POSTA
KENYA
Touching lives

THREE YEAR

STRATEGIC PLAN

2016/17-2018/19

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POSTAL CORPORATION OF KENYA

THREE YEAR

STRATEGIC PLAN

2016/17-2018/19

Contents

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ABBREVIATIONS AND ACRONYMS

BPO	Business Process Outsourcing
CSR	Corporate Social responsibility
CM	Cash Merchant
CMA	Capital Market Authority
DRP	Disaster Recovery Plan
EAC	East African Community
ERP	Enterprise Resource Planning
GDP	Gross Domestic Product
G2P	Government to Persons
GoK	Government of Kenya
GM	General Manager
HoD	Head of Department
HR	Human Resource
IaaS	Infrastructure as a Service
IRA	Insurance Regulatory Authority
IA&RM	Internal Audit and Risk Management
ICT	Information Communication Technology
IT	Information Technology
MDAs	Ministries, Departments and Agencies
MFIs	Microfinance Institutions
MDGs	Millennium Development Goals
MIS	Management Information System
M&E	Monitoring and Evaluation
MPLS	Multiple Protocol Label Switching Systems
MTP	Medium Term Plan
MVNO	Mobile Virtual Network Operator
M-POST	Mobile Post
NGO	Non-Governmental Organization
NIMES	National Integrated Monitoring and Evaluation System
PC	Performance Contract
P2G	Person to Government
P2B	Person to Business
PCIDSS	Payment Card Industry Data Security System
PCK	Postal Corporation of Kenya
PKI	Public Key Infrastructure
PMG	Post Master General
PESTEL	Political, Economic, Social, Technological, Ecological, and Legal
PPP	Public Private Partnership
PREM	Post Registered Email
SaaS	Software as a Service
SWOT	Strengths Weaknesses Opportunities and Threats
UPU	Universal Postal Union
USO	Universal Service Obligation
WI-FI	Wireless Fidelity
VER	Voluntary Early Retirement

FOREWORD

The Postal Corporation of Kenya (PCK) was established by Act of Parliament (PCK Act 1998) and operates as a Commercial Public Enterprise. The Corporation's mandate includes provision of accessible, affordable and reliable Postal services to all parts of Kenya as a Public Postal Licensee where Communication through the Post office forms part of the basic human right as enshrined in 1948 United Nations Charter.

The Strategic Plan 2016 - 2019 comes at a critical time when both the domestic and international postal environment continues to be dynamic.

The plan provides a clear blueprint of our priorities and sets out a series of initiatives and projects that we believe will help make the Postal Corporation of Kenya, one of the leading global providers of postal and related services. Towards this end, the corporation endeavours to remain efficient and competitive by delivering innovative communication, distribution, and financial solutions to customers and creating value to our stakeholders.

The following agenda will define the Organization's strategic direction:

- Return PCK to profitability in 1 year
- Enhance Human Resources Capacity Building and change management
- Institutionalize Enterprise Risk Management.

It is our conviction that in the next three years; we shall capitalize on good customer relationship and partnerships to provide quality and innovative products and services for more effective public service delivery. This will also contribute to the important role of postal business in Kenya's development agenda as the Government strives to transform the country to a middle income status by the year 2030. The annual revenue growth is projected to average **47%** during the plan period.

This Corporate Strategic Plan is a result of an extensive consultation and collaboration from all stakeholders to whom I am highly indebted. The development of this plan would not have been a successful without their valuable input.

I wish to take this opportunity to extend my gratitude to the Board of Directors, Management, Staff and other Stakeholders, as I endorse this Policy document which will drive us for the next three years to a higher level. It is our vision that the implementation of this Strategic Plan will enable the corporation to be floated on the Nairobi Security Stock Exchange in the next three years.

Mr. Wilfred Sang

Chairman of the Board

PREFACE

I have great pleasure in presenting the Corporate Strategic Plan, the Postal Corporation of Kenya's roadmap for the period 2016-2019. A clear plan is required now more than ever before; when POSTA is undergoing tremendous transformation in order to remain relevant and focused in the market.

The rapidly changing consumer needs due to liberalization, globalization, de-regulation, technological advancement and dynamism in the market calls for the Corporation like any other customer-oriented organization to re-align its strategic objectives in order to realize its core mandate. We have reviewed and focused on the way forward in carrying out our mandate and obligations as enshrined in the PCK Act of 1998 as we address challenges facing the Postal Industry in a new way through adoption of best business practices.

The Plan recognizes the existing Strengths, Weaknesses, Opportunities and Threats, while giving a road map on how to effectively achieve the set objectives. It will be implemented through a three-year term that covers the period 2016-2019. The implementation will require stronger and unwavering support from the Board of Directors, Management, Staff, Customers and all other relevant Stakeholders as we have always enjoyed.

We are committed to growing our revenues to over Kshs 17 billion in three years as follows: 2016/2017 (Kshs 3.8billion); 2017/2018 (Kshs 5.1 billion) and 2018/2019 (Kshs 8.3 billion). In order to achieve our set targets we require a paradigm shift in the way we do business so as to move to the next level.

This plan takes cognizance of relevant blueprints including Doha Postal Strategy, Kenya Vision 2030, Constitution of Kenya 2010, First Medium Term Plan (2008-2012) and Second Medium Term Plan (2013-2018) among other documents in the Information Communication and Technology Industry.

Let us individually and collectively commit ourselves to the realization of the Corporate Strategic Plan 2016-2019. For us to change the way we do our business, we must live up to our vision, mission, core values and strategic objectives.

Mr Dan Kagwe

Ag. Postmaster General

BOARD APPROVAL

This document was discussed and approved by the board for implementation as the Postal Corporation of Kenya's Corporate Strategic Plan starting from July 2016 to June 2019.

It was deliberated upon by a Special Board Meeting held on 15th September 2016 under Minute No. SBM/8/09/2016 and the same was confirmed by the Board in their meeting held on 30th September, 2016.

APPROVED BY:

Chairman: .... Date: **17-01-2017**

Postmaster General: .... Date: **17-01-2017**

EXECUTIVE SUMMARY

Kenya Vision 2030 is the country's development blueprint covering the period 2008 to 2030. It aims to transform Kenya into a newly industrialised middle-income country providing high quality life to all its citizens by the year 2030. The Vision is anchored on three "pillars": the economic, the social and the political. The ***Vision*** is to be implemented in successive five-year Medium-Term Plans, with the first one having covered the period 2008 – 2012. The second MTP will be prepared and implemented in a setting and context which differs significantly from that of the previous national five year development plans. The Constitution of Kenya (2010) has created a devolved structure of government at the National and County level and specified the distribution of functions between the two levels of government.

This Strategic Plan has been developed after taking cognizance of all the new developments both within and without the Country. To ensure that PCK adequately plays its role in the national development agenda, the Plan outlines various growth oriented measures that will increase its revenues significantly.

To accomplish this, PCK commits itself to observing the highest ideals of integrity, professionalism, teamwork and stewardship. The mission of PCK, as derived from its mandate, is to deliver innovative communication, distribution and financial solutions to customers and create value to our stakeholders. To realize its mission, PCK aspires to be the leading global providers of innovative postal and related services.

In order to realize its vision and mission, PCK has set three strategic objectives.

The objectives and their corresponding strategies are:

Objective 1: Return PCK to profitability in 1 year

Strategies:

Strategy 1.1 Implementation of a financial improvement plan

Strategy 1.2 Implement a Marketing plan /Business plans

Objective 2: Enhance Human Resource Capacity Building and change management

Strategies:

Strategy 2.1 Develop work plans to ensure the implementation of the Corporate Strategic Plan

Strategy 2.2 Competency development and knowledge management

Strategy 2.3 Optimisation of human resources

Objective 3.0: Institutionalize and Embrace Enterprise Risk Management Practices Within the Corporation

Strategies

Strategy 3.1 Develop, implement and monitor Enterprise Risk Management

Strategy 3.2 Develop and implement a Business Continuity Plan (BCP)

Strategy 3.3 Enhance quality standard systems

The Plan Implementation Matrix (annex I), will be key to the success of this Plan. A comprehensive range of work plans shall be developed towards operationalizing the strategic plan and thereafter form the basis of annual performance targets. The Plan will also remain the point of reference of the performance contracting process.

In terms of resource requirements it is projected that the Corporation will need an estimated **Kshs 13.6 billion** to implement its strategies and activities over the Plan period including its operational expenditure. The projected revenue is Kshs **17.3 billion.**

CHAPTER 1: INTRODUCTION

1.1 Introduction and background

Postal Corporation of Kenya (PCK) is a progressive commercial state enterprise operating under the Postal Corporation of Kenya Act 1998 (Revised 2013). It is expected by its sole shareholder, the Government of Kenya (Gok), to fund all its operations. The Corporation's products and services are Mails, Courier and Payments services.

PCK operates a vast network which currently stands at 623 post offices and partners with about 5,000 stamp vendor licensees across the country. This is necessary in meeting the universal service obligation which mandates the Corporation to ensure provision of accessible, affordable and reliable postal services to the public. The Corporation has a total staff complement of 3,356 as at 31st July, 2016. PCK continues to strengthen its capability and widens its range of products and services to meet customer needs. It works with individuals, small and medium sized businesses, non-governmental organizations (NGOs), learning institutions, religious organizations and suppliers among other business partners in order to enhance quality service delivery.

PCK is steered by a Board of Directors appointed by the Government. The management of the Corporation is vested in a Board of Directors which consists of:

a) Chairman

b) Postmaster-General

c) Principal Secretary of the ministry for the time being responsible for Information, communications and Telecommunications (ICT), or his representative;

d) Principal Secretary of the ministry for the time being responsible for National Treasury or his representative; and

e) not more than five other persons, not being public officers, appointed by the Cabinet Secretary by virtue of their knowledge and experience in matters relating to communications, commerce, industry or finance.

The Senior Management is headed by a Chief Executive Officer/Postmaster General (PMG) who oversees the day to day running of the organization.

1.2 Functions of PCK

The Corporation shall, in accordance with the provision of section 50 of the Kenya Communications Act, 1998-

(a)Provide and operate-

I. Postal services, and perform incidental services relating to the receiving , collecting , sending, dispatching and delivery of postal articles and electronic mail

II. Postal financial services, and incidental services relating to the issuing, receiving, and paying of mobile e-money, mobile payments, money remittance business, money order, collection of bills, general electronic online agency services, registration for delivery of newspapers and periodicals, and Electronic retail transfers and the National Payments System.

(b) Perform such other functions or duties as the Cabinet Secretary may from time to time assign to it.

1.3 The Business Model

In March 2006, the Government designated the Postal Corporation of Kenya to be the National Postal Operator and having recognised the role played by the private sector in the fast growing mail and courier services sector, the Government liberalised the postal market and divided it into exclusive and non-exclusive postal market.

PCK has over the years continued to enjoy a monopolistic business model by providing the following services on exclusive basis;

- Delivery of letters, post cards ,printed papers and small packets with weights up to a maximum of 350 grams
- Printing and issuance of postage stamps and philatelic materials
- Provision of private letter boxes and street posting boxes

However, the non-exclusive services include;

- Courier services
- Parcel services
- Direct mail marketing
- Payment services
- Electronic and hybrid mails
- Distribution of publications and
- Agency services

A business model is the design of organizational structure to enact a commercial opportunity. The business offers have since diversified, and so have the delivery mechanisms.

In the context of PCK revenue streams, the following business models have been adopted;

Mails Services Business Model

- Letter post –Low cost distribution
- Posta dispatch (pick-up and delivery)
- PReM
- Virtual box (premium business model)
- Stand-alone boxes

- Sub post office agents
- Post shops

Payment Services Business Model

- CM for remittance service provider (P2P)
- CM for government payments (G2P and P2G)
- CM for bill collection (P2B)
- CM for insurance companies – collection of premiums, pay-out of insured amount
- CM for mobile network operator – registration, cash-in, cash-out
- CM for MFIs and banks – loan disbursement and repayment
- CM for MFIs and banks – deposit and withdrawal from accounts

Courier Services Business Model

- Expedited Mail Services
- Partnership with online markets
- Clearing and Forwarding
- Travelite

Asset management Business Model

- Post buses (mail conveyance and passengers)
- Office and space utilization

1.4 Products and Services

To improve on service delivery, it is necessary to critically evaluate products and services including delivery mechanisms, portfolio growth, staffing levels, costing, legal documentation, internal controls, market demand size and flexibility in structuring among others.

Introduction of additional products and services to the existing portfolio (below) must be informed by market needs to diversify and present customers with competitive alternatives and value additions.

Table 1: Products and Services

Mails	Courier	Payment	Asset management
Letter post(Social and Corporate Mails)	EMS International	Money Orders (Domestic service)	Office and space leasing
Posta Dispatch	EMS Domestics	PostaPay (Instant Money Transfer service)	Post Bus services
Direct mail marketing	International Parcels	Post transfer (UPU IFS International Money transfers)	
Philately	Domestics Parcels	Agency Services (In - Payments & Out - Payments services)	
Box/Bag Rentals	Clearing and Forwarding	Agency Banking (and related services)	
Premium services (Post shop)	E- commerce	Mobile Telephony agency	
		PostaPesa (Posta) Wallet	

CHAPTER 2: STRATEGIC FOCUS

2.1 The overall Aim of this Plan

The performance in the last strategic plan 2013-2016 formed the basis of this strategic planning retreat which was organised around the theme of "***reforming Posta in the face of electronic era".*** Thus the overall aim of the 2016-2019 strategic Plan is to return PCK to profitability in one year in the changing and competitive electronic environment.

2.2 Mandate

The mandate of PCK is derived from its core functions as set out in the Act. The mandate of PCK is to provide and operate postal and financial services and to perform any other functions or duties as the Cabinet Secretary in charge of Postal services may from time to time assign.

TAG LINE: "Touching Lives"

2.3 Vision Statement

To be the leading global provider of innovative postal and related services

2.4 Mission Statement

To provide innovative communication, distribution and financial solutions to customers and create value to our stakeholders

2.5 Core Organizational Values

Employees will be committed to excellence in line with the five value statements which constitute a set of beliefs and standards of behaviour that should drive PCK's agenda. They are essential and must be upheld as key to its corporate culture and identity. Our values are:

i. **Integrity** - We are committed to acting at all times with honesty, fairness, accountability and transparency in all our operations.

ii. **Professionalism** - PCK employees of all cadres strive to uphold professionalism in whatever they do. They will stand ethical scrutiny by being committed to high standards of excellence in their day to day operations.

iii. **Teamwork** - We promote respect and unity of purpose among staff as well as promoting mutual exchange of information and experiences.

iv. **Stewardship** – We are committed to ensuring effective and efficient utilization of PCK's resources.

v. **Entrepreneurship –** we are committed to delivering innovative solutions in our key business areas.

CHAPTER 3: INDUSTRY ANALYSIS

3.1 Postal and Courier Sector Overview

The postal industry continues to transform itself in an era characterised by rapid globalisation, technological change and disruptive innovation.

The structural downward trend in mail volumes across the globe poses significant challenges for the postal industry. The digital revolution has disrupted various industry sectors globally, Postal included, as customers shift their communication from the physical letter to digital alternatives hence a dramatic effect on mail volumes.

However, as businesses embrace Omni channel retail and consumers spend more and more towards online shopping, e-Commerce is booming worldwide thus digitisation is opening new global opportunities which many have adapted with internet and mobile penetration rating 87.2 per cent and 89.2 per cent respectively (CAK, 2016).

Digitalisation redefines the postal strategic opportunity in its contribution to the Communication, Distribution and Payments (financial) sector through the existing vast networks. The postal industry's affiliation to the Universal Postal Union (UPU), makes full integration of networks at the national, regional and global levels a reality. Further still it has a unique ability to include populations, economic actors and territories which is fully recognized and exploited by governments, development partners and international organizations (Postal sector Vision 2020).

3.2 Financial Sector Overview

Kenya's financial sector has grown significantly and become innovative and highly integrated, regionally and internationally supported by well-developed financial markets infrastructure. It comprises of the banking, capital markets, insurance, credit unions (Saccos) and pension subsectors. The sector has several safety nets, crisis management and resolution frameworks that include Kenya Deposit Insurance Corporation for banks, Investor Compensation Fund (by CMA), Policy Compensation Fund (by IRA) and the Saccos Deposit Guarantee Fund run by SASRA. It also encompasses financial sector infrastructure that includes payments, trading, settlement and custodial services. As a proportion of Nominal Gross Domestic Product (GDP), total assets of the financial sector excluding capital markets accounted for 89.52 percent in 2014 while the equities' market capitalization was at 42.93 percent ***(Kenya Financial Sector Stability Report 2014).***

3.2.1 Banking Industry Developments

As at 31st December, 2014, Kenya's banking industry comprised of the Central Bank of Kenya, as the regulator, 43 commercial banks, 1 mortgage finance company, 8 representative offices of foreign banks, 9 microfinance banks, 2 credit reference bureaus, 13 money remittance providers and 87 Foreign Exchange Bureaus.

The banking industry accounts for the largest proportion of the financial sector at 60.87 percent of nominal GDP in 2014.

Customer deposits, key to the banks' funding, increased by 8.6 per cent to KSh. 2,331.6 billion in December 2014 on account of bank branch expansion and agency banking as well as receipts from exports.

3.2.2 Cards Transactions

Payment card holders in Kenya increased steadily partly due to a campaign spearheaded by CBK, Kenya Credit and Debit Card Association and commercial banks towards establishing a cashless economy. As a result, banks came out strongly to woo payment card users, which have seen the number of active cards rise from 11.5 million users in 2013 to 13.9 million users in 2014.

The number of transactions and value moved declined from 28.3 million transactions worth KSh. 120.7 billion in December 2013 to 18.6 million transactions worth KSh. 110.7 billion in 2014. The decrease may be attributed to the availability of alternative payment modes such as mobile payment services.

3.2.3 Mobile Phone Money Transfers

The Mobile Money Transfer window recorded phenomenal growth, becoming a major catalyst for economic growth and social development in Kenya. Mobile Phone Financial services have grown since 2007. In particular, the number of agents grew by 9.4 per cent from 113,130 in 2013 to 123,703 agents in 2014 even with the number of mobile money transfer accounts declining marginally from 25.3 million to 25.2 million accounts.

The volume and value transacted through this channel increased from Kshs. 1.9 trillion in 2013 to Kshs. 2.4 trillion in 2014, representing 24.3 per cent and 24.7 per cent increase respectively. Business Daily 2014.

The increased usage of mobile phone money transfer even after the exit of one the players from the market is due to adoption of these services by organizations like microfinance banks (MFIs), NGOs, insurance firms cash disbursement, procurement and salary payments. ***(Kenya Financial Sector Stability Report 2014)***

CHAPTER 4: ENVIRONMENTAL ANALYSIS

4.1 Introduction

The analysis covers external and internal environments likely to affect PCK. The analysis has been done by using the SWOT and PESTEL models. A stakeholder analysis matrix for PCK has also been developed.

4.2 Environmental Scanning

The need to develop a clear roadmap for PCK requires a critical analysis through the assessment of the environmental factors, both internal and external, in which it operates that will determine its successful achievement of the mission and goals during the Plan period.

4.2.1 External Environment Analysis

The Political, Economic, Socio-cultural, Technological, Ecological and Legal (PESTEL) analysis was considered. The outputs of the analysis are the key opportunities and threats likely to positively or negatively influence the performance of the Corporation. The relevant factors (conditions) are as follows:

4.2.1.1 Political Factors

The political landscape directly and significantly influences the economic fortune of a country. Local and foreign investors are reluctant to invest in countries where the government is perceived to be unstable as this makes long term planning difficult. Political instability keeps away investors and generally leads to capital flight from the domestic market. Failure of political will and resolve of the government to effectively address such issues as the rule of law, corruption and good governance, security and the creation of a conducive business environment will affect the investment opportunities fundamentally.

Kenya's increasing democratisation, rising political consciousness and the advent of devolved governments has led to rise in awareness and high expectations of effective and efficient public service delivery. This increased awareness and expectations of PCK's stakeholders will influence its operations in its immense contribution to the successful realisation of the agenda in line with the Universal Service Obligation (USO).

4.2.1.2 Economic Factors

The advent of globalization has opened PCK's formerly protected local market to competition from multi-national product/ service providers with international brands, financial muscle and experience in modern and technologically driven methods of doing business. This has invariably led to a drop in the volume of business that PCK handles.

The establishment of EAC Common Market effective July 2010 created a huge trading block with a population of over 160 million people. This coupled with key global economic developments presents an opportunity for opening up business opportunities that PCK could drive in its efforts to optimise the already existing vast network through promoting financial inclusion, its affiliation to the UPU internationally, provision of existing and innovative products/ services that meet the changing needs of its customers while maintaining quality standards to the county and national levels.

4.2.1.3 Socio-cultural Factors

According to the last census in 2009 Kenya's population stood at 38.7 million with an annual population growth of 2.8%. The population in urban areas was 22%, while the 15-35 age group accounted for 38% of the total. The latter age group at which the human capital formation takes place is projected to grow to approximately 45% of the national population thereby laying further demand on access to training, education and other public services. The higher demand for services will invariably constrain government resources in general and further still increase demand for Corporate Social Responsibility (CSR) such as jobs, contributions towards community projects, PCK included.

Medical issues such as AIDS and malaria are likely to increase household expenditure in health care thus resulting in reduced savings, low productivity, and higher levels of attrition of affected citizenry. This will impact on the consumers' spend including the purchasing power for PCK's products and services.

PCK will undertake its CSR programmes that are more inclined to promote equality and economic development through expansion and delivery of service to the underserved and unserved in society. Our products/ services will complement government's efforts that include financial inclusion and partnership in its Social Protection Programmes.

4.2.1.4 Technological Factors

Technology alongside its key components of information and communication have become some of the greatest contributors to the socio-economic and political developments. The Government of Kenya has heavily promoted its development and use. Over the coming years this will be marked by rapid improvement in IT infrastructure as spelt out in Kenya's ICT Master Plan 2017, launched in February 2013. Further efforts will be on development and implementation of national and regional policies and regulations aimed at effective governance of the sector as well as growing investor interest.

New technologies and practices continue to be developed to improve the communication sector. Indeed the growth and popularity of mobile telephony services has affected the traditional letter mail business. On the other hand it has opened up opportunities for hybrid services and also provides infrastructure for modernisation of postal products and services.

PCK will adopt digitalization during the plan period in fulfilling its mandate by understanding these emerging technologies and practices. It is for this reason that PCK continues to take up innovations that not only improve their products and services but also support the government's agenda towards growing a cashless economy, connecting banking and mobile telephony service providers among other business partners through integration to serve the public wherever they are.

4.2.1.5 Legal and Administrative Factors

The Constitution of Kenya 2010 is being implemented in phases. The full impact will only be realized by the commitment and will of the Government. Among the key imports of the evolving constitutional dispensation is the devolving of governance structures, articles on bill of rights and ethics and integrity that set out transformational value systems for Kenya.

Among the values envisioned in the new system is involving the citizens in formulating national policies and entitlement to greater access to information; making sure decision making should follow rules and regulations and that provision of services to the public be within reasonable time frame; allowing equity and inclusiveness in formulation and implementation of laws, policies and procedures; and accountability in utilization of public resources.

PCK will at all times respect the rule of law and engage staff and the public both at national and county levels in keeping with the new democratization ideals that include; information dissemination, promoting

National Cohesion. Further still, during the implementation of this Plan the changing legislative and institutional frameworks nationally, regionally and internationally the Corporation will conform by adopting policies, strategies and changes.

4.2.1.6 Ecological Factors

Like any other country, Kenya's economic growth is dependent upon exploitation of its natural resources. Over the years, this has been marked by heightened activities in the sectors of agriculture, tourism, manufacturing and geo-exploration. These same areas are bound to realize further growth as anticipated in the Kenya vision 2030. Resulting from these will be increased pollution levels and generation of larger quantities of wastes. In mitigating the negative effects, better ways on disposal management will be desirable.

PCK will ensure that in its operation among employees and even while dealing with stakeholders, it will not only use efficient and effective communication processes but also those that pose the least harm to the environment.

The anticipated population growth is likely to have adverse effects on the ecology besides demands for further exploitation of the natural resources. PCK will strife to contribute towards better environmental governance through relevant programmes and projects externally with its relevant partnerships and collaborations. Internally, PCK will endeavour to maintain a clean, secure and sustainable environment, hence embracing "green" technologies and play a role in mitigating general and specific effects of climate change.

4.2.2 Internal Environmental Analysis

The internal environmental analysis defines the strengths and weaknesses (key assets, resources, skills and processes) as areas within PCK's control and Opportunities and Threats (ICT, Strategic Linkages and Alliances) which are beyond its control, commonly summarised as SWOT. However, the analysis also highlights the possibility of PCK converting the Threat and Weaknesses into business opportunities.

4.2.2.1 Financial Resources

The fiscal environment is likely to be more difficult over the Plan period as PCK will entirely rely on internally generated funds to finance its operation and capital investments, thus the need for cost containment measures to improve efficiency and funds utilization.

In order to have a healthier financial position PCK will also have to develop new market-driven innovative products and services. PCK will further ensure intensified marketing efforts nationally; explore new cost effective capital projects financing schemes through strategic contractual agreements.

4.2.2.2 Human Resources

Human resource remains an important asset to the achievement of PCK's mandate and objectives. With a highly skilled workforce as the backbone, PCK will be well placed to effectively respond to business opportunities and challenges.

As of July 2016 PCK had 3,356 members of staff. Although during the last Plan period staff costs was contained at 66% to the total expenditure, there is still need to further reduce the costs to a more manageable figure. It is therefore expected that PCK will address this human resources issue by reviewing the organizational structure; reviewing the career progression policy; developing and implementing a competitive compensation and reward system and transformation of corporate culture in line with the set strategic objectives.

4.2.2.3 Leadership and Governance

The Board is responsible for the leadership and governance of PCK's affairs. The Board has the role of establishing strategic direction; ensuring appropriate oversight, stewardship, accountability and allowing for the incorporation of both private and public sector expertise in the administration of PCK.

Through the Board, PCK will engage experts and stakeholders beyond the Public Service in its decision-making processes. The governance structure is intended to assist PCK to remain at the forefront of communication priorities and practices.

4.2.2.4 Information Communication Technology (ICT)

Changes in ICT will continue to have decisive influence on the operations of PCK. During the plan period PCK will adopt modern ICT practices and seek to leverage on the latest and most competitive information, communication and technology as we continue to automate and develop an integrated network countrywide.

ICT has greatly contributed to the downward trends in Mail volumes in the past years by providing alternatives to customers through electronic substitution. This has created demand for the innovation of postal products and services as evident in the growth and popularity of telephone – especially mobile telephone services' on the traditional Mail business. On the other hand this has opened up opportunities for hybrid services and also provided infrastructure for modernizing postal products and services.

Several opportunities for business growth exist particularly on the e-platform ranging from electronic services to e-commerce and e-government. PCK will adopt ICT to diversify in its endeavour to grow and regain its market share.

4.2.2.5 Strategic Linkages and Alliances

PCK subscribes to various associations and bodies internationally, regionally and nationally for purposes of sharing information and learning from and aligning with best practices in the field of communications. These collaborations will also enable PCK to engage in joint projects and exchange programmes that will eventually lead to a more effective and efficient organization.

The Board of Directors will spearhead the formulation of the linkage policy to ensure successful establishment and operations of collaborations through contractual agreements, PPPs and joint ventures.

4.3 The SWOT Matrix

The situation (PESTEL) analysis has revealed the following PCK principal Strengths, Weaknesses, Opportunities and Threats (SWOT) (Table 1).

Table 2: SWOT Matrix

Strengths	Action required to take advantage
1. Extensive geographical network.	1. Optimisation
2. Well known and powerful "Posta" brand.	2. Repositioning
3. Affiliation to Universal Postal Union (UPU).	3. Association
4. Experienced and committed workforce.	4. Display expertise
5. Rich postal heritage (Track record)	5.Competitiveness
6. Land and other physical assets	6.Optimisation

Opportunities	Action Required to Take Advantage
1. Growth potential for parcels and express courier business worldwide	1. Tap market
2. Technological advancements	2. Adapt
3. Public Private Partnerships	3. Collaborate
4. A large pool of highly skilled labour	4. Empower /mentor
5. Large Kenyan population in the Diaspora	5. Identify Opportunity
6. Favourable relationships between Government Ministries, Departments and Agencies (MDAs)	6. Exploit/lobby
7. Devolved Government structure	7.Tap market (Agency services)
8. Enabling legislation in financial services sector	8.Explore opportunity
9. Growing regional market	9.Tap market
Weaknesses	**Action to Minimize the effect**
1.Inadequate ICT infrastructure	1.Upgrade
2.Unsupportive (bureaucratic) Corporate culture	2.Change management
3.High wage bill	3.Optimise(manage)
4.Inadequate use of Management Information System (MIS)	4. Adoption of MIS for free flow of information for decision making
5.Restrictive legal framework	5.Lobby
6. Inadequate marketing effort	6. Increase marketing activities
Threats	**Action to Minimize the effect**
1. Globalization, liberalization and deregulation	1.Tap into international production networks
1. Insufficient regulatory oversight	2.Lobby
2. Intensive competition	3.Establish competitive advantage
3. Lack of Universal Service Obligation (USO) funding	4.Lobby
4. Technological substitution in service delivery	5.Adoption
5. Cyber crime	6. Set policies/collaborations
6. Natural and man-made disasters	7.BCP/REF

The above SWOT matrix forms the basis for identification of strategic issues, and objectives, and formulation of strategies.

4.4 Stakeholder Analysis

A stakeholder analysis conducted as part of the strategic planning exercise identified the potential state of PCK's relationships with various stakeholders and the actions that could be taken to improve the relationships. Among others, the analysis considered relationships between and among staff, management and PCK's Board members, private sector, local communities and development partners. Table 2 summarizes the stakeholder expectations from both directions – those of stakeholders and those of PCK.

Table 3: Stakeholder Groups and Corresponding Expectations

Stakeholder	Stakeholder Expectations	PCK Expectations
Customers	• Superior products and services	• Increased customer loyalty • Increased Market Share
Board of Directors	• Effective delivery of mandate of PCK	• Provide Strategic direction • Engage in resource mobilization • Play an oversight role in the management of PCK • Project a positive image of PCK
Management and Staff	• Stable and progressive organization • Competitive terms and conditions of service • Transparency and Accountability • Efficiency and effectiveness in service delivery	• Commitment and productivity • Portray the right image of PCK • Adherence to rules and regulations of PCK • Provision of effective and efficient services to partners and stakeholders
National and County Governments	• Effective delivery of mandate of PCK	• Provision of an enabling business environment
Universal Postal Union (UPU)	• Adherence to the international postal services rules and regulations	• Advisory and mediation services • Technical assistance
Suppliers	• Conduct business professionally • Prompt settlement for products/ services provided	• Supply of quality goods and services • Prompt delivery of goods and services.
Media	• Provision of accurate and timely information	• Fair and credible reporting
Competitors and Collaborators	• Benchmarking • Exchange programs	• Benchmarking • Exchange programs
General public	• Development of effective and efficient projects.	• Goodwill and support
Development Partners	• Build competencies that promote accountability and governance. • Effective and efficient resource utilization. • Continuous Monitoring & Evaluation • Timely returns	• Capacity building • Effective collaboration and synergy building • Undertaking contractual obligations; promotions, funding approvals… • Adherence to contractual obligations

The above listed stakeholders are critical to the success of PCK. The exercise of stakeholder analysis will be continuous due to its mandate and the dynamism in the environment PCK operates in.

4.5 Competitors Analysis

Table 4: Competitors Analysis

	Competitors	Perceived Competitive edge
1	Private Courier firms	Efficiency and effectiveness Value add services –SMS alert Adoption of ICT-track& trace
2	Financial Institutions	Adoption of technology-Visibility, efficiency Automation and integrating
3	Public Transport SACCOs	Low cost business model Timely delivery
4	Mobile Telephony Companies	Convenience
5	Internet Service providers	Electronic Mails, e- commerce,

CHAPTER 5: STRATEGIC INTENT

5.1 Introduction

The strategic intent helps PCK to bridge the gap so as to get to where it wants to be. This is defined through a framework that comprises of the mandate, values, goals, objectives, corresponding strategies and key activities among others to be developed at departmental level.

5.2 Strategic Objectives and Strategies

The following strategic objectives and strategies were identified as priority areas for implementation during the plan period if PCK is to successfully achieve its Vision.

5.2.1 PCK Strategic issues

The strategic issues for PCK are:

I. Profitability

II. Human Resources Capacity Building and Change Management

III. Enterprise Risk Management framework

5.2.2 PCK Objectives and Strategies

In order to address the strategic issues identified, PCK set three (3) objectives. For each objective, there are a number of strategies aligned to all its functions. The objectives and strategies are as follows:

Objective 1: Return PCK to profitability in 1 year

Strategy: 1.1 Implementation of financial improvement plan

1.1.1 Implement revenue and cost management

1.1.2 Manage operational efficiencies (actualization of -ERP,M-POST, Agency banking, PostaPesa and service delivery)

1.1.3 Debt payment and collections

Strategy: 1.2 Implement a Marketing plan /Business plans

1.2.1 Identify and tap business opportunities in YR.1-3

1.2.2 Grow customer retention

1.2.3 Innovations (Grow e-commerce, m-post, PReM and agency banking in Yr.1-2, Posta Wallet)

1.2.4 Asset Management (optimisation)

Objective 2.0: Enhance Human Resources Capacity Building and Change Management

Strategy: 2.1 Develop work plans to ensure effective implementation of the Corporate Strategic Plan

2.1.1 Develop and implement performance contract that enhances HR capacity in line with the work plans

2.1.2 Develop and implement Mentorship and Succession planning programmes/ involvement

Strategy: 2.2 Competency development and knowledge management

2.2.1 Develop and promote Continuous Progress Development programmes internally and nationally

Strategy: 2.3. Optimisation of human resources

2.3.1 Staff rationalization/ placement/Voluntary Early Retirement

Objective 3.0: Institutionalize and Embrace Enterprise Risk Management Practices Within the Corporation

Strategy: 3.1 Develop, implement and monitor Enterprise Risk Management (ERM) Framework

3.1.1 Establishment of ERM Framework (risk log)

3.1.2 Actualize the fleet policy to enhance efficiency

3.1.3 Monitor, Evaluate and Review ERM Framework

3.1.4 Revise security policy

Strategy: 3.2 Develop and implement a Business Continuity Plan (BCP)

3.2.1 Establishment of BCP

Strategy: 3.3 Enhance quality standards

3.3.1 Migrate from ISO 9001:2008 to ISO 9001:2015 and enforce compliance and implementation of ISO audit recommendations

CHAPTER 6: PLAN IMPLEMENTATION

6.1 Introduction

This chapter operationalizes the strategic objectives through the Balanced Score Card (BSC) concept that links the plan formulation to monitoring and evaluation. It also identifies the staffing needs and how each functional area contributes towards realisation of the plan.

6.2 Action Plan

This section forms an important component of the strategy development process. It sets the requisite framework upon which the implementation, monitoring and evaluation of the strategic plan will be done by documenting what needs to be done, when it needs to be done, by whom and the resources needed to do it. It helps in both the appraisal of performance and in the identification of any remedial actions. It operationalizes the strategic objectives. It also helps in the total involvement of staff through explicit assignments of responsibilities for implementing and monitoring programmes. **The relevant action plan matrices are presented in Annex 1.**

The action plan will further be devolved into Annual Operational Plans which will constitute Departmental Annual Work Plans, broken down into quarterly activities. It thus creates clear linkages between the individual's work performance and the accomplishment of corporate objectives, which in turn feed into the achievement of the national development agenda.

6.3 Organizational Structure and Human Capacity

The appropriateness of an organizational structure is judged according to how well it aids in the achievement of the relevant objectives and how it affects the behavior of the individuals in PCK. In light of the strategies and programmes contained in the strategic plan the organizational structure will be designed in line with the "structure follows strategy" principle after a comprehensive job analysis is done and a revised staff establishment developed.

6.4 Coordination Mechanism

PCK recognizes that the achievement of objectives, strategies and activities will require collaboration within various government ministries, departments, agencies (MDAs) and other stakeholders. PCK will therefore establish interdependencies that coordinate mechanisms that bring appropriate agencies together to determine level of appropriate involvement, timelines and provision of resources required for specific programmes and projects.

The internal coordination mechanism will be achieved through the meetings and reporting systems of various management and administrative organs of PCK including the Board and its standing committees, the senior management and departmental committees, and other operational units in the organization structure. The implementation (action plan) matrices which will clearly show what will be done and who will be responsible, among other details, will also define a principal coordinative mechanism.

The external coordination mechanism will primarily rest with the Postmaster General and the Board of Directors whose members represent key stakeholders. PCK will also be a member of national, regional and international associations and other professional bodies. Such memberships and alliances will provide the much needed coordination of PCK's strategic and operational activities.

6.5 Accountability

Employees will report the results of their work. This feedback will enable management to determine whether the right decisions are being made and whether tasks are being performed effectively. Accountability always flows from the bottom up. The organization structure represents channels of communication; levels of authority and reporting systems.

The implementation of this Plan will require proper utilization of financial, human and material resources. This demands that staff will have to take responsibility and be accountable for their use. The implementation of the strategy depends significantly on how the planned activities and outputs are effectively delegated, monitored and evaluated.

Overall, the PCK Board will be responsible for the general monitoring and evaluation of the Plan's implementation and prioritization of the projects to be undertaken. The Post Master General (PMG) and Heads of Department/Division will, on the other hand, be responsible for the day-to-day implementation and monitoring and evaluation of actual performance. The quantitative and qualitative targets set in the Plan will be implemented through quarterly work plans and monthly target setting in individual staff Performance Contracts.

6.6 Principal Risks and Risk Management Measures

Implementation of this Plan is prone to various risks. All the risks will be listed in the risk log and measures put in place to mitigate them. The risk management plan embraces key elements/factors including the following:

6.6.1 Resource Availability

Resources are essential for implementation of this Plan. Inadequate financial and human resources among others may negatively impact the implementation of the planned activities. For instance, shortage of staff and/or a high staff turnover may slow down the Plan implementation.

6.6.2 Responsiveness and cooperation of stakeholders

Different strategies and activities in this Plan require cooperation of various stakeholders. Their positive response is therefore important to the Plan implementation. Participation in Board and consultative meetings among other interventions will be used to mitigate against this risk.

6.6.3 National and County Governments' Political goodwill

Political goodwill is necessary for the implementation of this Plan. If political goodwill is lacking, there remains the risk of failure in implementing the Plan. For instance, if financial resources are not released for the implementation and the necessary future legal framework amendment bills may not be passed. Lobbying and Corporate Social Responsibility (CSR) projects/ activities will be used to mitigate against this risk.

6.6.4 Rapid Technological Changes

PCK may fail to integrate appropriate levels of ICT in its operations and rapid technological changes may render some of the existing ICT equipment obsolete. Equally, some members of staff may be reluctant to adapt to new technological changes. This risk will be managed by developing an ICT Plan in order to be proactive rather than reactive.

6.6.5 Resistance to change

Usually, staff in any organization resist change because of the 'fear of the unknown' or due to the comfort zone associated with an existing status quo. Resistance to change may itself result in failure or delay in the strategic plan implementation. Table 3 contains a list of PCK's major risks, levels of risk and suggested mitigation strategies.

Table 5: Risk Management Framework

Risk Factor	Level of Risk	Risk Management Measures
Non-availability of financial and non-financial resources	High	▪ Lobby for funding. ▪ Proper Annual Work Plans and Budgets to accompany funds requisitions from financiers. ▪ Recruitment of qualified staff. ▪ Provision of competitive remuneration/ compensation packages.
Inadequate cooperation by stakeholders	Medium	▪ Participation in consultative meetings ▪ Enter into strategic partnerships with relevant institutions to exploit benefits that accrue from such collaboration.
Reduced National and County Governments' political goodwill	High	▪ Lobby for political goodwill and issue-based decisions. ▪ The National and County Governments' will be requested to provide an enabling environment and requisite resources.
Rapid Technological Changes	High	▪ PCK will keep abreast with global technological changes. ▪ PCK will also undertake regular training of staff on ICT/application. ▪ PCK will continually upgrade equipment in accordance with the ICT trends.
Resistance to change	High	▪ Consultation and involvement of stakeholders at all stages of strategy formulation and implementation. ▪ Create awareness of the intended changes in good time through active participation and discussions.

CHAPTER 7: RESOURCE MOBILIZATION AND UTILIZATION

7.1 Resource Mobilization

Successful implementation of the Strategic Plan, will depend not only on the quality and commitment of staff but also on the availability and efficient utilisation of other resources.

7.2 Budgetary Requirements

The projected funds required for implementing the pertinent strategies, programmes and projects outlined in this Plan are summarized in Table 4.

Table 6: Summary of Estimated Costs

Cost Classification	FY 2016/17	FY 2017/18	FY 2018/19	Total
	Kshs.'000'	Kshs.'000'	Kshs.'000'	Kshs.'000'
Marketing & corporate communication	163,500,000	100,000,000	152,000,000	**415,500,000**
Training	27,106,000	46,706,000	32,900,000	**106,712,000**
Capital Expenses	352,000,000	95,000,000	100,000,000	**547,000,000**
Other Costs	3,416,080,860	4,098,259,020	5,021,931,436	**12,536,271,316**
Total Budget	**3,958,686,860**	**4,339,965,020**	**5,306,831,436**	**13,605,483,316**

7.3 Sources of Revenue

The Corporation's principal sources of revenue during the Plan period are summarized in Table 5.

Table 7: Summary of Operating Revenues

	Actual Revenue	Projected	Projected	Projected	Projected	Projected
Source	**(Base Year) 2015/2016**	**FY 2016/2017**	**FY 2017/2018**	**FY 2018/2019**	**Total Plan Period**	**Average Annual Growth rate**
	Kshs.'000'	**Kshs.'000'**	**Kshs.'000'**	**Kshs.'000'**	**Kshs.'000'**	
Payments services	168,462	524,000	574,175	579,540	1,677,715	
		211%	10%	1%		74%
Courier & Parcels	605,356	776,583	1,050,000	1,500,000	3,326,583	
		28%	35%	43%		35%

Mails Services	1,825,852	2,367,959	3,300,000	6,000,000	11,667,959	
		30%	39%	82%		50%
Asset management income	59,528	150,000	165,000	173,250	488,250	
		152%	10%	5%		56%
Posta Rangers sponsorship	0	30,000	30,000	30,000	90,000	
		0%	0%	0%		0%
New Business initiatives -Buses	0	22,928	24,074	25,278	72,280	
		0%	5%	5%		3%
GRAND TOTAL	**2,659,198**	**3,871,470**	**5,143,249**	**8,308,068**	**17,322,787**	
		46%	**33%**	**62%**		**47%**

CHAPTER 8: MONITORING,EVALUATION AND REPORTING

8.1 Introduction

Monitoring implementation of the Strategic Plan will constitute systematic tracking of activities and actions to assess progress. Progress will be measured against specific targets and schedules included in the Corporate and Work Plans. The action helps the users to remain alert on any short-falls or deviations and take timely corrective action. Effective monitoring helps to identify challenges/ problem areas and to take immediate remedial action, thereby ensuring that the relevant targets are achieved. Regular reporting at all levels is necessary for follow-up and record keeping.

8.2 Strategies for Monitoring and Evaluation

8.2.1 Plan Implementation Team

The Strategy, Research and Development Team will follow up to ensure that strategies are properly implemented, performance measured, progress reported and corrective action taken where necessary.

8.2.2 Cascading the Plan to all cadres of Staff

The Strategic Plan must translate into work. The Plan and its targets will therefore be cascaded downwards to all levels. This will help each member of staff to understand and plan in their respective roles.

8.2.3 Divisional and Individual Annual Work Plans

Detailed Annual Work Plans with clear performance indicators and assigned responsibilities for their achievement will be developed. Key indicators that will inform management in decision making will be identified and the frequency of reporting on these indicators will be determined. This will form the foundation of the M&E framework.

8.2.4 Data and Information Collection Procedures

Elaborate data and information collection templates and procedures will be developed to measure performance as per the indicators and reported appropriately to management. These procedures will be incorporated into existing and functional operating manuals so as to become part of the routine work.

8.2.5 Regular/Periodic Meetings

Management will hold Monthly Review Meetings involving staff at all levels to ensure that the Plan implementation is on track in line with performance indicators. The overall oversight of the Strategic Plan and its implementation is a critical role of the Board. Therefore progress reporting will be an agenda item in the Business Development and innovations Board Subcommittee Meetings.

8.2.6 Progress Reports

Progress reports will regularly be prepared by the implementing Departments as per the budgetary cycles. The Plan Implementation Team will act as the internal consultant to assist the Departments in preparation and presentation of the reports. The reports will describe actions taken by the departments toward achieving specific outcomes and strategies of the Plan and may include; costs, benefits, performance measures and progress from time to time. These departmental reports will form the basis for the annual CSP review.

8.2.7 Annual, Midterm and End Term Review

At the end of each financial year, a report will be produced and released to the public. It will evaluate the year's activities and indicate the extent to which PCK has implemented the Plan. A midterm review of the Strategic Plan will also be carried out in the second year of the implementation. An end term review will also be carried out on the third year and the results summarized which will include, lessons learnt. These lessons will inform the next planning cycle and the same shared with both internal and external stakeholders.

8.2.8 Linking M&E to Annual Performance Contracts

All Plans must result in outputs and outcomes that are set in the strategic plan. PCK's strategic objectives and targets will therefore be translated into departmental, sectional and individual objectives and targets.

The official Performance Contract (PC) whose performance targets are derived from the Strategic Plan will form the primary monitoring and evaluation framework. The PC will also be used for staff appraisal which will in turn be used to reward or sanction performance accordingly.

ANNEXES

Annex 1: PCK ACTION PLAN MATRIX

THE ACTIVITIES IMPLEMENTATION WILL BE IN REFERENCE TO SPECIFIC FUNCTIONS

STRATEGIC OBJECTIVE 1.0 RETURN PCK TO PROFITABILITY IN 3 YEARS.							
Strategies	**Activities**	**Objectively verifiable Indicator**	**Annual Target**			**Interdependencies**	**Approved Budget(Ksh.)**
			2016/17	**2017/18**	**2018/19**		**July 16-June 19**
1.1 Implementation of financial improvement plan	1.1.1 Implement the revenue and cost management	P&L Quarterly Reports				All departments	ERP-245 Million-YR1 YR2=50 Million YR=50 Million
	1.1.2 Manage operational efficiencies (actualization and optimization of business solutions- ERP, M-POST FMS, Posta Wallet,)	Completion of roll out and usage/ application				All departments	
	1.1.3 Debt payment and collections	Financial ratios				Sales/ Finance departments	

1.2 implement a Marketing plan / Business plans	1.2.1 Identify and tap business opportunities in YR.1-3	Revenue realized/ volume				BD/ Marketing & all sales units	Marketing YR1=164 M YR2=100 M YR3=152 M
	1.2.2 Grow customer retention	Customer database/ customer satisfaction report					
	1.2.3 Innovations and adoptions (Yr.1-2,Posta Wallet, development of MVNO, PKI, e-business solutions, grow e-commerce by ...)	Execution reports					
	1.2.4 Asset Management (optimization)	Revenue/ Leases signed/ Reports					
STRATEGIC OBJECTIVE 2.0 ENHANCE HUMAN RESOURCES CAPACITY BUILDING AND CHANGE MANAGEMENT							
2.1 Develop work plans to ensure the implementation of the Corporate Strategic Plan	2.1.1 Develop and implement performance contract that enhances HR capacity in line with the work plans	Signed Contracts				All departments	Training 27 Million=YR1 47 Million= YR2 33 Million =YR3
	2.1.2 Develop and implement Mentorship and Succession planning programmes	Programmes/ Reports					
2.2.Competency development and knowledge management	2.2.1 Develop and promote Continuous Progress Development programmes internally and nationally	Nos. trained/ internship/ apprenticeship opportunities awarded					
2.3. Optimise human resources.	2.3.1 Staff rationalization/ placement/Voluntary Early Retirement	Improved cash flow and efficiency	**VER 1,000 Staff**	**Savings Year 2 500M**	**Savings Year 3 500M**	Human Resources Department	VER: 350 M

STRATEGIC OBJECTIVE 3.0 INSTITUTIONALIZE AND EMBRACE ENTERPRISE RISK MANAGEMENT PRACTICES WITHIN THE CORPORATION							
3.1 Develop, implement and monitor Enterprise Risk Management (ERM) Framework	3.1.1 Establishment of ERM Framework (risk log)	Risk logs/ ERM				Audit / all departments	CAAT-4 M
	3.1.3 Monitor, Evaluate and Review ERM Framework	Reviewed reports				Audit department	
	3.1.4 Revise security policy	Revised policy				Security & compliance	
3.2 Develop and implement a Business Continuity Plan (BCP) Framework	3.2.1 Establish BCPs	Plan				All departments	
3.3 Enhance quality standards	3.3.1 Migrate from ISO 9001:2008 to ISO 9001:2015 and enforce compliance and implementation of ISO audit recommendations	Audit reports					ISO=400,000

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