2012 - 2032

The EAC Industrialization Strategy (2012-2032) theme is structural transformation of the manufacturing sector through high value addition and product diversification based on comparative and competitive advantages of the region. The strategy aims to achieve five (5) specific targets that include: diversifying the manufacturing base and raising local content of resource-based exports to at least 40% by 2032; strengthening institution frameworks and capabilities for industrial policy design and implementation and efficient delivery of support services; transforming MSMEs into viable and sustainable business entities capable of contributing to at least 50% of the manufacturing GDP. KLDC plays a key role in the realization of these objectives through supporting the transformation of the leather sector into a manufacturing industry of competitive leather and leather products and supporting MSMEs performance.

1.2.5. Constitution of Kenya 2010

The Constitution of Kenya, 2010 has entrenched significant implications for development of the leather sector and Public Service. Legal Notice No. 114 of 9th September 2011 Establishes the Council and provides for the Mandate and Functions.

1.2.6. Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and Fourth Medium Term Plan

The Kenya Vision 2030 is the country's long-term development blueprint. It aims to create a globally competitive and prosperous country providing high quality of life for all citizens. The Vision aspires to transform Kenya into a newly industrialized, middle-income country by the year 2030. The mandate of the Council focuses on the transformation of the leather sector to competitive leather and leather products manufacturing industry under the economic pillar. This will lead to improvement of quality of life of Kenyans through wealth and employment creation as guided by the Vision 2030. The Bottom -Up Economic Transformation Agenda (BETA) and the Medium Term Plan IV (MTP IV) have prioritized the leather and the leather sector value chain.

The fourth MTP builds on gains made so far in key sectors of the economy including completing projects initiated during the Medium-Term Plans (MTP I, II and III). It strives to revitalize performance through productivity enhancement in all sectors of the economy. It emphasizes inter - sector linkages and promote cross sector collaborations and foster the integration of cross-cutting issues. For faster development, the plan prioritizes increased investments in improving infrastructure so as to lower the cost of doing business, which in turn improves national competitiveness and productivity. The Plan incorporates best practices in climate change mitigation and adaptation, promoting inclusive green economy, and fast-tracking implementation of the Sustainable Development Goals (SDGs) and the goals of African Union Agenda 2063.

1.2.7. Sector Policies and Laws

1.2.7.1 Kenya Leather Development Policy

The Goal of the policy is to promote an integrated development of the leather sector in Kenya for inclusive and sustainable development of the economy through employment creation and income generation. By implementing the policy, KLDC with other stakeholders, will realize this goal through the following specific objectives: -

- i. Promotion of sustainable supply of quality hides and skins
- ii. Promotion of production of quality finished leather and leather products for both domestic and export markets
- iii. Provide appropriate infrastructure to support competitive manufacturing.
- iv. Continuous skills development to improve the sector performance.
- v. Promotion of compliance with product and environmental standards.
- vi. Promotion of innovation, technology acquisition and adoption along the leather sector value chain.

- vii. Promotion of linkages along the leather sector value chain among all state and non-state actors.
- viii. Provision of a conducive legal and regulatory framework to support the leather sector.
- ix. Mitigate external business risks in the leather sector

1.2.7.2 National Livestock Policy - 2019

The National Livestock Policy covers key issues relating to: farm animal genetic resources, livestock feeds and nutrition, inputs, animal diseases and pests, livestock marketing, research and extension and food security. Key objectives include promoting improved management of the livestock resources, investment in value addition, livestock research and extension services and collaboration between National and County governments.

Hides and Skins are considered livestock products and their value addition has been identified as a key manufacturing sector to increase earnings to farmers and players across the value chain. To realize the objectives of the policy, KLDC implements its mandate to promote production of quality hides and skins in turn increasing earnings to the farmers and enhanced value addition to footwear and leather goods for a sustainable and prosperous industry.

1.2.7.3 Kenya Investment Policy (KIP)

The KIP proposes to attract further investment in the various sectors to stimulate growth. This will be achieved through offering incentives to prospective investors, improving ease of doing business and competitiveness of the economy. To operationalize the Kenya Leather Industrial Park and develop other additional parks, the Council will have to attract investment in the leather sector.

1.2.7.4 Africa Continental Free Trade Area (AfCFTA) Strategy 2020- 2024

The African Continental Free Trade Area (AfCFTA) strategy facilitates expansion of trade and investment in Africa. The strategy will contribute towards national development by securing markets for goods and services, promoting value addition and diversification of products and creating favorable conditions for increased participation of MSEs, women, youth and people with disabilities in trade and investment within the African region. This is through enhancing productivity of manufacturing enterprises both large and MSMEs. This Strategic Plan therefore aligns its activities to the strategic objectives through: Provision of appropriate infrastructural support; Provision of appropriate legal and policy framework and support of MSMEs development.

1.2.7.5 Kenya Industrial Transformation Programme (KITP)

The objective of the KITP is to transform Kenya into an industrial hub. The main target is to double the number of manufacturing jobs with a focus on existing companies and attraction of local and foreign investors into the economy thereby accelerating economic growth to achieve an average

Gross Domestic Product (GDP) growth rate of 10% per annum. This transformation will be achieved through the programme's five pillars. The Council is playing a key role in the implementation of KITP through promotion of leather and leather products manufacturing for both local and international markets under the pillar of growth of global exports, development of industrial infrastructure (industrial parks) for attracting investments and also supporting MSMEs through capacity building and establishment of Common Manufacturing Facilities as per the pillars of building local content for resource and infrastructure development and "development of Kenyan MSMEs".

1.2.7.6 National Export Development and Promotion Strategy (NEDPS) for Kenya

The National Export Development and Promotion Strategy (NEDPS) is mandated to guide the country to efficiently exploit trade opportunities at the regional and global trade. The strategy links all target export products and services from their productive stage to their identified markets. The leather sector continues to be a major player in the growth of exports and the value of its exports is targeted to grow as the industry transforms from export of raw hides and skins/semi-processed to finished leather and leather products manufacturing. Through the strategy, the leather industry aims at diversifying its exports products and reach new markets.

1.2.7.7 Kenya Micro and Small Enterprises (MSE) Policy

Leather products manufacturing is mostly undertaken by MSMEs. The goal of the MSE policy is to provide an integrated enabling business environment for growth and development of productive MSEs that can develop to major manufacturers of quality products as well as provide decent jobs. The policy also targets to: entrench entrepreneurial culture among MSEs; MSEs skills development; increased market shares for MSEs at both local and export markets; access to decent and affordable infrastructure and services. KLDC is involved in the implementation of this policy through establishment of common manufacturing facilities for MSEs and skills development across the leather value chain.

1.2.7.8 Kenya National Industrialization Policy

The National Industrialization Policy aspires to transform Kenya into a middle income rapidly-industrializing country that is competitive in the global sphere, prosperous, secure and healthy. This is to be achieved through the following identified broad Policy Interventions Areas; Enabling Business Environment, High value addition, Priority Industrial Sub-sectors, Human resource skills development, Foreign Direct Investment, Market Access, Standards, quality infrastructure and Intellectual Property Rights, Industrial Research, Development and Innovation, MSMEs Growth and Graduation for Industrial Expansion and Access to Finance.

The policy identifies the Leather and Leather goods sub - sector in its Priority Industrial Sub - Sectors for both short- and medium-term interventions and the role of KLDC as a key player in its Vision to promote value addition & sustainability across Kenya's Leather Value chain. In an effort to realize the objectives of the Policy, the Council continues to promote sustainability in production of quality hides and skins, value addition through leather and leather products manufacturing, access to markets & finances as well as advise on favorable policy interventions for the sector.

1.3. Background of Kenya Leather Development Council

The Kenya Leather Development Council (KLDC) was gazetted as a State Corporation in the then Ministry of Livestock and Fisheries Development (MoLFD) vide an Executive Order, Legal Notice No.114 of the Kenya Gazette Supplement No 113 of 9th September 2011, under the State Corporations Act (Cap 446) of the Laws of Kenya. Initially, the Council had been established as Leather Development Council (LDC) under the Hide, Skin and Leather Trade Act (Cap 359). In 2013, through Executive Order No.2 (May 2013), the Council was moved to the State Department for Industrialization in the Ministry of Industrialization and Enterprise Development (MoIED). Through Executive Order No. 1 of 2020 (May, 2020), the Government found it prudent to once again relocate the functions of the Council from State Department for Industrialization in the Ministry of Industry, Trade and Enterprise Development (MOITED) back to the State Department for Livestock in the Ministry of Agriculture, Livestock, Fisheries and Cooperatives (MoALF&C). The Council consists of a Board of Directors and a Secretariat and is mandated to drive the development of the Leather Sector through promotion, regulation, coordination and harmonization of all activities across the Leather Value Chain.

The government has identified the Leather Sector as a priority industry to drive industrialization and national economic development. The prioritization of the industry is due to the long value chain with potential for wealth and employment creation across the various segments that include; Hides and Skins production, Leather Processing and Leather Products manufacture and Market Development. In implementing its mandate, the Council works closely with relevant National and County Government Departments, Agencies and the Private Sector.

1.4. The Strategic Planning Process

This strategic plan was developed on the basis of the lessons learnt from the previous plan. The methodology used in developing this Strategic Plan was participatory and all-inclusive. Data collection was captured through Focus Group Discussions (FGD) and Direct Interviews (DI) with stakeholders. This Strategic Plan runs from 2022/2023 – 2026/2027. During this period, the plan will be open to revision as need arises. During revisions, attention shall be given to each strategic objective and other emerging issues to ensure that the plan remains relevant and applicable.

2.0. CHAPTER TWO: STRATEGIC DIRECTION

This chapter focuses on the statutory requirements that serves as a guideline to the Council in implementation of its mandate.

2.1 Mandate/ Functions of the Council

The principal mandate of KLDC is to drive the transformation of the leather value chain in the Country from a raw material/semi-processed export-driven sector to a finished leather product manufacturing industry. KLDC is therefore a key driver of the Bottom-Up Economic Transformation Agenda under the Manufacturing Pillar. The Council will undertake this responsibility through the following: -

- i. Promote, direct, coordinate and harmonize all activities in Kenya's leather industry
- ii. Advise the Cabinet Secretary and Government of Kenya on national strategies and policy with respect to the leather industry
- iii. Oversee the licensing of the leather industry
- iv. Undertake research and development activities in the leather industry
- v. Organize and supervise capacity building in the leather industry
- vi. Enforce compliance with set standards in collaboration with other relevant institutions
- vii. Collect, store, analyze and disseminate data on leather industry
- viii. Mobilize technical and financial support for the leather industry
- ix. Conduct internal and external marketing strategies
- x. Perform any other function as the Cabinet Secretary may consider necessary.

2.2 Vision Statement

To be a leading agency in transforming and promoting excellence in development of leather value chain to make it globally competitive

2.3 Mission Statement

To provide leadership and policy direction in creating an integrated, competitive and sustainable leather sector that promotes employment creation and economic growth.

2.4 Strategic Goals

The Council will improve its performance and keep its mandate alive through realization of its Vision and Mission. The roadmap to this success is embedded on six (6) Strategic Objectives which specifically address the key challenges facing it. It is envisaged that inadequate attention to these strategic directions will adversely affect the performance of the Council. The six (6) Strategic Objectives were identified through both comprehensive strategic analysis as well as interviews with various stakeholders.

The Strategic Objectives include:

1. Facilitate Excellence in the Leather Sector,
2. Enhance Leather Sector Infrastructure,
3. Promote Leather Processing and Product Manufacturing,
4. Promote Market Development,
5. Forge Strategic Partnerships with Industry and other Stakeholders,
6. Strengthen Organization’s Capacity.

2.5 Core Values

Values are shared cultures or ways of doing things considered to be virtuous or moral. These values are aligned not only to those of the surrounding community but also the wider Kenya and global community to enable KLDC realize its Vision and Mission. To undertake its Mission and realize its Vision, the Council upholds the following Core Values:

i. Transparency and Accountability	The obligation of an individual or organization is to account for its activities, accept responsibility, and to disclose the results in a transparent manner. It also includes the responsibility for monetary or other entrusted property. It is the quality or state of being accountable; especially as an obligation or willingness to accept responsibility. The KLDC staff shall explain the rationale of activities done and at the same time avoid any actions that might border on any malpractices like corruption.
ii. Professionalism	This entails the competence or skill expected of a professional. KLDC and its staff will operate in the conduct, aims and qualities that characterize and mark a professional organization. The practice of professionalism is essential for gains and livelihood.
iii. Honesty and Integrity	It involves embracing the culture of honesty and truthfulness so as to be consistently reliable in all undertakings to clients and stakeholders. KDLC staff shall embrace honesty and integrity as reflected in their individual skills and providing constructive feedback.
iv. Teamwork	The combined action of the Council is essential for effective and efficient performance. Departments and staff in KLDC will work collaboratively in order to achieve the set vision and mission. Teamwork will mean that people will cooperate, using their individual skills and providing constructive feedback.

v. Social responsibility	It is basically giving back to the community. KLDC shall promote awareness and provide leadership in responding to issues and problems affecting the society.
vi. Creativity and Innovativeness	KLDC embraces creativity and innovativeness in responding to changes in the operating environment.
vii. Customer Focus	The Council strives to provide an enabling environment that is suitable for stakeholder engagement that meets their expectations.
viii. Environmental Sustainability	KLDC commits to addressing the various environmental challenges facing the industry's value chain.

2.6 Quality Policy Statement

In executing its mandate and providing leadership in the development of the leather industry, the Council commits to abide with all relevant laws, Government circulars and other related policy statements and guidelines. It will also strive to continuously improve delivery of services to both internal and external client to maximize on resource utilization. Further, guided by its vision, mission and core values, the Council will ensure it remains an equal opportunity organization for all.

3.0. CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSIS

This chapter describes the environment under which the Council operates. It employs analytical tools that assesses the competitiveness of the Council and highlights risks posed by external threats.

3.1 Situational Analysis

3.1.1 External Environment

The external environment focuses on analysis of the macro-environment and provides implications of the external factors as manifested in opportunities and/or threats. The opportunities and threats inform identification of appropriate strategic responses.

3.1.1.1 Macro Environment

In order to appreciate the environment under which the Council operates, an analysis of external environment on leather industry was undertaken. It focused on the Political, Environmental, Social, Technological, Economical and Legal (PESTEL) factors. The following are the highlights:

Political Factors: The Council and the leather industry has continued to enjoy goodwill from government, stakeholders and development partners. The Council will continue to leverage on the existing goodwill to accelerate the development of the leather sector through enhancing financial and technical support. Political stability, predictable planning cycle and consistent policies are essential for attracting investments and the uninterrupted implementation of Council's projects and programmes creates opportunities to accelerate the development of leather sector.

Economic Factors: The dynamic global economic situations informed by Covid-19 Pandemic, climate change, the international conflicts and exchange rate volatility have impacted negatively on the performance of leather sector. These circumstance, coupled with rising production costs, has affected the sector's productivity and competitiveness. A stable economic environment will incentivize investments across the value chain and also facilitate the implementation of Council's projects and programmes.

To further support the development of the Leather Sector, the Council needs to leverage on Public Private Partnerships (PPPs) to mobilize funds for implementation of Programmes and projects.

Social Factors: The leather industry faces various social factors that impact its growth and development. Rapid population growth creates market opportunities that are not fully exploited due to perception that leather products as expensive and inferior to imports. Ethnic and cultural practices like animal branding, hinder production of quality hides and skins, hence low productivity of the industry.

Insecurity affects investment levels. The industry can create more job opportunities for youth, thus, there is need to lobby for enhanced security measures. The Council will leverage on the rising population and creation of awareness to improve the productivity and competitiveness of the leather sector.

Technological: Productivity and competitiveness in the leather and leather product manufacturing is dependent on use of appropriate technology. Evolution of ICT and advent of E-marketing/ E-commerce enhances Council's service delivery and Market access. The Council plans to leverage on modern technologies to enhance its service delivery and drive modernization of leather sector for improved productivity and competitiveness. Adoption of modern technologies will ensure quality production, data management, security, and accessibility, thus facilitating more informed decision-making and efficient implementation of Council's objectives.

Ecological issues: Climate change affects livestock production systems thus impacting on hides and skins production. Leather processing produces significant amount of waste and pollution requiring appropriate waste management interventions. Cost of waste treatment increases the cost of manufacturing leather and leather products making it uncompetitive. In driving the development of the leather sector, the Council will strive to create awareness on waste management and rehabilitation.

Legal factors: The Leather value chain is long with multiple players thus requiring a comprehensive regulatory framework. Inadequate legal framework affects the regulatory mandate of the Council. Poor regulations lead to non-compliance to set standards leading to poor quality leather and leather product. This will be addressed through Kenya Leather Development Authority (KLDA) Act. Consumer protection laws are essential for safeguarding consumer rights, and the industry should prioritize quality improvement and compliance with existing laws. Addressing legal concerns can establish a stable legal environment, boost stakeholder confidence, and promote sustainable growth within the industry.

3.1.1.2 Summary of Opportunities and Threats

Based on the analysis of the PESTEL the following emergent opportunities and threats have been summarized as per the table below:

Table 1: Summary of Opportunities and Threats

Environmental Factors	Opportunities	Threats
Political	<ul style="list-style-type: none"> i. Government commitment to support the sector ii. Political goodwill for development of the sector iii. Political stability iv. Government support to develop an enabling environment v. Private sector engagement framework with the government 	<ul style="list-style-type: none"> i. Non-commitment from the government to support the sector ii. Lack of political goodwill from the government iii. Political instability iv. Lack of government support to develop an enabling environment v. Lack of private sector engagement framework
Economic	<ul style="list-style-type: none"> i. Growth of blue economy and wildlife resources ii. Growing number of leather technologists iii. Government support through fiscal incentives (tax exemptions) for machinery and chemicals iv. Contract manufacturing v. Available capacity to set up industries for local manufacturing of chemicals, machinery, spare parts, and accessories vi. Deepening of e-commerce for product marketing vii. Regional trading blocs and ratified treaties for access to untapped market opportunities (e.g. EAC, Common Market for Eastern and Southern Africa, African Continental Free Trade Area and African Growth and Opportunity Act (AGOA). viii. Growing local and international demand for leather products. 	<ul style="list-style-type: none"> i. Low quality imports of accessories and chemicals. ii. High cost of production (Tanning chemicals, utilities, finance, land). iii. Competition from low-cost producers such as China, India, and Ethiopia. iv. Competition from second-hand leather and synthetic products. v. Emerging risks attributed to disruption of supply chains and demand (e.g. shocks resulting from disease pandemics, geopolitical global trade wars and climate change hazards)
Social	<ul style="list-style-type: none"> i. Growing demand for meat, increasing the slaughter uptake rates. ii. Growing middle class in the country that would increase demand for manufactured products iii. Productive, trainable and innovative youthful population 	<ul style="list-style-type: none"> i. Alternative use of hides and skins as human food and animal feed production. ii. Negative public perceptions for local products iii. Rapidly changing consumer preferences to keep abreast with competition in a globalized market. iv. Unpopularity and negative perceptions towards leather training programmes.

Environmental Factors	Opportunities	Threats
Technological	<ul style="list-style-type: none"> i. Existing TVET institutions and robust universities for R & D, Innovation, skills and technology transfer. ii. Technology advancement for data collection, management and information sharing. 	<ul style="list-style-type: none"> i. Unpopularity and negative perceptions towards leather training programmes. ii. Rapidly changing technology for manufacturing of quality products.
Ecological	<ul style="list-style-type: none"> i. Availability of cleaner production technologies to promote recovery, recycle and reuse of wastes. 	<ul style="list-style-type: none"> i. Limited adoption of cleaner technologies due to their capital intensiveness ii. Limited enforcement of environmental management regulations
Legal	<ul style="list-style-type: none"> i. Existing government support for local content (Buy Kenya Build Kenya Strategy; Public Procurement and Asset Disposal Act, 2015). ii. Government commitment to institutional reforms and review of legal frameworks. iii. Existing National and sectorial policies for synergy in development of the sector. iv. Existing structures to support formalization of MSMEs. 	<ul style="list-style-type: none"> i. Illegal exports of raw hides and skins ii. Inflow of counterfeits and cheap substandard products. iii. Restrictions arising from implementation of international treaties, protocols, and agreements e.g. AGOA & EAC-European Union Economic Partnership Agreement.

3.1.2 Internal Environment

3.1.2.1 Governance and Administration

The Board is the apex organ of the Council and is responsible for the proper management of the Council's affairs. It comprises of the Chairperson and ten (10) members, seven being (7) independent members, Chief Executive Officer (CEO) and two (2) alternate members; one to the Principal Secretary of the Parent Ministry and the other the Cabinet Secretary, National Treasury. The Board delegates management of the Council's affairs to the Council's management led by the CEO who is the Accounting Officer. The Board conducts its business through four (4) Committees: Finance and Governance Committee; Technical and Strategy Committee; Human Resource, Risk & Compliance Committee; and Audit Committee. The CEO is responsible for the day-to-day leadership of the Council. The Council has two Directorates (Directorate of Technical Services and Directorate of Corporate Services); and the Office of the Chief Executive Officer; and is implementing the organizational structure approved in 2018. The Council's approved staff establishment is 128 and current staffing is 68. The enabling governance structures facilitate good corporate governance practices through clear strategies and policies, strong internal controls and strong risk management.

3.1.2.2 Internal Business Processes

The Council has well documented internal business processes that includes human resources, supply chain management, financial management, Audit, Production and Training processes. The Council's internal business processes are undergoing digitization and integration of the processes to enhance efficiency and effectiveness in service delivery. The existing internal processes policies and manuals are under review. The Management's commitment to stakeholders is well documented in the Citizens' Service Delivery Charter and is well anchored in the annual performance contract.

3.1.2.3 Resources and Capabilities

The Council relies on financial resources from the exchequer to deliver on its mandate. These financial resources from the Government of Kenya are limited and not sufficient to meet the financial requirements of the secretariat to adequately deliver on its mandate. It is therefore prudent for the Council to formulate resource mobilization strategies including but not limited to lobbying for additional resources from the exchequer; engagement of bilateral and multilateral development partners and enhancing synergies with other MDAC's, and the private sector. The Council utilizes the financial resources in a prudent manner and has put in place a robust financial management system.

The Council has 68 in post staff against an approved staff establishment of 128. This staffing level is inadequate to effectively deliver its mandate. Inadequate funds have been a barrier to regular capacity building of staff to upscale their skills and competencies. There is low brand recognition and brand visibility of the Council. There is therefore need for proactive and innovative communication and branding initiatives to enhance the relevance of KLDC in the execution of its mandate.

3.1.3 Summary of Strengths and Weaknesses

The summary of emergent strengths and weaknesses of KLDC Governance and Administration Structures, Internal Business Processes, and Resource and capabilities is shown in the table below;

Table 2: Summary of Strengths and Weaknesses

Factors	Strengths	Weaknesses
Governance and Administration Structures	<ul style="list-style-type: none"> • The establishing legal instrument provides for a diverse Board consisting of public and private sector. • Clear organizational structure and operational policies. 	<ul style="list-style-type: none"> • Inadequate legal framework. • Inadequate collaborative and coordination framework for stakeholders/ value chain actors. • Lack of a robust monitoring and evaluation framework for Council's flagship programmes and projects.
Internal Business Processes	<ul style="list-style-type: none"> • Well documented internal business processes. • Commitment to stakeholders is well documented in the Citizens' Service Delivery Charter. 	<ul style="list-style-type: none"> • Weak enforcement of Standard Operating Procedures (SOPs). • Lack of communication plan and policy
Resources and Capabilities	<ul style="list-style-type: none"> • Dedicated and qualified human capital. 	<ul style="list-style-type: none"> • Inadequate funding • Inadequate staffing • Low brand recognition and visibility.

3.1.4 Key achievements for the period 2017/18-2021/22

3.1.4.1 Key Achievements for the Period FY 2017/18 - 2021/2022

Table 3: Key Achievements for the Period FY 2017/18 - 2021/2022

STRATEGIC OBJECTIVE	STRATEGY	TARGET	ACHIEVEMENT
1. Facilitate Excellence in Leather Industry	Policy development	Development of draft leather policy	Draft leather policy developed and validated
		Development of draft KLDA bill	Initial draft in place to be enacted after the leather policy is in place
	Skills development	Review and revision of training modules	Training modules reviewed and revised.
			Participated in the review of training programme for DeKUT
		Development of training manuals	Developed training manuals for hides and skins production
	Promote production of quality hides and skins	Collaboration with DVS and County governments	Collaboration with DVS and County governments achieved through development of a joint concept paper for hides and skins quality improvement
		Research and development	Collaboration with research institutions/universities
	Development of a National Leather Data Bank		National Leather Data bank in place

STRATEGIC OBJECTIVE	STRATEGY	TARGET	ACHIEVEMENT
2. Enhance Leather Sector Infrastructure	Strengthening of KLDC as an institution	Automation of KLDC processes	ERP system in place
		Recruitment of technical staff	62 staff recruited
		Acquiring of adequate office space	Moved to the new KLDC headquarters
		Modernizing and upgrading ICT Infrastructure	Provision of sustainable network and equipment
	Development of Kenya Leather Industrial Park (KLIP)	Training of KLDC staff	Staff trained on various areas
		Feasibility and design of the Leather Industrial Park	Feasibility and design of the Leather Industrial Park
		Development of Park Infrastructure	60% achieved with establishment of CETP, industrial warehouses and fencing
		Pitch for investments	50% achieved with 2 breakfast meetings held and investment criteria developed
	Upgrading of leather clusters	Establishment of common manufacturing facilities	90% achieved (Machines installed, tested and operators trained)
		MSMEs Capacity building	420 MSMEs trained

STRATEGIC OBJECTIVE	STRATEGY	TARGET	ACHIEVEMENT
	Upgrading of TPCSI	Upgrading TPCSI equipment	100% achieved
		Attract and retain qualified trainers	50% achieved with recruitment and change of staff terms of employment
		Broaden training programs	Introduction of short-term courses
		Publicize TPCSI as an institution	Publicity and Awareness Created
		Development of Business plan	Business plan Developed
		Implementation of Business plan	Business plan implemented
3. Promote leather processing and product manufacturing	Collaboration in enforcement of duty	Collaboration with KRA to ensure proper declaration	Collaboration with KRA is continuous
	Promote exemption of import duty of machinery spare parts and chemicals	Promote imposition of Export Duty on Wet blue and wet white	Recommended 10% export duty
		Advice Government on types of spares and chemicals	Recommendation done
	Promote exemption of duty on accessories for leather products	Advice Government on what is required on accessories for leather products	Advisory given
4. Promote leather marketing	Promotion of quality standards	Collaboration with KEBS on training on compliance in quality production	Collaborated with KEBS on standards development
		Creation of awareness on standards	Achieved in collaboration with KEBS
	Implementation of Buy Kenya Build Kenya policy	Identification and documentation of manufacturers of leather products	Achieved and continuous

STRATEGIC OBJECTIVE	STRATEGY	TARGET	ACHIEVEMENT
		Link up consumer Government agencies with manufactures	Achieved. Government procuring safety boots for the discipline forces
		Create awareness among manufacturers on the BKBK	Awareness created
	Adoption of Free Trade Common market	Participate in EAC policy development	Participated in the development of EAC Leather Strategy
	Reduction of imports of both new and used leather products	Monitor import compliance on standards and advice Government accordingly	Held consultations with KEBS on imports compliance on standards
		Propose enhancement of tax on imports of new and used leather products	Tax on imported footwear increased from 25% to 32.5%
	Develop market linkages	Collaborate with other Government agencies to stop smuggling of Hides and Skins	Enhanced evaluation of exports and surveillance by KRA
		Promotion of products through websites and social media	Achieved and continuous
		Promotion of products through participating in public trade fairs / exhibitions	Achieved and continuous

3.1.5 Challenges and Mitigation Measures

Table below outlines the challenges faced during the implementation of the 2017/18-2021/22 strategic plan as well as the mitigation measures in the next planned period 2022/23-2026/27.

Table 4: Challenges and Mitigation Measures

Challenges	Mitigation Measures
Limited financial resources which have continued to affect implementation of planned projects	Upscaling resource mobilization from the Ministry Diversify income generating initiatives to supplement government funding Forging mutual partnerships with development partners and the private sector in order to attract resources
Lack of appropriate legal and policy framework	Fast tracking the enactment of KLDA and formulation of Kenya Leather Development Policy
Slow pace of jointly implemented projects	Continuous engagement at planning and implementation stages
Policy reversals	Structured engagements with agencies involved in policy development and implementation that affects the leather sector
Poor collaboration of value chain players	Improved collaboration of different value chain players
Low staffing levels	Increase recruitment
Effects of Covid - 19	Avoid physical engagements and embrace virtual meetings and demonstrations, create awareness on personal hygiene and observe Covid-19 protocols.

3.1.6 Lessons learnt

The following were identified as lessons learnt during the implementation of the strategic plan 2017/18-2021/22

- i. There is need for continuous structured engagement with all players both public and private for ease of addressing challenges across the value chain,
- ii. Due to limited financial resources from the exchequer, the Council needs to diversify revenue streams,
- iii. Need for enhanced collaboration with stakeholders by forging strategic partnerships with industries and development partners,
- iv. Need for structured industry data collection to enhance planning,
- v. Need to continuously capacity build organization staff for efficient service delivery,
- vi. Continuous improvement of the Council's risk management framework.

3.1.7 Emerging Issues

The following were unforeseen issues / circumstances that arose during implementation of the strategic plan 2017/18-2021/22 that affected achievements of the planned targets:

- i. There is need for continuous structured engagement with all players both public and private for ease of addressing challenges across the value chain,
- ii. Due to limited financial resources from the exchequer, the Council needs to diversify revenue streams,
- iii. Need for enhanced collaboration with stakeholders by forging strategic partnerships with industries and development partners,
- iv. Need for structured industry data collection to enhance planning,
- v. Need to continuously capacity build organization staff for efficient service delivery,
- vi. Continuous improvement of the Council's risk management framework.

3.2 Stakeholder Analysis

Table 5: Stakeholder Analysis

S/No	Stakeholder	Roles	Expectation of Stakeholders	Expectation of Organization
1.	Training Institutions (AHITI) - Kabete, NITA, Dedan Kimathi University, Nairobi University and other Universities/ Technical Training Institutes	Training and skills development for the leather industry in quality production of leather, footwear and leather products.	Promote growth of the sector through creation of opportunities in technology transfer, jobs and industrial trainings	Partner in identifying skills gap and promotion of training and skills development for the industry
2.	Export Processing Zones Authority (EPZA)	Export market development; Developing of Exporting skills; Trade information & delivery services; Trade policy facilitation; Product development and adaptation.	<ul style="list-style-type: none"> • Collaborate in the development of the leather industry infrastructure • Partner in the promotion of the leather industry investment. • A source of client for EPZ. 	Collaborate in ensuring production of high-quality leather products for export
3.	Kenya National Chamber of Commerce and Industry (KNCCI)	To promote commerce and industry in Kenya.	Facilitation of skills development for leather sector MSMEs	<ul style="list-style-type: none"> • Strengthen relationship to facilitate promotion of local leather, footwear and leather products for consumption in the local, regional and international markets. • A source of data on leather sector MSMEs.
4.	Anti- Counterfeit Agency (ACA)	Prohibit Counterfeiting through Promotion and Enforcement of Intellectual Property Rights.	Collaborate in creating awareness on originality of the leather products	Collaborate in ensuring the control of production and import of counterfeit leather products

S/No	Stakeholder	Roles	Expectation of Stakeholders	Expectation of Organization
5.	Kenya Bureau of Standards (KEBS)	Mandated to provide standardization and conformity assessment services	Collaboration in the development of standard codes, creation of awareness and enforcement	Collaborate in leather standards development, awareness creation and compliance.
6.	National Environment Management Authority (NEMA)	Compliance with effluent discharge standards	Collaborate in the development and enforcement of leather related environmental regulations.	Creating awareness on the need to promote environmentally friendly industrial growth.
7.	Kenya Industrial Estate (KIE)	To provide quality and competitive industrial infrastructure, financial products and business development services in a sustainable manner for accelerated growth of MSMEs in Kenya. To promote Industrialization in Kenya through the development of Micro, Small and Medium Enterprises	Recommend leather sector MSMEs for financial support.	Implement Memorandum of Understanding (MoU) to facilitate access to credit and incubation space by MSMEs in the leather sector
8.	Kenya Industrial Property Institute (KIPI)	To administer Industrial Property Rights; Provision of Technological Information to the public; Promoting Inventiveness in Kenya and Provision of Training on Industrial Property	Collaborate in areas of skills development	Collaborate in areas of skills development
9.	Kenya Industrial Research and Development Institute (KIRDI)	To undertake Industrial Research, Technology and Innovation and disseminate findings that will have positive impact on National Development	Collaborate in identifying leather research gaps and adoption of research outcomes by the leather industry	Collaborate in identifying leather research gaps and adoption of research outcomes by the leather industry
10.	Kenya Investment Authority (KenInvest)	To promote and facilitate domestic and foreign investment in Kenya by advocating for a conducive investment climate, providing accurate information and offering quality services for a prosperous Nation.	Collaborate on promotion of the leather and leather products sector investment.	Collaborate in identifying and promoting investment opportunities in the leather industry.
11.	Micro and Small Enterprises Authority (MSEA)	To promote the development of competitive and sustainable Micro and Small Enterprises	Collaborate in the support of MSMEs in the leather sector.	Collaborate in the support of MSMEs in the leather sector.
12.	Kenya Consumers Protection Advisory Committee (KECOPAC)	To educate consumers on their rights and responsibilities	Collaborate in promotion of quality local leather products	Initiate a relationship to establish the areas of possible collaboration in the promotion of 'Buy Kenya, Build Kenya.

S/No	Stakeholder	Roles	Expectation of Stakeholders	Expectation of Organization
13.	Kenya National Cleaner Production Center (KNCPC)	Mandated to promote the adoption of contemporary tools of environmental management in Kenyan industrial establishments and the related service sector.	Creation of awareness and collaboration on enforcement of cleaner technologies adoption in leather processing industries	Collaborate and promote adoption in cleaner production of leather footwear and leather goods.
14.	Kenya Export Promotion & Brand Agency (KEPROBA)	Mandated to implement export promotion and nation branding initiatives and policies to promote Kenya's export of goods and services	<ul style="list-style-type: none"> • Develop an inventory of Kenyan leather brands. • Collaborate in creating awareness of the importance of the local leather products brands 	Collaborate on national and international branding of Kenyan made footwear and leather goods
15.	Technical and Vocational Education and Training Authority (TVETA)	Mandated to regulate, coordinate, inspect, license, register and accredit training institutions.	Collaborate on skills development	Collaborate on skills development
16.	Kenya Institute of Curriculum Development (KICD)	Mandated to evaluate, vet and approve the curricular and curriculum support materials for basic and tertiary education, as well as offering curriculum-based consultancy services in basic and tertiary education and training	Partner in curriculum development and review	Collaborate on curriculum development and review
17.	Competition Authority of Kenya (CAK)	Mandated to protect, strengthen and supplement the way competition works in Kenya markets and industries to improve the efficiency of the economy and to increase the welfare of Kenyans	Collaborate on regulating competition in the leather sector.	Collaborate on regulating competition in the leather sector.

4.0. CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

This chapter provides the Strategic Issues, Goals and Key Result Areas. The Council has identified strategic issues, strategic goals and Key Result Areas (KRAs) in which implementation will be carried out, performance measured and results communicated or reported.

4.1. Strategic issues

The identified strategic issues include:

- a. Lack of appropriate legal and policy framework
- b. Low funding and delay in release of allocated funds/Limited financial resources which have continued to affect implementation of the strategic plan
- c. Failure to fully establish the Council/Low staffing levels.
- d. Enhance infrastructural support
- e. Expand market opportunities

4.2. Strategic Goals

- Goal 1:** An enabling environment for a competitive leather industry.
- Goal 2:** A competitive leather and leather product manufacturing hub.
- Goal 3:** Expanded local and international market access for leather and leather products.
- Goal 4:** Strategic partnerships with industry and other stakeholders.
- Goal 5:** Robust and dynamic institution

4.3. Key Result Areas (KRA)/Strategic Theme

The Council has identified Key Result Areas (KRAs) in which implementation will be carried out, performance measured and results communicated. These Key Result Areas have been carefully identified to cover the entire range of programmes implemented by the Council and provide the areas along which reporting will be carried out. The KRAs are as follows:

- KRA 1: Facilitate Excellence in the Leather Sector,
- KRA 2: Enhance Leather Sector Infrastructure,
- KRA 3: Promote Leather Processing and Product Manufacturing,
- KRA 4: Promote Market Development,
- KRA 5: Forge Strategic Partnerships with Industry and other Stakeholders,
- KRA 6: Strengthen Organization's Capacity.

The Council linked the attainment of the strategic goals with their respective KRAs as shown in the table below;

Table 6: Strategic Issues, Goals and KRA

Strategic Issue	Goal	KRAs
Lack of appropriate legal and policy framework	An enabling environment for a competitive leather industry	Facilitate Excellence in the Leather Sector
Enhance infrastructural support	Strategic partnerships with industry and other stakeholders	Forge Strategic Partnerships with Industry and other Stakeholders
Low funding and delay in release of allocated funds/Limited financial resources which have continued to affect implementation of the strategic plan	A competitive leather and leather product manufacturing hub	Enhance Leather Sector Infrastructure
		Promote Leather Processing and Product Manufacturing
Expand market opportunities	Expanded local and international market access for leather and leather products	Promote Market Development
Failure to fully establish the Council/Low staffing levels.	Robust and dynamic institution	Strengthen Organization's Capacity

5.0. CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

The chapter guides the strategic objectives that meet specific, measurable, attainable, realistic and time bound (SMART) in line with the sustainable balance score card. Projections are informed by realistic achievement under the prevailing circumstances on a year to year basis.

5.1. Strategic Objectives

Table 7: Outcomes Annual Projections

				Projections (Years)				
S/No	Strategic Objective	Outcome	Outcome Indicator	Y1	Y2	Y3	Y4	Y5
KRA 1: Facilitate Excellence in the Leather Sector								
1.	To develop and review leather related laws and policies	Improved leather sector effectiveness and efficiency	Percentage level of compliance with legal and regulatory frameworks	0.5	2	6.5	3.5	3.5
2.	To facilitate Skills Development along the value chain	Improved competencies in the leather sector	Number of skilled personnel	4.5	6.5	4.5	4.5	4.5
3.	To promote production of quality hides and skins	Quality leather and leather products	Percentage Increase in the quality of leather and leather products	10	10	10	10	10
4.	To promote Research and Development in leather sector	Increased knowledge base in the leather sector	No of R&D promoted	0	0	4	2	2

				Projections (Years)				
S/No	Strategic Objective	Outcome	Outcome Indicator	Y1	Y2	Y3	Y4	Y5
KRA 2: Enhance Leather Sector Infrastructure								
1.	To complete the development of Leather Industrial Park	Completed Leather Park	Percentage Completion Rate	75	220	55	60	60
2.	To upgrade leather clusters	Quality of Leather products Improved	Number of Clusters upgraded	6	6.5	182.5	166	166
3.	To upgrade TPCSI to a Centre of excellence	Upgraded equipment, Automation and Skills Development	Number of Upgraded equipment, Automation and Training of Trainers (TOTs)	12	12.5	12	112	112

				Projections (Years)				
S/No	Strategic Objective	Outcome	Outcome Indicator	Y1	Y2	Y3	Y4	Y5
KRA 3: Promote Leather Processing and Product Manufacturing								
1.	To promote Quality Standards and Compliance across the value chain	Enhanced market access	Percentage level of compliance	8	8	8	8	8
2.	To enhance regular data collection and analysis along the value chain	Data informed decision making	Number of categorized data updated in the Leather Data Bank	2	2	2	2	12

				Projections (Years)				
S/No	Strategic Objective	Outcome	Outcome Indicator	Y1	Y2	Y3	Y4	Y5
KRA 4: Forge Strategic Partnerships with Industry and Other Stakeholders								
1.	To enhance strategic partnerships, engagement framework executed and partnership projects, programs & activities implemented	Harmonized leather industry operations	Number of strategic partners established	4.5	3.5	6.5	3.5	3.5
			Number of stakeholders identified					
			Number of engagement framework developed and implemented					
			Implementation checklist for partnership projects, programmes and activities					

				Projections (Years)				
S/No	Strategic Objective	Outcome	Outcome Indicator	Y1	Y2	Y3	Y4	Y5
KRA 5: Promote Market Development								
1.	To promote market opportunities	Creation of market opportunities	Number of market linkages created	12.5	12.5	12.5	12.5	12.5

				Projections (Years)				
S/No	Strategic Objective	Outcome	Outcome Indicator	Y1	Y2	Y3	Y4	Y5
KRA 6: Strengthen Organization's Capacity								
1.	To ensure optimal Human Resource levels	Robust and dynamic institution with improved organizational effectiveness and efficiency	Optimal staffing level	1	1	1	1	1
2.	To enhance staff's capacity building and skills development		Number of staff's capacity building and skills developed	5	5	5	5	5
3.	To institutionalize performance based management and succession planning and management		Implementation checklist for performance-based management and succession planning and management	4	4	4	4	4

5.2. Strategic Choices

The table below provides the strategic objectives and their respective strategies and activities for each of the KRAs.

Table 8: Strategic Choices

Key Result Area (s)	Strategic Objective (s)	Strategies	Activities
Facilitate Excellence in the Leather Sector	To develop and review leather related laws and policies	Strengthen the institutional policy and legal framework	Finalize the Kenya Leather Development Policy
			Enacting KLDA Bill
			Regular evaluation of leather and other sector related Policies.
			Develop Leather Industry Master plan.
	To facilitate skills development along the value chain	Enhance capacity building and skills development	Skills needs assessment across the leather value chain
			Curriculum development/ review
			Skills development along the value chain
			Collaboration with relevant institutions on skills development
		Establishment and implementation of institutional framework for technical assistance in the leather sector to county governments.	

Key Result Area (s)	Strategic Objective (s)	Strategies	Activities
	To promote production of quality hides and skins	Quality improvement of hides and skins	Promote production of quality raw hides and skins
			Collaboration with County Governments/ stakeholders/PPs on compliance of quality standards in the sector
			Collaboration with KEBS on development and training on sector standards.
			Collaboration with KEBS on awareness creation and enforcement of standards (especially standards on labelling and used footwear)
	To promote Research and Development in leather sector	Increased knowledge base in the leather sector	Development of R & D strategy
			Collaboration and establishment of linkages between leather industry, academia and leather research institutions
Enhance Leather Sector Infrastructure	To complete the development of Kenya Leather Industrial Park (KLIP)	Establish modern leather industry infrastructure	Joint development and operationalization of the Common Effluent Treatment Plant (CETP) at KLIP with EPZA
			Construction of the initial 4 industrial warehouses
			Operationalization of Phase I of KLIP
			Initiate design and construction of additional industrial warehouses
			Identify sites for other Industrial parks
	To upgrade leather clusters	Establishment of common manufacturing facilities	Operationalization of Kariokor Common Manufacturing facility (KCMF)
			Identify and map other leather clusters
			Development of additional common manufacturing facilities in the mapped clusters in collaboration with MDAC's
	To upgrade TPCSI to a centre of excellence	Ensure effective and efficient operations of TPCSI	Restructuring the operations of TPCSI
			Refurbishing of TPCSI infrastructure
			Review and implement Business Plan
			Publicity of TPCSI as an institution

Key Result Area (s)	Strategic Objective (s)	Strategies	Activities
Promote Leather Processing and Product Manufacturing	To promote quality standards and compliance across the value chain	Improve market access and competitiveness	Collaboration with County Governments/ stakeholders on compliance of quality standards in the sector
			Collaboration with KEBS on development and training on sector standards.
			Collaboration with KEBS on awareness creation and enforcement of standards (especially standards on labelling and used footwear)
	To enhance regular data collection and analysis along the value chain	Establish industry data management and feedback systems	Regular data update
Promote Market Development	To promote market opportunities	Create market linkages	Development of leather industry market information system
			Identification and mapping of manufacturers of leather products
			Promote Buy Kenya Build Kenya initiative
			Linking the clusters to formal market outlets
			Collaborate with National Treasury on imposition of competitive taxation on imports
			Collaborate with other Government agencies to stop smuggling/dumping of footwear and leather goods
			Promotion of products through media platforms
			Participate/hold trade fairs/ symposiums.
			Identification and mapping of leather products suitable for regional and international markets
			Collaborate with relevant agencies in branding of local leather products
Collaborate with the Department of Trade in creation of linkages with regional and international markets			
Promote local manufacturers to participate in regional and international trade fairs			

Key Result Area (s)	Strategic Objective (s)	Strategies	Activities
Forge Strategic Partnerships with Industry and other Stakeholders	To enhance strategic partnerships, engagement framework executed and partnership projects, programmes & activities implemented	Harmonization of the leather industry operations	Identify areas of collaboration
			Map potential stakeholders and partners
			Develop and implement engagement framework
			Implement partnership projects, programmes and activities
Strengthen Organization's Capacity	To ensure optimal Human Resource levels	Realize an optimal staff establishment	Re-align the organization structure to the Council's strategy
	To enhance staff capacity building and skills development	Continuous competency development	Develop and implement staff capacity development programs
	To institutionalize performance-based management	Inculcate a culture of employee productivity & performance	Develop, implement and review performance-based management
	To adopt succession planning and management strategies	Implement a succession management strategy	Continuous capacity building, mentoring & coaching

6.0. CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

This chapter provides the implementation and coordination framework. The implementation is further elaborated in the implementation plan matrix. The coordination framework is further discussed through the institutional framework, staff establishment, skills set and competence development. A risk management framework is also provided.

6.1 Implementation Plan

The Council shall provide appropriate governance and policy direction to ensure the implementation responsibilities of this Plan are cascaded to all levels. The Council will establish suitable coordination mechanisms to facilitate effective collaboration with all pertinent stakeholders, working collectively towards realizing its mandate.

6.1.1 Action Plan

In the beginning of the implementation stage, the Council shall communicate the plan to all stakeholders, assign roles and responsibilities to different players, mobilize, allocate and utilize resources as identified in the plan. In addition, the Council will align annual departmental and individual work plans to the strategic plan and budget. Moreover, the Council will put in place an appropriate monitoring, evaluation and reporting framework and strengthen staff capacity to deliver on the mandate.

During Implementation, the Council will provide strategic leadership, be responsible for policy formulation and play an oversight role in the implementation, monitoring and evaluation of the implementation of the Strategic Plan. The Chief Executive Officer (CEO) will ensure the overall coordination, implementation, monitoring, and evaluation of the Strategic Plan. The Heads of Departments will be responsible for the day-to-day operationalization of the Plan so as to ensure that the planned activities are implemented. ***Annexure A1: Provides an implementation matrix.***

6.1.2 Annual Work Plan and Budget

The annual budget will be informed by the annual targets in the Implementation matrix of this plan. The council shall adopt activity-based costing in the development of its annual budgets. The Council will extract its annual work plan in time for the annual budgets. ***Annexure A2: Provides a costed annual work plan for the first year of implementation of the strategic plan.***

6.1.3 Performance Contracting

The costed work plans in Appendix II will constitute the Annual Performance contracts.

6.2 Coordination Framework

All departments will be charged with leading and or supporting Council’s activities as outlined in the Implementation Matrix. This is further elaborated in the institutional framework; staffing levels, skills set and competences; leadership; and systems and procedures.

6.2.1 Institutional Framework

During the plan period, the Council is expected to review and implement its Human Resource Policies and Procedures Manual, the Organization Structure and develop a comprehensive Career Progression Guidelines. The Council will also undertake job analysis and evaluation exercise to establish optimum staffing levels and redeploy staff and facilitate review of the remuneration and benefits policy with a view to determining a competitive package for staff. The Council will further institutionalize a capacity development strategy for improved staff performance and service delivery. These will include learning and development initiatives to help acquire and enhance key skills and competencies. Continuous change management initiatives geared towards improving the Council culture to be more focused on teamwork and collaboration will be undertaken. These strategies will enable the Council to attract, recruit, develop and retain qualified and motivated staff. *Annexure A3: Provides Council’s Organization Structure*

6.2.2 Staff Establishment, Skills Set and Competence Development

Currently, the Council has 68 staff members against an approved Establishment of 128, hence operating at 53.13% capacity. For effective execution of it’s core mandate, the Council plans to fully fill the vacant positions during the plan period and is currently undertaking a job evaluation exercise to determine the optimal number of staff and skill levels to deliver on its mandate. The proposed staffing level for the next five years is provided in table 9 below.

Table 9: Staff Establishment

Designation	Job Grade	Approved Establishment	In Post	Variance
Office of the Chief Executive Officer				
Chief Executive Office (CEO)	KLDC 1	1	1	0
Personal Assistant	KLDC 3	1	0	1
Senior Office Administrative Officer	KLDC 5	2	1	1
Senior Driver	KLDC 8	1	1	0
Senior Office Assistant	KLDC 9	1	1	0
Directorate of Technical Services				
Director of Technical Services	KLDC 2	1	1	0
Senior Project Management Officer	KLDC 5	1	0	1
Clerk of Works	KLDC 6	1	1	0
Principal Leather Industrial Development Officer	KLDC 4	1	1	0

Designation	Job Grade	Approved Establishment	In Post	Variance
Office Administrative Officer	KLDC 6	1	1	0
Common Manufacturing Facilities				0
Manager, Common Manufacturing Facilities	KLDC 3	1	1	0
Principal Leather Industrial Development Officer	KLDC 4	1	0	1
Leather Industrial Development Officer	KLDC 6	2	2	0
Senior Leather Technician (Machine Maintenance)	KLDC 8	2	0	2
Leather Technician (Footwear Manufacturing)	KLDC 9	8	5	3
Leather Technician (Leather Goods and Manufacturing)	KLDC 9	8	1	7
Leather Parks				0
Manager, Leather Parks	KLDC 3	1	0	1
Principal Leather Industrial Development Officer	KLDC 4	2	0	2
Senior Leather Industrial Development Officer	KLDC 5	2	1	1
Leather Industrial Development Officer (Parks and Production Service Centres)	KLDC 6	2	1	1
Quality Assurance and Compliance				0
Manager, Quality Assurance and Compliance	KLDC 3	1	1	0
Principal Leather Industrial Development Officer	KLDC 4	1	0	1
Leather Industrial Development Officer	KLDC 6	4	1	3
Training and Production Centres				0
Manager, Training and Production Centres	KLDC 3	1	1	0
Principal Leather Industrial Development Officer	KLDC 4	1	0	1
Senior Leather Industrial Development Officer	KLDC 5	1	1	0
Leather Industrial Development Officer	KLDC 6	1	1	0
Senior Leather Technician (Footwear Manufacturing)	KLDC 8	1	1	0
Senior Leather Technician (Leather Goods and Manufacturing)	KLDC 8	1	1	0
Leather Technician (Footwear Manufacturing)	KLDC 9	7	7	0
Leather Technician (Leather Goods and Manufacturing)	KLDC 9	7	5	2
Senior Leather Technician (Machine Maintenance)	KLDC 8	1	0	1
Leather Technician (Machine Maintenance)	KLDC 9	2	0	2
Senior Leather Laboratory Technician	KLDC 8	1	0	1
Leather Laboratory Technician	KLDC 9	1	1	0
Directorate of Corporate Services				0
Director of Corporate Services	KLDC 2	1	1	0
Office Administrative Officer	KLDC 6	1	1	0
Human Resource and Administration Department				0
Manager, Human Resource and Administration	KLDC 3	1	1	0
Principal Human Resource Officer	KLDC 4	1	0	1
Senior Human Resource Officer	KLDC 5	1	0	1
Human Resource Officer	KLDC 6	1	1	0
Administration Officer	KLDC 6	1	0	1
Human Resource Assistant	KLDC 8	3	2	1
Records Management Officer	KLDC 6	1	0	1
Records Management Assistant	KLDC 8	1	0	1
Driver	KLDC 9	7	3	4
Office Assistant	KLDC 10	6	6	0
Information Communication Technology Department				0
Manager, Information Communications Technology	KLDC 3	1	0	1
Principal Information Communications Technology Officer	KLDC 4	1	0	1

Designation	Job Grade	Approved Establishment	In Post	Variance
Senior Information Communications Technology Officer	KLDC 5	1	1	0
Information Communications Technology Officer	KLDC 6	1	1	0
Communications and Publicity Department				0
Manager, Communications and Publicity	KLDC 3	1	0	1
Principal, Corporate Communications Officer	KLDC 4	1	1	0
Senior Corporate Communications Officer	KLDC 5	1	0	1
Corporate Communications Officer	KLDC 6	1	0	1
Finance and Accounts Department				0
Manager, Finance and Accounts	KLDC 3	1	1	0
Principal Accountant	KLDC 4	1	0	1
Senior Accountant	KLDC 5	1	1	0
Accountant	KLDC 6	6	2	4
Strategy and Planning Department				0
Manager, Planning and Strategy	KLDC 3	1	0	1
Principal Planning and Strategy Officer	KLDC 4	1	1	0
Senior Planning and Strategy Officer	KLDC 5	1	0	1
Monitoring and Evaluation Officer	KLDC 6	1	1	0
Supply Chain Management Department				0
Manager, Supply Chain Management	KLDC 3	1	0	1
Principal Supply Chain Management Officer	KLDC 4	1	1	0
Senior Supply Chain Management Officer	KLDC 5	1	0	1
Supply Chain Management Officer	KLDC 6	3	2	1
Internal Audit Department				0
Manager, Internal Audit	KLDC 3	1	0	1
Principal Internal Auditor	KLDC 4	1	0	1
Internal Auditor	KLDC 6	1	1	0
Corporation Secretary & Legal Services Department				0
Corporation Secretary & Head of Legal Services	KLDC 3	1	1	0
Principal Legal Officer	KLDC 4	1	0	1
Grand Total		128	68	60

The proposed skills set and competence development for the next five years is provided in Annexure A4.

6.2.3 Leadership

The directorate of technical services supported by other directorates, departments and units will provide leadership in execution of the strategic plan. The deliberateness will be actualized through formation of Strategic Theme Teams. The teams will be aligned to the strategic issues for purposes of responsibility and accountability in leading and coordinating execution of strategic activities relevant to the KRAs. The Council has provided *Annexure A5* outlining the Strategic Theme Teams with their responsibility.

6.2.4 Systems and Procedures

An evaluation of the existing internal system processes, and standard operating procedures will be carried out to ascertain their appropriateness towards the support of carrying out the strategy. Towards this end, the Council will adopt quality standards, digitalization and value chain execution framework.

6.3 Risk Management Framework

There are several risks to the implementation of this Strategic Plan. It is therefore prudent that these risks be analyzed to ensure that precautionary measures are taken in good time to prevent failure of the Strategic Plan's implementation and execution. In this regard, the Council has considered and identified relevant risks associated with the strategic themes.

Table 10: Risk Analysis

Risk Classification	Risk Description	Likelihood	Impact	Overall risk level	Mitigation Measure(s)
Strategic	Risks that affect or are created by Council's Corporate Strategy and its strategic Objectives	High	High	High	Engage with stakeholders to ensure that KLDA and Leather Policy once enacted is implemented
Operational	Inadequate facilities, working infrastructure and equipment	High	High	High	Purchase modern equipment, repair infrastructures and facilities Engage partners to obtain specialized equipment
	Inability to acquire, train and retain the best talent	Medium	High	Medium	Strengthen capacity building centre (TPCSI), develop a new training curriculum for capacity building and recruit staff with adequate qualifications
	Inability to re-engineer business process that will drive efficiency and effectiveness	Medium	High	Medium	Conduct business process re-engineering of the Council Develop/revamp service charter and service standards Train staff on service standards
Legal/Policy	Clarity of regulatory framework	Medium	High	Medium	Enactment of KLDA Act
	Change of government priorities	Medium	Medium	Medium	Align programmes / projects to government priorities;

Risk Classification	Risk Description	Likelihood	Impact	Overall risk level	Mitigation Measure(s)
Financial	Inadequate budget allocations	Medium	High	Medium	Resource mobilization; diversify sources of funding Work actively with donor agencies and partners Strengthen ties with government to obtain funding
	Delay in completion of infrastructural / capital projects	High	High	High	Lobby for adequate project funds
	Inability to reduce or rationalize costs	High	High	High	Enhanced Budget Enhanced Monitoring and Evaluation
Human Capital	Inadequate staff in technical areas	High	High	High	Get approval and adequate budget to recruit staff that meet demand for services
Technological	Advancements in research equipment	High	Medium	Medium	Acquire and upgrade technology
	Low level of automation	High	Medium	Medium	Upgrade of ICT infrastructure
	Loss of data	High	Medium	Medium	Put in place data back up and disaster recovery
Outbreak of Pandemics	Emergencies and Crisis	Medium	High	Medium	Put in place an emergency response strategy
Corruption	Bribe	High	High	High	Mainstreaming clear Corruption Prevention Mechanisms and ensure compliance with EACC requirements
Political and economic instability	Post-Election Violence and Accidents	Medium	Medium	Medium	Sensitizing MSEs to take insurance cover for their businesses
Turnover of skilled staff	Attraction and retention	Medium	High	Medium	Improve staff terms and conditions of service
Compliance	Inability to operationalize Council mandate as envisioned in the legal instruments i.e. legal notice 114	Medium	High	Medium	Operationalize the legal instruments
	Inability to share broader benefits of KLDC with communities as espoused in the legal notice 114	Medium	Medium	Medium	Involve communities in KLDC activities and make them aware of the service that the Council provides

Risk Classification	Risk Description	Likelihood	Impact	Overall risk level	Mitigation Measure(s)
	Inability to effectively regulate the leather industry as envisioned in the legal instrument	Medium	High	Medium	Work with KLDC stakeholders to develop guidelines and policies
	Inability to establish the Council as envisioned in the legal instrument	Medium	High	Medium	Put in place measures to ensure achievement of the Council's full establishment

7.0. CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

This chapter summarizes the resource requirements to implement the identified priorities in this strategic plan. It also provides an analysis of resource mobilization strategies for Plan financing over its period. Arising from the gap between the previous financing trend and the resource requirements, the chapter provides the resource mobilization strategies that the Council will pursue to bridge the funding gap and ensure successful implementation of the Strategic Plan.

7.1 Financial Requirements

To fully implement this Strategic Plan and meet Council’s constitutional mandate of achieving the envisaged development in the leather industry, KLDC will largely depend on the financial resources mobilized from the National Government and internally generated income as well as funding from development partners. In the first year of this Plan, the Council requires Ksh.439 million during the FY 2022/23. This is particularly important because the actual allocation from the State Department for Livestock is Kshs. 244.7 million for development (Kshs. 62.5M), Recurrent (182.17M) and Appropriation in Aid (AIA) projection of Kshs. 2.0 million falling short of the Council’s budget requirements thus the need for donor support.

During the period of this Plan implementation, it is anticipated that the government budgetary allocation to the Council continues to be within the Medium-Term Expenditure Framework (MTEF). The Council will lobby through the relevant Ministries for enhanced resource allocation to promote leather development initiatives. Additionally, the Council continues to seek financial and technical support from development and multilateral partners.

The total cost of implementing this Plan over the period is estimated at Kshs. 5,552 million as shown in Table below:

Table 11: Financial requirements (In Millions Kshs) for FY 2023/24 - 2026/27

Cost Item	Projected Resource Requirements (Kshs. Mn)					
	2022/23	2023/24	2024/25	2025/26	2026/27	Total
KRA1: Facilitate Excellence in the Leather Sector	70	115	325	332	180	1,022
KRA2: Enhance Leather Sector Infrastructure	83	130	300	300	150	963
KRA3: Promote Leather Processing and Product Manufacturing	75	120	220	250	140	805
KRA 4: Promote Market Development	12	20	80	55	30	197
KRA5: Strengthen Organization’s Capacity	10	15	55	50	20	150
Administrative Costs	189	291	437	619	880	2,415
Total	439	691	1,417	1,606	1,400	5,552

With the need to establish Centres of Excellence through replication of common manufacturing model in the counties of Nakuru, Malindi, Eldoret, Kisumu, Meru and Mombasa, more human and

financial resources will be required. A review of KLDC’s past funding also reveals that financial resources provided under the Medium-Term Expenditure Framework (MTEF) budgetary process have been inadequate. As such, funding activities outlined in this Strategic Plan will require additional financial resources from the exchequer and other sources outside the MTEF budgetary process. This calls for the Council to adopt more diversified resource mobilization strategies in order to ensure availability of adequate resources for implementation of the planned activities.

7.2 Financial Resources Gaps

To fully implement this Strategic Plan and meet Council’s constitutional mandate of achieving the envisaged development in the leather industry, KLDC will largely depend on the grants from the National Government and internally generated income. The resources from these two sources are not adequate especially in timely implementation of Council’s projects. To address the financial resource gaps the Council will involve development partners and private sector to support the implementation and operationalization of the projects. This will include: Operationalization of Kenya Leather Industrial Park (KLIP). The government allocates serviced industrial plots and private investors build and equip their factories.

Table 12: Resource Gaps

Financial Year	Estimated Financial Requirements (Kshs. Mn)	Estimated Allocations (Kshs. Mn)	Variance (Kshs. Mn)
2022/23	438.5	244.7	193.8
2023/24	690.6	582.7	107.9
2024/25	1,417	967	450
2025/26	1,606.2	751	855.2
2026/27	1,399.5	652.5	747
Total	5,552	3,198	2,354

7.3 Resource Mobilization Strategies

Previously, the Council has majorly relied on Government funding through the MTEF budgetary process with minimal support from internally generated income from service charges at TPCSI. The resources have not been adequate to fund the Council’s priorities and the envisaged expansion. Therefore, there is need for the Council to mobilize resources from a variety of other sources. In this plan for Period 2022/23 - 2026/27, the Council intends to strategically employ the following approaches to mobilize the required resources.

7.3.1 Enhance generation of internal revenues

KLDC generates revenue from TPCSI service charges for applicable services offered. During the period of the plan, the Council intends to rope in additional incomes upon the completion and commissioning of the Kariokor CMF and Kenya Leather Industrial Park, Kenanie.

To achieve this, the following considerations should be prioritized:

- i. Fast-tracking the enactment of KLDA Act to allow for licensing and inspection fees,
- ii. Maximizing collection of service charges and training fees at TPCSI and Kariokor CMF,
- iii. Mapping and leasing of Industrial warehouses at Kenanie,
- iv. Heighten public awareness on the need to seek services from Council facilities,
- v. Generate more income from the Disposal of Assets,
- vi. Adopt technology on automatic short messaging system (SMS)/email reminders on remittance by clients.

7.3.2 Funding from the Government

KLDC mainly receives funding from the Government to finance its Recurrent and Development budget. The Council will continue to lobby for more funding from the Government due to its strategic role in contributing to ‘The Bottom-Up Economic Transformation Agenda’ and Vision 2030 by ensuring production of quality leather and leather products for better earnings. The Council shall always participate in all the MTEF budgetary processes to justify the budget requirements for identified priorities.

7.3.3 Collaboration with stakeholders

The Council collaborates with various stakeholders such as Tanners, Livestock Farmers, Slaughterhouse Owners, Hides and Skins Traders, respective County Government departments, NGOs among others on priority areas. The Council will continue to engage its stakeholders with a view to achieve some of the prioritized activities.

7.3.4 Funding from development partners

The Council recognizes the important role that development partners, both international and local NGOs, play in providing financial and technical support. In order to enhance the partnership, the Council endeavors to develop proposals targeting different donors and involve the Parent Ministry’s State Department for Livestock Development and National Treasury for both financial and technical support.

7.3.5 Management of available resources

The successful implementation of this Strategic Plan will require a combination of financial, human resource and proper management of the same. The Council will put in place measures to ensure prudent resource management which include but not limited to the following:

- i.** Prudent financial management
- ii.** Effective human resource management policy and guidelines,
- iii.** Implement sound procurement processes in acquisition of goods, services and works to maximize value for money,
- iv.** Adoption of ICT platforms in various processes,
- v.** Offer the necessary level of support to the audit department for adequate risk assessment and management.

7.4 Resource Management

The Council commits to prudence and frugality in the management of their resources through putting in place adequate mechanisms for the efficient, effective and economic utilization of resources. Adoption of value chain execution framework will go a long way in ensuring that resources are targeted on strategic critical activities. The Council has aligned itself with BETA, therefore, the management will adopt the principle of prioritization and sequencing in the utilization of scarce resources on impactful value chain activities to achieve desired outcomes on quick wins, short-term, medium-term and long-term basis.

8.0. CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK

Monitoring will be a continuous function that will primarily provide the management, Board of Directors and stakeholders of KLDC with early indications of progress, or lack thereof, in the achievement of the intended results. Monitoring will help the Council track achievements by regularly collecting information to assist timely decision making, ensure accountability and provide a basis for evaluation, learning and reporting.

8.1 Monitoring Framework

Monitoring reports at all levels shall be done in prescribed formats. The reports shall comprise of:

- i. A narrative Strategic Plan plus a summary table (see appendix) with the following contents:
 - a) An extract of the respective Rolling Strategic Plan summarizing the approved strategic objectives, key indicators and strategies.
 - b) An approved operational plan for the year under reporting.
- ii. Both qualitative and quantitative achievements in terms of actual outputs versus the planned activities and outputs in the operational plan.
- iii. Constraints in the implementation of the Strategic Plan and any internal and external factors which affected implementation.
- iv. Way forward for solving the problems faced.

8.2 Performance Standards

Evaluation will consist of a systematic and objective assessment of ongoing or completed strategic activities in terms of implementation and results. The aim will be to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact and sustainability. The evaluation process will seek to provide KLDC with information that is credible and useful, thus enabling the Council to incorporate lessons learnt into decision making processes. In considering the specific areas for monitoring and evaluation, the Council will be guided by the following questions:

- i. **Relevance** – Are the activities linked to the strategic objectives and strategic pillars and do they address specific opportunities, challenges and threats?
- ii. **Efficiency** – Are the activities being conducted in a timely and cost-effective manner?
- iii. **Effectiveness** - To what extent do the activities help to achieve the strategic objectives? What are the supportive factors and obstacles encountered during implementation?
- iv. **Impact** - What happened as a result of the activities (both negative and positive)?
- v. **Sustainability** - Are there lasting benefits after the activity has been completed?

8.3 Evaluation Framework

For the purpose of this Strategic Plan, there shall be two types of evaluation of the strategic planning implementation process: -

- i. Once every two and half (2^{1/2}) years using internal evaluators
- ii. Once every five (5) years using an external evaluation team working with the internal evaluators.

Terms of reference for the evaluating team shall focus on:

- i. Assessment of whether the Strategic Plan (SP) is achieving its objectives
- ii. Assessment of the reasons for success or failure of the specific aspects of the SP
- iii. Finding out whether the effects of the SP are contributing to the realization of the Mission and Vision of KLDC,
- iv. Assessment of the adequacy of resources being allocated/budgeted to implement the SP,
- v. Determining whether available resources are being utilized efficiently to achieve the strategic objectives of the plan,
- vi. Determining whether the process of strategic planning and implementation is facing any challenges,
- vii. Writing a comprehensive evaluation report,
- viii. Holding a debriefing meeting with the Planning, Monitoring and Evaluation Team (PMET).

Table 13: Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid -Term Period	End -Term Period
Facilitate Excellence in the Leather Sector	Competitive leather sector	Percentage increase in economic value				
Enhance Leather Sector Infrastructure	Increased leather and leather products manufacturing	Percentage increase in finished leather and leather products	KES. 15 billion	2022/2023	KES. 50 billion	KES. 120 billion
Promote Leather Processing and Product Manufacturing	Quality leather and leather products	Percentage increase in quality of leather and leather products	Baseline to be conducted	2022/2023		

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid -Term Period	End -Term Period
Promote Market Development	Enhanced market access	Percentage increase in market access	Baseline to be conducted	2022/2023		
Forge Strategic Partnerships with Industry and other Stakeholders	Harmonized leather industry operations	Number of strategic partners established	Three (3) strategic partnership	2022/2023	Five (5) strategic partnership	Ten (10) strategic partnership
Strengthen Organization's Capacity	Robust and dynamic institution with Improved organizational effectiveness and efficiency	Percentage increase in compliance with legal and regulatory frameworks	Baseline to be conducted	2023/24		
		Change in employee satisfaction index	Baseline to be conducted	2023/24		
		Change in customer satisfaction index	Baseline to be conducted	2023/24		

8.3.1 Mid-Term Evaluation

This is the immediate stage of the Strategic Plan and its aim is to address any potential problems in design and implementation. It will be done once every two and half (2^{1/2}) years using internal evaluators i.e Planning, Monitoring & Evaluation Team (PMET)

8.3.2 End-Term Evaluation

This is carried out at the end or close to the end of the implementation period. It will be undertaken at the end of the five (5) years using an external evaluation team working with the internal evaluators.

8.4 Learning

Implementation of the strategic plan is also a learning process for the Organization through addressing both current and emerging challenges. It also improves the organization's capacity for project implementation and monitoring. This involves areas of project management, resource mobilization, documentation, reporting and knowledge sharing.

It also enhances professional skills such as documentation techniques, content development for projects and interventions. Lessons learnt inform the organization on the best practices in: -

- i. Hiring and placement of staff
- ii. Staff training on relevant skills
- iii. Information sharing across department and relevant stakeholder's
- iv. Adopting flexible work policies
- v. Focusing on team effort
- vi. Rewarding/ recognizing good effort
- vii. Monitoring key performance indicators
- viii. Leveraging on technology
- ix. Proper documentation of implementation process
- x. Developing Annual work plans

8.5 Reporting Framework and Feedback Mechanism

Progress reporting on implementation of the Strategic Plan is important in adjusting strategic directions and measuring performance. The Planning and Strategy Unit shall submit the following reports to the CEO on the progress made in implementation of the Plan:

- i. Quarterly report.
- ii. Annual Report

Table 14: Quarterly Progress Reporting Template

Expected Outcome	Output Indicator	Annual Target (A)	Quarter of Year			Cumulative to Date			Remarks	Corrective Intervention
			Target (B)	Actual (C)	Variance (C- B)	Target (E)	Actual (F)	Variance (F- E)		

Table 15: Annual progress Reporting template

Expected Outcome	Output Indicator	Achievement of Year			Cumulative to Date (Years)			Remarks	Corrective Intervention
		Target (A)	Actual (B)	Variance (B- A)	Target (D)	Actual (E)	Variance (E- D)		

Table 16: Evaluation Reporting Template

Key Result Area	Outcome	Outcome Indicator	Baseline		Mid - Term Evaluation		End of Plan Period Evaluation		Remarks	Corrective Intervention
			Value	Year	Target	Achievement	Target	Achievement		
KRA 1										
KRA 2										

Annexure A1: Implementation Matrix

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
KRA 1: Facilitate Excellence in the Leather Sector																
Strategic Objectives 1.1: To develop and review leather related laws and policies																
Outcome: Improved leather sector effectiveness and efficiency																
Strengthen the institutional policy and legal framework	Finalize the Kenya Leather Development Policy	Policy in place Policy implemented	Policy document Policy impact report		√	√					1.5				SDLD	KLDC
	Establishment of KLDA through enactment of the Livestock Bill	Approved bill	KLDA Act			√	√	√				2			SDLD	KLDC
	Regular evaluation of leather sector performance and provide appropriate advisory	Policy advisory	Evaluation and advisory report		√	√	√	√	√	0.5	0.5	0.5	0.5	0.5	KLDC	SDLD
	Develop Leather Industry Master plan	Master plan in place	Master plan				√	√	√			4	3	3		

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
KRA 1: Facilitate Excellence in the Leather Sector																
Strategic Objectives 1.2: To facilitate skills development along the value chain																
Outcome: Improved competencies in the leather sector																
Enhance capacity building and skills development	Skills needs assessment across the leather value chain	Training needs identified	TNA report		√	√	√	√	√	1.5	1.5	1.5	1.5	1.5	KLDC	SDLD
	Curriculum development/ review	Curriculum in place Revised curriculum	Training curriculum Revised curriculum			√					2				KLDC	SDLD
	Skills development along the value chain	Skills imparted	Number of Trainees		√	√	√	√	√	2	2	2	2	2	KLDC	SDLD
	Collaboration with relevant institution on skills development	Established collaborations	Number of collaboration frameworks (MoUs)		√	√	√	√	√	0.5	0.5	0.5	0.5	0.5	KLDC	SDLD
	Establishment and implementation of institutional framework for technical assistance in the leather sector to county governments	Framework in place	MoUs and agreements.		√	√	√	√	√	0.5	0.5	0.5	0.5	0.5	SDLD	KLDC

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
KRA 1: Facilitate Excellence in the Leather Sector																
Strategic Objectives 1.3: To promote production of quality hides and skins																
Outcome: Quality leather and leather products																
Quality improvement of hides and skins	Promote production of quality raw hides and skins	Improved quality of hides and skins	Quality assessment report		√	√	√	√	√	2	2	2	2	2	SDLD	KLDC
	Collaboration with County Governments/stakeholders on compliance of quality standards in the sector	Established Collaborations	MoUs and agreements		√	√	√	√	√	4	4	4	4	4	KLDC	SDLD CoG KEBS
	Collaboration with KEBS on development and training on sector standards.	Establish collaborations framework	MoUs and agreements		√	√	√	√	√	2	2	2	2	2	KEBS	KLDC SDLD
	Collaboration with KEBS on awareness creation and enforcement of standards (especially standards on labelling and used footwear)	Establish collaboration framework	MoUs & Agreements		√	√	√	√	√	2	2	2	2	2	KLDC	SDLD CoG KEBS

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget					Responsibility*		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
KRA 1: Facilitate Excellence in the Leather Sector																	
Strategic Objectives 1.4: To promote Research and Development in leather sector																	
Outcome: Increased knowledge base in the leather sector																	
Increased knowledge base in the leather sector	Development of R & D strategy	R & D strategy in place	R & D strategy				√						4			KLDC	SDLD Research Institution
	Collaboration and establishment of linkages between leather industry, academia and leather research institutions	Established collaboration framework	MoUs & Agreements					√	√					2	2	KLDC	SDLD Research Institution

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget					Responsibility*		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
KRA 2: Enhance Leather Sector Infrastructure																	
Strategic Objectives 2.1: To complete the development of Leather Industrial Park																	
Outcome: Completed Leather Park																	
Establish a modern leather infrastructure	Joint development and operationalization of the CETP at KLIP with EPZA	Operational CETP at KLIP	Progress report		√	√	√	√	√	-	100	50	50	50	KLDC EPZA	SDLD	
	Construction of the initial 4 industrial warehouses and maintenance	Completed industrial warehouses	Progress report		√	√	√	√	√	75	120				KLDC	SDLD	
	Advertisement for KLIP occupation	Investor applications	Approved Applications				√					3					
	Identify sites for other Leather Industrial parks	Feasibility study identified	Feasibility Report					√	√					10	10	KLDC	SDLD
	Construction of administration block and two (2) leather laboratory	Administration block and laboratories constructed	Completion Report													KLDC	SDLD

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
KRA 2: Enhance Leather Sector Infrastructure																
Strategic Objectives 2.2: To upgrade leather clusters																
Outcome: Quality of Leather products Improved																
Establishment of Common Manufacturing Facilities	Operationalization of Kariokor Common Manufacturing Facility (KCMF)	KCMF operational	KCMF progress report							6	6	6	6	6	KLDC	SDLD CoG
	Identify and map other leather clusters	Identified potential clusters	Mapping report			√	√				0.5	13.5			KLDC	SDLD CoG
	Establishment of additional common manufacturing facilities in the mapped clusters in collaboration with MDAs	CMF developed	Development report				√	√	√				163	160	160	KLDC

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
KRA 2: Enhance Leather Sector Infrastructure																
Strategic Objectives 2.3: To upgrade TPCSI to a center of excellence																
Outcome: Upgraded equipment, Automation and Skills Development																
Ensure effective and efficient operations of TPCSI	Operationalization of TPCSI	Efficient Operations	Operations report (No. of MSMEs)		√	√	√	√	√	10	10	10	10	10	KLDC	SDLD
	Refurbishing of TPCSI infrastructure	Refurbished infrastructure	Report					√	√				100	100	KLDC	SDLD
	Revise and implement TPCSI curriculum	Curriculum in place	Curriculum			√					0.5				KLDC	SDLD
	Publicity of TPCSI as an institution	TPCSI publicized	Publicity report		√	√	√	√	√	2	2	2	2	2	KLDC	SDLD

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
KRA 3: Promote Leather Processing and Product Manufacturing																
Strategic Objectives 3.1: To promote Quality Standards and Compliance across the value chain																
Outcome: Enhanced market access																
Improve market access and competitiveness	Collaboration with County Governments/stakeholders on compliance of quality standards in the sector	Established Collaborations	MoUs and agreements		√	√	√	√	√	2	2	2	2	2	KLDC	SDLD CoG KEBS
	Collaboration with KEBS on development and training on sector standards.	Establish collaborations framework	MoUs and agreements		√	√	√	√	√	4	4	4	4	4	KLDC	KEBS
	Collaboration with KEBS on awareness creation and enforcement of standards (especially standards on labelling and used footwear)	Establish collaboration framework	MoUs & Agreements		√	√	√	√	√	2	2	2	2	2	KLDC	SDLD CoG KEBS

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
KRA 3: Promote Leather Processing and Product Manufacturing																
Strategic Objectives 3.2: To enhance regular data collection and analysis along the value chain																
Outcome: Data informed decision making																
Establishment of industry data management and feedback systems	Regular data update	Updated report	Data reports		√	√	√	√	√	2	2	2	2	2	KLDC	SDLD
	Development of leather industry market information system	LIMIS developed	LIMIS in place						√					10	KLDC	SDLD

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
KRA 4: Promote Market Development																
Strategic Objectives 4.1: To promote market opportunities																
Outcome: Creation of market opportunities																
Create market linkages	Identification and mapping of manufacturers of leather products	Leather product manufacturer identified	List of identified manufacturers		√	√	√	√	√	2	2	2	2	2	KLDC	SDLD
	Promote Buy Kenya Build Kenya initiative	Awareness created Manufacturers linked	Report List of linked manufacturers and consumers		√	√	√	√	√	0.5	0.5	0.5	0.5	0.5	KLDC	SDLD SDT
	Linking the clusters to formal market outlets	Clusters linked	No. of clusters linked		√	√	√	√	√	0.5	0.5	0.5	0.5	0.5	KLDC	SDLD
	Promotion of products through media platforms	Product identified and uploaded	List of products identified and uploaded		√	√	√	√	√	0.5	0.5	0.5	0.5	0.5	KLDC	SDLD
	Participate/hold trade fairs/ symposiums.	Manufacturers participation in trade fairs	Progress report		√	√	√	√	√	4	4	4	4	4	KLDC	SDLD SDT
	Identification of leather products suitable for export and create linkages with potential market	Identified and mapped leather products	Catalogue of identified products		√	√	√	√	√	3	3	3	3	3	KLDC	SDLD SDT
	Collaborate with relevant agencies in branding of local leather products	Branded local leather products	Report		√	√	√	√	√	2	2	2	2	2	SDT	KLDC SDLD

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
KRA 5: Forge Strategic Partnerships with Industry and other Stakeholders																
Strategic Objectives 5.1: To enhance strategic partnerships, engagement framework executed and partnership projects, programs & activities implemented																
Outcome: Harmonized leather industry operations																
Harmonization of the leather industry operations	Identify areas of collaboration	Identified areas of collaboration	List of identified areas		√					1					KLDC	SDLD Potential partners
	Map potential stakeholders and partners	Mapped partners and stakeholders	List of identified partners and stakeholders		√	√	√	√	√	1.5	1.5	1.5	1.5	1.5	KLDC	SDLD Potential partners
	Develop and implement engagement framework	Developed framework	Engagement framework in place				√						3		KLDC	SDLD Potential partners
	Implement partnership projects, programs and activities	Projects, programs and activities implemented	No of projects, programs and activities implemented		√	√	√	√	√	2	2	2	2	2	KLDC	SDLD Potential partners

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
KRA 6: Strengthen Organization's Capacity																
Strategic Objectives 6.1: To ensure optimal Human Resource levels																
Outcome: Robust and dynamic institution with Improved organizational effectiveness and efficiency																
Realize an optimal staff establishment	Re-align the organization structure to the Council's strategy	Organization structure realigned	Approved organizational structure		√					1					KLDC	SDLD
Strategic Objectives 6.2: To enhance staff capacity building and skills development																
Continuous competency development	Develop and implement staff capacity development programs	Develop and implement staff capacity development programs	Staff Development Plan		√	√	√	√	√	5	5	5	5	5	KLDC	SDLD
Strategic Objectives 6.3: To institutionalize performance-based management																
Inculcate a culture of Employee productivity & performance	Develop, implement and review performance-based management	Performance management framework (PMF) implemented	Signed PC and target, appraisal reports.		√	√	√	√	√	2	2	2	2	2	KLDC	SDLD
Strategic Objectives 6.4: To adopt succession planning and management strategies																
Implement a succession management strategy	Continuous capacity building, mentoring & coaching	Career planning and management strategy developed and implemented	Approved strategies for succession management plan		√	√	√	√	√	2	2	2	2	2	KLDC	SDLD

Annexure A2: Costed Annual Workplan for the first year of implementation of the Strategic Plan

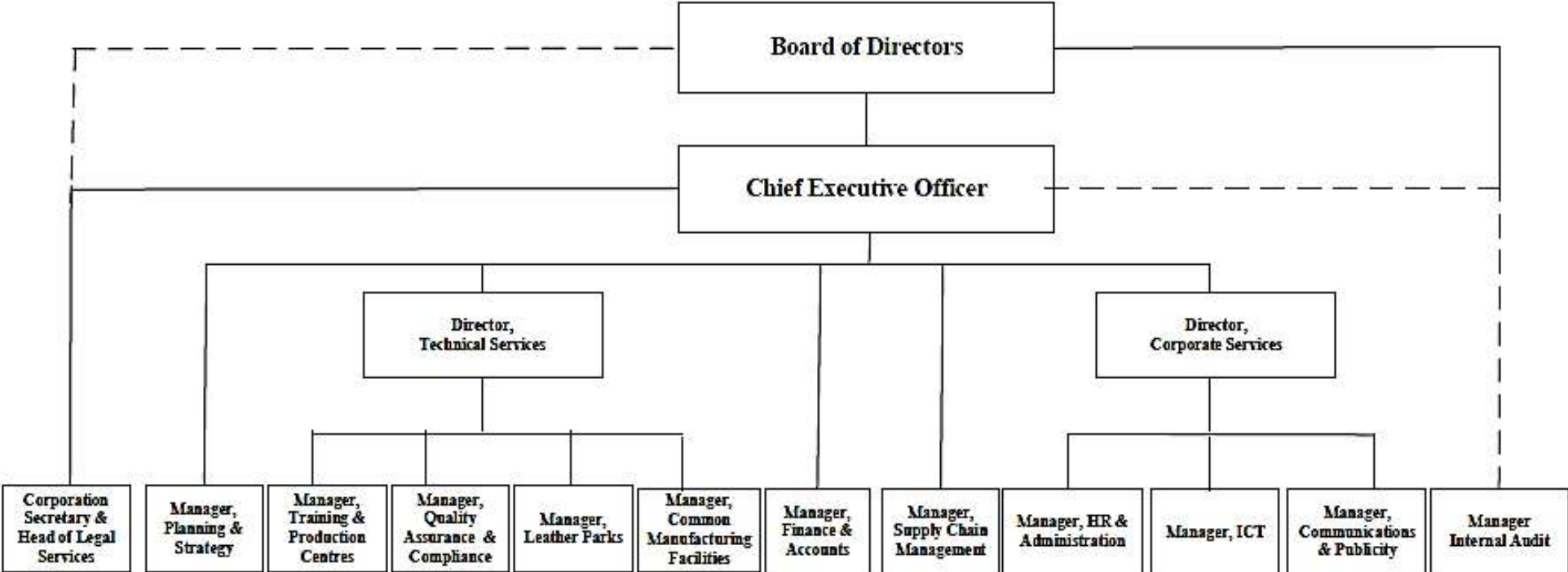
S/N o.	Strategic Objectives	Strategy	Key Activities	Q1			Q2			Q3			Q4			Total Budget (Million)
				J	A	S	O	N	D	J	F	M	A	M	J	
1.	To develop and review leather related laws and policies	Strengthen the institutional policy, and legal framework	Finalize the Kenya Leather Development Policy	√	√	√	√	√	√	√	√	√	√	√	1.5	
			Regular evaluation of leather sector performance and provide appropriate advisory	√	√	√	√	√	√	√	√	√	√	√	√	0.5
2.	To facilitate skills development along the value chain	Enhance capacity building and skills development	Skills needs assessment across the leather value chain	√	√	√	√	√	√	√	√	√	√	√	1.5	
			Skills development along the value chain						√	√	√	√	√	√	2	
			Collaboration with relevant institution on skills development	√	√	√	√	√	√	√	√	√	√	√	√	0.5
			Establishment and implementation of institutional framework for technical assistance in the leather sector to county governments.										√	√	√	0.5
3.	To promote production of quality hides and skins	Quality improvement of hides and skins	Promote production of quality raw hides and skins	√	√	√	√	√	√	√	√	√	√	√	2	
			Collaboration with County Governments/ stakeholders on compliance of quality standards in the sector	√	√	√	√	√	√	√	√	√	√	√	√	4
			Collaboration with KEBS on development and training on sector standards.	√	√	√	√	√	√	√	√	√	√	√	√	2

S/N o.	Strategic Objectives	Strategy	Key Activities	Q1			Q2			Q3			Q4			Total Budget (Million)	
				J	A	S	O	N	D	J	F	M	A	M	J		
			Collaboration with KEBS on awareness creation and enforcement of standards (especially standards on labelling and used footwear)	√	√	√	√	√	√	√	√	√	√	√	√	2	
4.	To complete the development of Leather Industrial Park	Establish a modern leather infrastructure	Joint development and operationalization of the CETP at KLIP with EPZA	√	√	√	√	√	√	√	√	√	√	√	√	-	
			Construction of the initial 4 industrial warehouses and maintenance	√	√	√	√	√	√	√	√	√	√	√	√	√	75
5.	To upgrade leather clusters	Establishment of Common Manufacturing Facilities	Operationalization of Kariokor Common Manufacturing Facility (KCMF)	√	√	√	√	√	√	√	√	√	√	√	√	6	
6.	To upgrade TPCSI to a center of excellence	Ensure effective and efficient operations of TPCSI	Operationalization of TPCSI	√	√	√	√	√	√	√	√	√	√	√	√	10	
			Publicity of TPCSI as an institution	√	√	√	√	√	√	√	√	√	√	√	√	√	2
7.	To promote quality standards and compliance across the value chain	Improve market access and competitiveness	Collaboration with County Governments/stakeholders on compliance of quality standards in the sector	√	√	√	√	√	√	√	√	√	√	√	√	2	
			Collaboration with KEBS on development and training on sector standards.	√	√	√	√	√	√	√	√	√	√	√	√	√	4
			Collaboration with KEBS on awareness creation and enforcement of standards (especially standards on labelling and used footwear)	√	√	√	√	√	√	√	√	√	√	√	√	√	2

S/N o.	Strategic Objectives	Strategy	Key Activities	Q1			Q2			Q3			Q4			Total Budget (Million)
				J	A	S	O	N	D	J	F	M	A	M	J	
8.	To enhance regular data collection and analysis along the value chain	Establishment of industry data	Regular data update	√	√	√	√	√	√	√	√	√	√	√	√	2
9.	To promote market opportunities	Create market linkages	Identification and mapping of manufacturers of leather products	√	√	√	√	√	√	√	√	√	√	√	√	2
			Promote Buy Kenya Build Kenya initiative	√	√	√	√	√	√	√	√	√	√	√	√	0.5
			Linking the clusters to formal market outlets	√	√	√	√	√	√	√	√	√	√	√	√	0.5
			Promotion of products through media platforms	√	√	√	√	√	√	√	√	√	√	√	√	0.5
			Participate/hold trade fairs/symposiums.	√	√	√	√	√	√	√	√	√	√	√	√	4
			Identification of leather products suitable for export and create linkages with potential market	√	√	√	√	√	√	√	√	√	√	√	√	3
			Collaborate with relevant agencies in branding of local leather products	√	√	√	√	√	√	√	√	√	√	√	√	2
10.	To enhance strategic partnerships, engagement framework executed and partnership projects, programs & activities implemented	Harmonization of the leather industry operations	Identify areas of collaboration	√	√	√	√	√	√	√	√	√	√	√	1	
			Map potential stakeholders and partners	√	√	√	√	√	√	√	√	√	√	√	1.5	
			Implement partnership projects, programs and activities	√	√	√	√	√	√	√	√	√	√	√	2	

S/N o.	Strategic Objectives	Strategy	Key Activities	Q1			Q2			Q3			Q4			Total Budget (Million)
				J	A	S	O	N	D	J	F	M	A	M	J	
11.	To ensure optimal Human Resource levels	Realize an optimal staff establishment	Re-align the organization structure to the Council's strategy	√	√	√	√	√	√	√	√	√	√	√	√	1
12.	To enhance staff capacity building and skills development	Continuous competency development	Develop and implement staff capacity development programs	√	√	√	√	√	√	√	√	√	√	√	√	5
13.	To institutionalize performance based management	Inculcate a culture of employee productivity & performance	Develop, implement and review performance-based management	√	√	√	√	√	√	√	√	√	√	√	√	2
14.	To adopt succession planning and management strategies	Implement a succession management strategy	Continuous capacity building, mentoring & coaching	√	√	√	√	√	√	√	√	√	√	√	√	2

Annexure A3: Council’s Proposed Organization Structure



Annexure A4: Proposed Skills Set and Competence Development

Job Title	Skill Set	Skills gap	Competence Development
Chief Executive Officer	<ul style="list-style-type: none"> (i) A master Degree, with a Bachelor Degree in a leather related field from a recognized institution or equivalent qualification from a recognized institution. (ii) Post graduate diploma in leather related field or equivalent qualification from a recognized institution. (iii) Professional qualification and membership to a relevant professional body (iv) Leadership course lasting not less than four (4) weeks from a recognized institution (v) Proficiency in computer applications. 	<ul style="list-style-type: none"> • Refresher Courses in Leadership and Management 	<ul style="list-style-type: none"> • Competence Development • Refresher Programs/Courses
Director of Technical Services	<ul style="list-style-type: none"> (i) A Bachelor Degree in a leather related field or equivalent qualification from a recognized institution. (ii) Post graduate diploma in leather related field or equivalent qualification from a recognized institution. (iii) Professional qualification and membership to a relevant professional body (iv) Leadership course lasting not less than four (4) weeks from a recognized institution (v) Proficiency in computer applications. 	<ul style="list-style-type: none"> • Project Monitoring and Evaluation • Public Policy Management • Event Management 	<ul style="list-style-type: none"> • Government • Protocol, Etiquette and Event Management • Project Monitoring, Evaluation and Reporting • Public Policy Formulation and Implementation

Job Title	Skill Set	Skills gap	Competence Development
Director Corporate Services	<ul style="list-style-type: none"> (i) Master Degree in Business related field from a recognized institution (ii) Bachelor Degree in Business relevant field from a recognized institution (iii) Post graduate diploma qualification from a recognized institution. (iv) Professional qualification and membership to a relevant professional body (v) Leadership course lasting not less than four (4) weeks from a recognized institution (vi) Proficiency in computer applications. 	<ul style="list-style-type: none"> • Project Monitoring and Evaluation • Public Policy Management 	<ul style="list-style-type: none"> • Managerial Competencies Courses • Strategic Leadership Development Programme • CPD Programmes
Technical Managers a) Manager Common Manufacturing Facilities b) Manager, Training and Production Centers c) Manager, Leather Parks d) Manager, Quality Assurance and Compliance	<ul style="list-style-type: none"> (i) A Bachelor Degree in a leather related field or equivalent qualification from a recognized institution. (ii) Post graduate diploma in leather related field or equivalent qualification from a recognized institution. (iii) Professional qualification and membership to a relevant professional body (iv) Leadership course lasting not less than four (4) weeks from a recognized institution (v) Proficiency in computer applications. 	<ul style="list-style-type: none"> • Management Courses • Advanced Computer Application Courses 	<ul style="list-style-type: none"> • Managerial Competencies Courses • Strategic Leadership Development Programme • CPD Programmes
Principal Leather Industrial Development Officer	<ul style="list-style-type: none"> (i) Have a Bachelor's Degree in Leather related field or equivalent qualification from a recognized institution; (ii) Be a member of a professional body; (iii) Have a certificate in Management Course from a recognized institution; and (iv) Be proficient in computer applications 	<ul style="list-style-type: none"> • Management Courses • Advanced Computer Application Courses 	<ul style="list-style-type: none"> • Strategic Leadership Development Programme • Managerial Competencies Courses

Job Title	Skill Set	Skills gap	Competence Development
Senior Leather Industrial Development Officer	(i) Bachelor's Degree in leather related field or equivalent qualification from a recognized institution; (ii) Membership in relevant professional bodies; and (iii) Be proficient in computer applications	<ul style="list-style-type: none"> Advanced Computer Application Courses 	<ul style="list-style-type: none"> Senior Management Course Project Monitoring, Evaluation and Reporting Strategic Planning and Implementation
Leather Industrial Development Officer	(i) Bachelor's Degree in leather related field or equivalent qualification from a recognized institution; (ii) Membership in relevant professional bodies; and (iii) Be proficient in computer applications	<ul style="list-style-type: none"> Advanced Computer Application Courses 	<ul style="list-style-type: none"> Supervisory Courses Project Monitoring, Evaluation and Reporting Strategic Planning and Implementation
Senior Leather Technician	(i) Certificate in leather craft or Trade Test from a recognized institution; and (ii) Proficiency in computer applications (iii) Demonstrated competence in work performance	<ul style="list-style-type: none"> Computer Application Courses 	<ul style="list-style-type: none"> Supervisory Courses
Leather Technician	(i) Craft certificate/Trade tests in leather works or equivalent qualification from a recognized institution; (ii) Be proficient in computer applications; and (iii) Demonstrated competence in work performance	<ul style="list-style-type: none"> Computer Application Courses 	<ul style="list-style-type: none"> Teamwork
Leather Laboratory	(i) Diploma in Analytical chemistry/Material evaluation or any other relevant and equivalent qualifications from a recognized Institution. (ii) Certificate in computer applications from a recognized institution; and be proficient in computer applications; and (iii) Demonstrated competence in work performance	<ul style="list-style-type: none"> Advanced Computer Application Courses 	<ul style="list-style-type: none"> Data Analysis Course

Job Title	Skill Set	Skills gap	Competence Development
Manager Human Resource and Administration	<ul style="list-style-type: none"> (i) Master Degree in HR relevant field from a recognized institution (ii) Bachelor's degree in Human Resource Management/Social Sciences/Business or equivalent qualification from a recognized institution. (iii) Certificate in computer applications from a recognized institution; (iv) Be a Member of IHRM or any other relevant membership recognized by law (v) Professional certification from a recognized body; and (vi) Demonstrated competence in work performance 	<ul style="list-style-type: none"> • Advanced Computer Application Courses • Continuous Professional Development (CPD) 	<ul style="list-style-type: none"> • Strategic Leadership Development Programme • CPD Programmes
Human Resource Officer	<ul style="list-style-type: none"> (i) Bachelors degree in Human Resource Management/social sciences/business or equivalent qualification from a recognized institution. (ii) Certificate in computer applications from a recognized institution; and (iii) Member of IHRM or any other relevant membership recognized by law (iv) Professional certification from a recognized body; (v) Demonstrated competence in work performance; 	<ul style="list-style-type: none"> • Payroll Management • Training And Development Of Staff • 	<ul style="list-style-type: none"> • Strategic Leadership Development Programme • Managerial Competencies Courses
Human Resource Assistant	<ul style="list-style-type: none"> (i) Diploma in Human Resource Management/Development or equivalent qualification from a recognized institution. (ii) Certificate in computer applications from a recognized institution; and (iii) Demonstrated competence in work performance 	<ul style="list-style-type: none"> • Accountability In Managing Resources • Judgment And Objectivity • Managing And Evaluating Performance 	<ul style="list-style-type: none"> • Clerical Course
Driver/Senior	<ul style="list-style-type: none"> (i) Passed Occupational Trade Test I for Drivers conducted by the relevant Government Ministry/Departments. (ii) A valid driving license free from any current endorsement(s) for class(es) of vehicle(s) an officer is required to drive. 	<ul style="list-style-type: none"> • Executive Driving Course • Customer Care & Professional Etiquette • Intensive Defensive • First Aid Course 	<ul style="list-style-type: none"> • Refresher on safety driving

Job Title	Skill Set	Skills gap	• Competence Development
	<ul style="list-style-type: none"> (iii) Defensive Driving Certificate from the Automobile Association (AA) of Kenya of its equivalent qualification from a recognized Institution. (iv) Attended a Refresher Course for drivers lasting not less one (1) week within every three (3) years at Kenya Institute of Highway and building Technology (KIHBT) or any other recognized institution. (v) First-Aid Certificate lasting not less than one (1) week from St. John Ambulance or Kenya Institute of Highway and Building technology (KIHBT) or any other recognized Institution. (vi) A valid Certificate of Good conduct from the CID. (vii) Demonstrated appreciation of ICT tools such as MS Word, MS Excel and use of Internet. 		
Senior Administrative officer	<ul style="list-style-type: none"> (i) Bachelor's degree in any of the following disciplines: Secretarial Studies, Business and Office Management or equivalent qualification from a recognized institution OR (ii) Bachelor's degree in Social Sciences plus a Diploma in Secretarial Studies from a recognized institution. (iii) Certificate in Secretarial Management Course lasting not less than three (3) or four (4) weeks from a recognized institution. (iv) Certificate in a Management Course from a recognized institution. (v) Certificate in computer applications from a recognized institution 	<ul style="list-style-type: none"> • Customer care & professional Etiquette 	<ul style="list-style-type: none"> • Customer care and Hospitality courses

Job Title	Skill Set	Skills gap	Competence Development
Assistant Office Administrator/ Office Administrator II/I	(i) Bachelors degree in any of the following disciplines: Secretarial Studies, Business and Office Management or equivalent qualification from a recognized institution OR (ii) Bachelor's Degree in Social Sciences plus Diploma in Secretarial Studies from a recognized institution. (iii) Certificate in Secretarial Management Course lasting not less than three (3) or four (4) weeks from a recognized institution. (iv) Certificate in a Management Course from a recognized institution. (v) Demonstrated appreciation of ICT tools such as MS Word, MS Excel and use of Internet.	<ul style="list-style-type: none"> Customer care & professional Etiquette 	<ul style="list-style-type: none"> Competence Development Customer care and Hospitality courses
Senior Office Assistant	(i) Certificate in Office Administration, Office Management or any related Field from recognized institution; (ii) At least four (4) years relevant experience; (iii) At least a mean grade D+ (Plus) in the Kenya Certificate of Secondary Education; (iv) Proficiency in computer applications; and (v) Show merit and ability as reflected in work performance and results.	<ul style="list-style-type: none"> Customer care & professional Etiquette First Aid course 	<ul style="list-style-type: none"> Customer care and Hospitality courses
Office Assistants	(i) Kenya Certificate of Secondary Education (KCSE) mean Grade D+ or its equivalent qualification and (ii) Be proficient in computer applications	<ul style="list-style-type: none"> Customer care & professional Etiquette First Aid course 	<ul style="list-style-type: none"> Customer care and Hospitality courses

Job Title	Skill Set	Skills gap	Competence Development
Manager, Finance and Accounts	<ul style="list-style-type: none"> (i) Master Degree in relevant field from a recognized institution (ii) Bachelors degree in Business of related field (Finance or Accounting option), or equivalent qualification from a recognized institution. (iii) Certified Public Accountants (CPA) or equivalent qualification from a recognized body; (iv) Certificate in Management Course lasting less than four (4) weeks from a recognized institution; (v) Certificate in computer applications from a recognized institution; (vi) Be a Member of ICPAK or any other relevant membership recognized by law; and (vii) Demonstrated competence in work performance; 	<ul style="list-style-type: none"> • Advanced Computer Application Courses • Continuous Professional Development (CPD) 	<ul style="list-style-type: none"> • Strategic Leadership Development Programme • Continuous Professional Development (CPDs)
Senior Accounts Assistant	<ul style="list-style-type: none"> (i) Diploma in Business related field (Accounting or Finance) or equivalent qualification from a recognized institution; or (ii) Certified Public Accountants (CPA) Part II or equivalent qualification from a recognized body; (iii) Certificate in computer applications from a recognized institution; (iv) Demonstrated competence in work performance 	<ul style="list-style-type: none"> • Advanced Computer Application Courses 	<ul style="list-style-type: none"> • Senior Management Course • Continuous Professional Development (CPDs)

Job Title	Skill Set	Skills gap	Competence Development
Accountant and Finance Officer	<ul style="list-style-type: none"> (i) Bachelors degree in Business related field (Accounting or Finance Option) or equivalent qualification from a recognized institution. (ii) Certified Public Accountants (CPA) Part II or equivalent qualification from a recognized body; (iii) Certificate in computer applications from a recognized institution; and (iv) Professional certification from a recognized body; (v) Demonstrated competence in work performance; 	<ul style="list-style-type: none"> • Knowledge of financial planning • Understanding of financial regulations 	<ul style="list-style-type: none"> • Public Finance Management Course • Advanced financial planning/ budgeting courses • Regulatory compliance training • Data analysis training v. Risk management seminars • Financial reporting vii. Budgeting and forecasting • Cash and Treasury Management Training • Financial Management for Project Accountants Implementing Donor Funded projects

Job Title	Skill Set	Skills gap	Competence Development
Corporation Secretary and Head of Legal Services	<ul style="list-style-type: none"> (i) Have a Master’s Degree in Laws from a recognized institution or equivalent qualifications from a recognized institution; (ii) Have a Bachelor of Laws Degree from a recognized institution; (iii) Have a postgraduate Diploma in Legal Studies from the Kenya School of Law; (iv) Be admitted as an Advocate of the High Court of Kenya; (v) Member of the Law Society of Kenya; (vi) Hold a valid practicing certificate; (vii) Member of the Institute of the Certified Public Secretaries of Kenya (ICPSK); (viii) Be a certified Public Secretary (K) or equivalent qualification from a recognized institution; (ix) Have a Certificate in Leadership Course from a recognized institution; (x) Be proficient in computer applications; and (xi) Demonstrate competence in work performance. 	<ul style="list-style-type: none"> • Management Courses 	<ul style="list-style-type: none"> • Competence Development • Strategic Leadership Development Programme • Continuous Professional Development (CPDs)
Senior ICT Officer	<ul style="list-style-type: none"> (i) Have a Bachelor’s Degree in any of the following fields: - Information Technology, Computer Science/Engineering, Business Information Technology or equivalent qualification from a recognized Institution; (ii) Have certification from a recognized relevant professional body in either CCNA, N+, A+ Microsoft Certified IT Professional (MCITP) or equivalent qualifications from a recognized institution; (iii) Be a member of a recognized ICT professional body; and (iv) Show merit and ability as reflected in work performance and results. 	<ul style="list-style-type: none"> • Promoting Use of Information Technology • 	<ul style="list-style-type: none"> • ICT Courses • Senior Management Course

Job Title	Skill Set	Skills gap	Competence Development
ICT Officer	<ul style="list-style-type: none"> (i) Bachelor's Degree in any of the following fields: Information Technology, Computer Science, Business IT, Software Engineering, ICT Project Management, Computer Engineering or other relevant and equivalent qualifications from a recognized Institution. (ii) Member of a recognized relevant membership body (iii) Shown merit, ability and competence in work performance and results 	<ul style="list-style-type: none"> • Promoting Use of Information Technology 	<ul style="list-style-type: none"> • ICT Courses
Principal Communications and Publicity Officer	<ul style="list-style-type: none"> (i) Have a Bachelor's Degree in any of the following: - Journalism, Mass Communications, Public Relations or other relevant and equivalent qualification from a recognized institution; (ii) Be a registered member of a relevant professional body; (iii) Have a certificate in Senior Management Course from a recognized institution; (iv) Be proficient in computer applications including knowledge in desktop publishing; and (v) Demonstrate competence in work performance. 	<ul style="list-style-type: none"> • Customer care skills • Protocol and event management skills 	<ul style="list-style-type: none"> • Public Relations courses
Principal Planning and Strategy Officer	<ul style="list-style-type: none"> (i) Bachelor's Degree in Economics, Statistics, Mathematics, Strategic Management, Business Development, Development Studies, Business Management and any other relevant degree from a recognized university. (ii) Certificate in Management Course (iii) Supervisory course lasting not less than two (2) weeks. (iv) Be a member of a relevant and recognized professional body (v) Be proficient in computer applications including knowledge in desktop publishing; and (vi) Demonstrate competence in work performance 	<ul style="list-style-type: none"> • Project Management 	<ul style="list-style-type: none"> • Project Planning, Monitoring and Evaluation and Public Relations courses

Job Title	Skill Set	Skills gap	Competence Development
Principal Internal Auditor	<ul style="list-style-type: none"> (i) Have a Bachelor's Degree in Business related field (Accounting or Finance option) or other recognized equivalent qualifications; (ii) Be Certified Public Accountant of Kenya (K) or its equivalent; (iii) Be a member of Institute of Internal Auditors of Kenya (IIA-Kenya) or any other recognized professional body; (iv) Have a certificate in supervisory skills from a recognized institution; (v) Certificate and proficiency in Computer applications; and (vi) Demonstrate competence in work performance 	<ul style="list-style-type: none"> • Audit related courses 	<ul style="list-style-type: none"> • Competence Development • Continuous Professional Development (CPDs)
Internal Audit	<ul style="list-style-type: none"> (i) Have a Bachelor's Degree in Business related field (Accounting or Finance option) or other relevant and equivalent qualifications from a recognized institution; (ii) Be a Certified Public Accountant Part II or any other related and recognized, and (iii) Certificate and proficiency in computer applications 	<ul style="list-style-type: none"> • Audit related courses 	<ul style="list-style-type: none"> • Continuous Professional Development (CPDs)

Annexure A5: Strategic Theme Team

Department	Number of Members	Roles
Director Technical Services	1	Leadership
Director Corporate Services	1	Membership
Training & Production Centre for Shoe Industry	1	Membership
Planning & Strategy	1	Membership
Common User Facilities	1	Membership
Quality Assurance & Compliance	1	Membership
Human Resources & Administration	1	Membership
Communication & Publicity	1	Membership
Legal	1	Membership
Finance and Accounts	1	Membership
Information Communications Technology Unit	1	Membership
Internal Audit	1	Membership
Supply Chain Management Unit	1	Membership
Total	13	

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Strategic Plan FY 2022/23 – 2026/27

To be a leading agency in transforming and promoting excellence in
development of leather value chain to make it globally competitive