



# Strategic Plan

2023 - 2025

TURKANA COUNTY  
CHAPTER



2023 - 2025  
STRATEGIC PLAN

TURKANA CHAPTER



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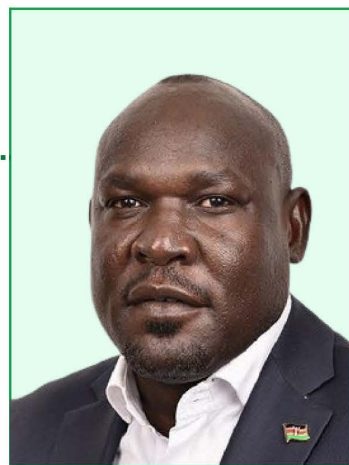
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## FORWARD

The Turkana Chapter Chamber of Commerce and Industry has recently unveiled its three-year strategic plan (2023-2025) aimed at positioning Turkana County as a key business hub in Kenya. Located at the border of Uganda, Ethiopia, and Southern Sudan, Turkana County presents significant potential for cross-border trade. We believe that this plan will create a conducive environment for economic growth and development in the region. We look forward to working collaboratively with various stakeholders to achieve our shared vision of a thriving business community in Turkana County.

The strategic plan is based on several key documents, including the County Integrated Development Plan III (CIDP III), Turkana County Annual Development Plan (ADP), Kenya's Bottom-Up Development Agenda, Kenya Vision 2030, the Big 4 Agenda, Kalobeyei Integrated Socio-Economic



Mr. Justus Amoni Ewoi  
Chairman  
*Justus Amoni Ewoi*

Development Plan II (KISED II), the Refugees Act of 2021, SHIRIKA plan, and Sustainable Development Goals (SDGs). The plan also emphasizes the importance of integrating the socio-economic activities of both refugees and host communities to benefit the country.

We want to express our sincere gratitude to all the individuals, organizations, and institutions who have provided unwavering support and dedication to the development of the Strategic plan for the Turkana Chapter of the Kenya National Chamber of Commerce and Industry.

We want to thank our partners for their contribution in developing this document, especially the Feed the Future USAID Kenya Livestock Market Systems Activity (LMS). Your support was invaluable in achieving our shared vision of expanding economic opportunities, strengthening institutions, and improving human capital. Thank you for your commitment and partnership.

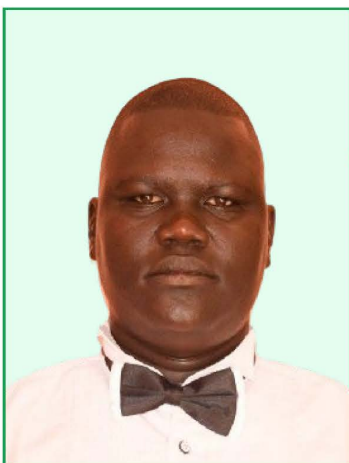
We are pleased to express our sincere appreciation to Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) for their unwavering support to both the chamber and Turkana County. In addition, we would like to extend our gratitude to the International Labour Organization (ILO) and the United Nations (UN) agencies, particularly the Humanitarian and Development partners, for their invaluable contribution towards our shared goals. We want to acknowledge the United Nations High Commissioner for Refugees in Kenya (UNHCR), with whom we have signed a Memorandum of Understanding (MOU), for their continuous support to our shared vision of promoting economic growth and stability in the region. Their collaborative approach has been instrumental in building a more resilient and prosperous community.

We want to express our gratitude to Academia, the County Government of Turkana, local stakeholders, and the entire business community for their dedicated efforts towards achieving the set targets. We anticipate a successful implementation of our strategic plan over the next three years. We will work closely with our partners, including local businesses, refugee communities, Turkana County government, UN bodies, GIZ, UN-ILO, LMS, and others to adopt an inclusive and sustainable business model, enhancing self-reliance and socio-economic inclusion for all.





## PREFACE



Mr. Frankline Paul Erukudi  
County Liaison Officer

Dear Members and partners,

In my capacity as the County Executive Officer of KNCCI Turkana, I am pleased to introduce our strategic plan, a roadmap guiding the future of business in Turkana. Developed through extensive consultations, this blueprint underscores our dedication to advocacy and economic prosperity.

Our approach to this strategy is rooted in collaboration and inclusivity. We have engaged with a diverse range of stakeholders, from local entrepreneurs and government departments to NGOs and community members, to ensure that our vision is both realistic and reflective of the needs and aspirations of the people of Wajir.

This document outlines a strategic roadmap that encompasses key mandates of policy and advocacy, trade, institutional excellence, and SME development. Each is designed to work in harmony with the others, creating a holistic framework for sustainable growth.

Our focused committees are prepared to drive our goals, recognizing that true success hinges on our collective efforts. I encourage your active participation and support as we work towards a thriving Turkana. Together, let's shape a dynamic business landscape.

We remain unwavering in our commitment to unlock Turkana County's potential. Together, we will navigate the path toward a brighter, more prosperous future, with the Chamber of Commerce playing a pivotal role in shaping our community's destiny.

We extend our gratitude to all those who have contributed to the development of this strategy, and we look forward to working hand in hand with our partners to bring it to life. With dedication, collaboration, and a shared vision, we are confident that the Chamber of Commerce Strategy for Turkana County will catalyse transformative change.

## EXECUTIVE SUMMARY

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The Turkana County chapter of the Kenya National Chamber of Commerce and Industry (KNCCI) is an association of business owners and entrepreneurs. Its objective is to promote and safeguard the commercial and industrial interests of the business community in Turkana County. It strives to enhance the trading, investment, and overall business environment to enable the expansion of enterprises. The membership is open to all businesses, whether small, medium, or large.

The Turkana Chapter Chamber of Commerce and Industry has published a strategic plan for 2023-2025 to establish Turkana County as a prominent business hub. The plan focuses on key strategic pillars, including policy advocacy, trade, institutional excellence, and SME development. It analyses the internal and external environment and identifies challenges, strengths, weaknesses, opportunities, and threats. The document outlines long-term goals and outcomes and provides a monitoring and evaluation framework, resource mobilization strategies, and risk management approaches. The Turkana Chamber of Commerce appreciates stakeholders and seeks continued support from diplomatic missions and other strategic partners to achieve its targets.

Micro, Small, and Medium Enterprises (MSMEs) are a vital part of the Kenyan economy, playing a significant role in employment creation, contributing to the national revenue and income, and facilitating the supply and distribution chains of goods and services. We at the Chamber take pride in providing our members with exceptional resources, valuable information, and robust market linkages, which enable businesses to save costs and promote their products efficiently in a thriving business environment.

Furthermore, the strategic plan aims to advocate for the fair treatment of refugee business communities within the Kakuma camps and Kalobeyi Integrated Settlement in Turkana West. The plan includes activities such as lobbying for the free movement and support of refugee businessmen and women, championing the integration of the refugee and host business communities, and advocating for the local and international NGOs within Turkana County to adopt a 30% government affirmative action for both refugees and the host business community. The expected outcomes include policy changes, increased business opportunities, enhanced access to financial resources, improved living conditions, and improved integration and social cohesion between refugees and host communities.

The Chamber endeavors to create a dynamic and self-sustainable representative body for the business community of Turkana County. Its primary objective is to promote business in the region through market connections, advocacy, capacity building, and financial accessibility, with the ultimate goal of achieving sustainable economic growth and development in Turkana County. This vision will be achieved through strategic partnerships and adherence to binding agreements, such as the memorandum of understanding (MOU) between the Kenya National Chamber of Commerce and Industry (KNCCI) and the United Nations High Commissioner for Refugees, Kenya (UNHCR), aimed at integrating the economies of refugees and the host community.

The successful implementation of the Strategic Plan highly depends on the five important core values: integrity, innovation, equity, inclusiveness, transparency, and accountability. The 2023 - 2025 Turkana County Chamber Strategic Plan will prioritize achieving various strategic objectives through four primary thematic areas or strategic pillars. It is important to remain committed to these pillars as they are imperative for the success of the plan. We encourage everyone to work together and ensure we adhere to these values and pillars to achieve our common goals.

1. Advocacy and Lobbying for a more conducive business/economic environment in Turkana County both for the locals and Refugees.





2. Market Linkages and integration of business markets for locals and Refugees
3. Capacity Development for local business community and Refugees communities
4. Institutional Strengthening of the chamber

The Strategic Plan similarly outlines an Implementation Matrix to match the strategic pillars with the objectives, aligned activities with expected outcomes and Key Performance Indicators (KIPs) as well as the budget estimate for the planned activities. It further identifies the persons responsible for each of the strategic objectives that will enable the Chamber to achieve the Vision.

The Chamber has identified a series of risk factors that could impede the implementation of the Strategic Plan and recommended appropriate measures to mitigate these risks. A monitoring, evaluation, and reporting framework has been developed to ensure that the implementation stays on track. The framework will also guide progress reporting, internal auditing, periodic management meetings, performance management, and staff appraisals. A midterm review and final evaluation will be conducted by the Chamber to determine overall performance in the three years. This evaluation will serve as a baseline for subsequent Strategic Plans. The overall implementation of the Strategic Plan will be informed by good governance and participatory leadership.

To achieve our strategic plan, we require funding support from our partners. Our vision for the next three years is to mobilize approximately **\$25,050,795**. This funding will enable us to fulfil our mandate of advocacy and lobbying, market linkages, capacity building, and institutional strengthening of business communities in Turkana County and beyond. We gratefully acknowledge the support we have received thus far from the government, private sector, partners, community, and all stakeholders. We are committed to delivering on our mandate to create opportunities for businesses and entrepreneurs, and to drive economic growth in the region. By partnering with us, you will not only help us achieve our goals but also play a crucial role in making a real and lasting impact on the lives of people in Turkana County and beyond.

The Chamber has assumed a crucial strategic position as a key player in advancing both the county and national agenda. Our unwavering commitment to offering practical solutions to businesses grappling with developmental challenges has enabled us to become a leading voice in the business community. Our Strategic Plan is a meticulously crafted document that identifies the critical issues and emerging challenges that businesses face in a constantly evolving business environment. The Plan outlines our proactive approach to addressing these issues and providing effective solutions.

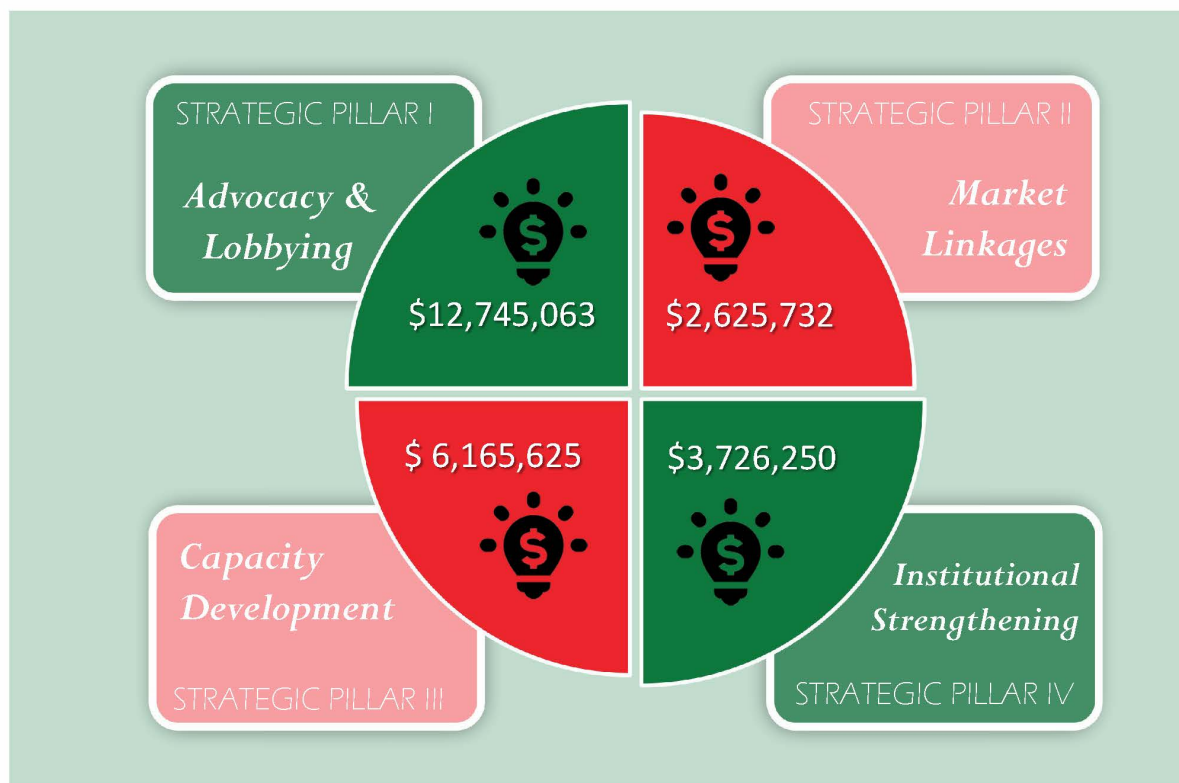
Our approach is collaborative, constructive, and aimed at achieving long-lasting positive outcomes for all stakeholders. We believe that by working together, we can leverage our collective strength and expertise to drive growth and prosperity. We are passionate about promoting a business-friendly environment that supports innovation, fosters entrepreneurship, and creates opportunities for all.

Join us in our mission to drive growth and prosperity. Together, we can create a brighter future for our businesses, our communities, and our nation.



## STRATEGIC PLAN 2023-2025 AT A GLANCE

- **Strategic Pillar 1:** Advocacy and Lobbying for a more conducive business/economic environment in Turkana County both for the locals and Refugees. As Turkana Chamber of Commerce and Industry County Chapter (TCCI), we pledge non-partisan approach to advocacy and lobbying to ensure we articulate issues that affect the business community at the county, national and international levels and propose interventions to address the issues.
- **Strategic Pillar 2:** Market Linkages and integration of business markets for locals and Refugees. Markets Linkages connect the organizations involved in producing the products and delivering the services to the market. Linkages allow firms to increase local integration, provide access to local knowledge and provide companies with a license to operate, resulting in a positive social and economic impact in the wider community.
- **Strategic Pillar 3:** Capacity Development for local business community and Refugees communities. It is the objective of the Turkana County Chamber of Commerce and Industry to organize capacity-building programmes to develop and strengthen the soft and hard skills of its members to stay competitive and improve their business operations.
- **Strategic Pillar 4:** Institutional Strengthening of the chamber. The chamber intends to develop or improve existing institutional strengthening systems and processes for the business community and their firms to enhance the business environment in Turkana County and beyond. The process will present principles, minimum standards, best practices aimed at enhancing the capacity of membership organizations, business processes, and tools for effective, efficient, and sustainable businesses.



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## LIST OF ABBREVIATION

<b>ADP:</b>	Annual Development Plan
<b>AGM:</b>	Annual General Meeting
<b>AGPO:</b>	Access to Government Procurement Opportunities
<b>BDS:</b>	Business Development Services
<b>CLO:</b>	County Liaison Officer
<b>CIDP:</b>	County Integrated Development Plan
<b>GDP:</b>	Gross Domestic Product
<b>KEPROBA:</b>	Kenya Export Promotion and Branding Agency
<b>KIE:</b>	Kenya Industrial Estate
<b>KNCCI:</b>	Kenya National Chamber of Commerce and Industry
<b>LAPSSET:</b>	Lamu Port-South Sudan-Ethiopia-Transport
<b>LTWP:</b>	Lake Turkana Wind Power
<b>MER:</b>	Monitoring, Evaluation, and Reporting
<b>MSME:</b>	Micros Small and Medium Enterprises
<b>PESTEL:</b>	Political, Economic, Social, Technological, Environmental and Legal
<b>PPP:</b>	Public Private Partnerships
<b>PWD:</b>	Persons With Disability
<b>SDGs:</b>	Sustainable Development Goals
<b>SME:</b>	Small, Micro Enterprises
<b>SWOT:</b>	Strengths, Weaknesses, Opportunities, and Threats
<b>TCCI:</b>	Turkana Chamber of Commerce & Industry

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## 1.0 Introduction

This chapter gives brief background and overview of Kenya National Chamber of Commerce and Industry-Turkana County Chapter, it further highlights the mandate of the chamber, core functions, mission, vision and core values of the Chamber. It winds up with the core values and the approach of strategic plan development.

### 1.1 Background of Kenya National Chamber of Commerce & Industry –Turkana County Chapter

The Kenya National Chamber of Commerce and Industry is registered as a not-for-profit private company limited by guarantee under the Companies Act Chapter 486 of the laws of Kenya. Before the promulgation of the Kenyan Constitution in August 2010, the KNCCI had its main operations at the head office in Nairobi with regional offices in the major towns in Kenya. In Turkana County, a similar outfit was first established in Lodwar town in 2004 to serve the interests of business people in Turkana region without any legal affiliation with the national chamber. However, after the promulgation of the constitution, the Chamber amended the legal instrument to establish a National Office and County Chamber's offices in all 47 Counties.

The Kenya National Chamber of Commerce and Industry (KNCCI) is a membership-based Trade Support Institution (TSI) working to protect the commercial and industrial interests of the Kenyan business community. KNCCI advocates for the creation of a favorable commercial, trade, and investment environment that supports enterprise expansion. The membership of KNCCI constitutes small, micro enterprises (MSEs), medium and large enterprises. Turkana Chapter of the KNCCI is a fully operational Chamber with staff, office space, and duly elected officials, with active membership of 1012 members drawn from all the 7 sub-counties.

Whereas Article 113 of the Kenya National Chamber of Commerce and Industry's Articles of Association provides for the establishment of a county Chamber in each of 47 counties in Kenya. The main mandate of the county Chambers is to promote, coordinate and protect the commercial and industrial interests of its members at the county level.

Articles 137-139 of the Chamber's Articles of Association provide the framework for interaction between the national and the county Chambers. Article 137 emphasizes the need for the National Chamber and the County Chambers to exercise their powers and perform their functions in synergy and in a manner that respects the institutional integrity at both levels. In addition, there will be a collaboration between the National Chamber and the County Chambers in information exchange, coordinating policies and administration, and enhancing capacity. To foster such corporations, the National Governing Council and the County Governing Councils may set up joint committees and appoint joint officials.

## 1.2 Mandate

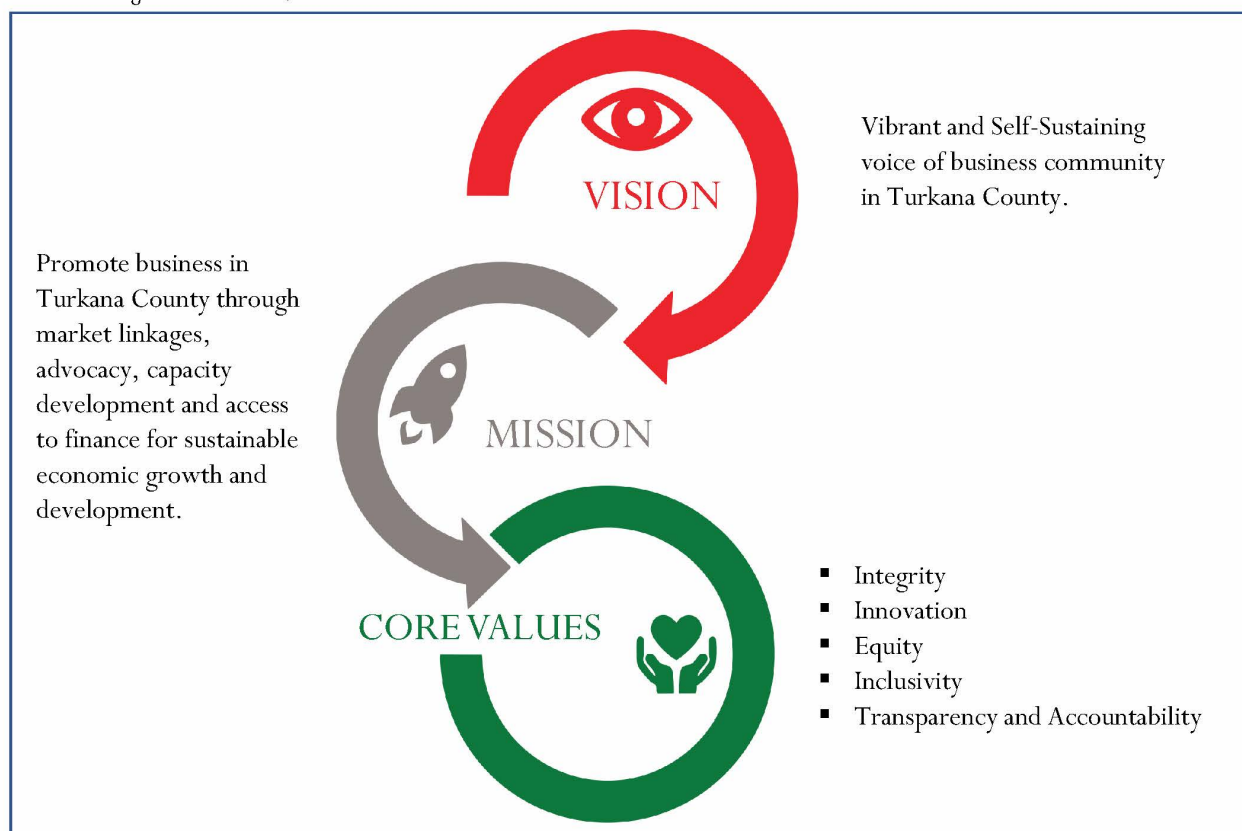
The key mandate of the KNCCI is to advise both the government and the business community on the trends of local and international trade. Through its well-established County branches, KNCCI seeks to create a conducive commercial, trade, and investment environment that supports enterprise expansion and growth in line with the Kenya's development blueprint – Vision 2030.

## 1.3 Core Functions

- Promote, co-ordinate and protect commercial and industrial interests to its members and Turkana County in a general.
- Promote trade within and outside Turkana County.
- Establish and organize finance trade and industrial exhibitions and displays either on its own or in participation with other persons or organizations.
- Foster social unity and promote the welfare of the commercial and industrial community.
- Promote, support or oppose legislations and ineffective bureaucratic measures that may be put in place by the government for the interest of the members.
- Collect and disseminate statistically sound information and other materials to its members.
- Arbitrate in the settlement of commercial and industrial disputes among its members.
- Establish commercial exchanges, new rooms, libraries and other facilities that may be beneficial to its members.
- Provide facilities for the study, enquiry and research into commercial and industrial matters and to publish material and journals among others for the benefit of its members.
- Pursue other functions as permitted under the Chamber Memorandum and Articles of Association.

## 1.4 Mission, Vision and Core Values

Figure 1: Mission, Vision and Core Values





## 1.5 Preparation of Strategic Plan

This strategic plan was prepared by the Chamber with extensive consultation and deliberations among the directors and members of the secretariat to determine the key thematic areas, strategic objectives and activities. Primary data was generated from member consultations while the secondary data was drawn from the appropriate literature review on legal instruments and policies.

The strategic planning process empowers the Chamber to examine the environment in which it operates and explore the factors and trends that affect the operations. The strategic plan also fulfills the Chamber's strategic vision and mission, identifies strategic thematic concerns which must be addressed and finds ways to address them. The strategic plan provides the Chamber with a framework of long-term goals and outcomes to guide annual work plans and how to measure the achievements as well as a means to optimize the use of resources.





## 2.0 Introduction

The Chamber conducted an internal and external environmental analysis using Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, the Political, Economic, Social, Technological, Environmental and Legal (PESTEL), and Stakeholder Analysis. The Chamber then identified the positive and negative factors and developed the strategic implications and subsequently recommended the appropriate strategic responses to be undertaken.

## 2.1 Challenges Facing TCC

The Chamber is confronted with the following challenges within its business environment:

- Unhealthy succession practices that eat on the chamber's time
- Insecurity over an extended period of time within the region
- Lack of adequate knowledge about tax returns among members, which leads to tax compliance issues.

- Lack of adequate knowledge about business opportunities and know-how on business development
- Logistical challenges in traversing the vast Turkana County.
- Financial constraints in gathering members' data across the county.
- Minimal product innovation and product value addition.
- Low capital base for businesses of the Turkana community hindering the economic growth in the county.

## 2.2 Environmental Scanning (P.E.S.T.E.L.) Analysis

External environmental factors have significant influences on the implementation of strategies, and this can greatly influence the Chamber's ability to discharge its core function. In analyzing the external environment, special consideration was given to such influences as Political, Economic, Social, Technological, Environmental, and Legal (PESTEL Analysis).



### 2.2.1 Political Factors

Table 1: Political factors

Factor	Strategic Implication	Strategic Response
<b>Devolution</b>	The introduction of a two-tier level of government, the national and county governments, ushered in an era of equity in the distribution of wealth and resources and therefore greater political stability, and facilitated faster decision making	Lobby for support of the local chamber by the County government
<b>Political goodwill by the County Government</b>	Funding of local chamber by the County government Support in the capacity building of chamber members Trade fairs and business-to-business linkages by the county government	Enhance activities of the chamber More informed members Increase in volume of trade in the County
<b>County Trade Laws and Policies</b>	Regulation of trade in the county	Participate in the formulation of favorable laws and bills in the county through public participation
<b>Corruption and Nepotism</b>	Increase the cost of doing business Discourage investors	Encourage favorable laws in the county to promote trade Advocate for fair licensing regimes in the county
<b>Regime Change</b>	Continuity of good working relations with the County Government	Work very closely with the government of the day through the Department of Trade, Industry, and Enterprise development. Encourage trust in Chamber elections



## 2.2.2 Economic Factors

Table 2: Economic Factors

Factor	Strategic Implication	Strategic Response
Corruption	Mismanagement of resources meant to support the MSME sector	Adoption of no corruption policy Collaboration with anti-corruption agencies – Ethics and Anti-Corruption Commission (EACC)
Punitive Taxation	Increased costs of Business and prices of goods, low sales turnover Stifles business growth	Lobby for favorable tax policies and incentives for the sector
Inflation	Fluctuations in MSME growth can affect budgetary allocations and distort planning Control prices	Implement policies for positive economic fluctuation Broaden the sources of funding
Prohibitive cost of production inputs	High product prices and reduced profits for MSME businesses Inhibits MSME growth	Lobby for favorable policies Lobby for Provision of subsidies
Inadequate access to financial services	Lack of capital for business growth and expansion It inhibits MSME expansion in terms of innovation and creativity	Chamber to lobby financial institutions to develop products favorable to the sector Chamber to lobby directly and support associations in lobbying for relaxed financial conditions or low-interest loans and grants
Poor infrastructure	Poor access to markets Prohibitive cost of doing business	Initiate development of appropriate infrastructure Initiate infrastructure development driven by public-private partnerships.
Unfair trading practices facing MSMEs	Unfair competition	Implementation of legal framework favorable for small traders



## 2.2.3 Social Factors

Table 3: Social Factors

Factor	Strategic Implication	Strategic Response
Insecurity	Affects levels of investments in the county	Lobby relevant agencies to enhance security Chamber to facilitate MSEs to create more jobs for the Youth to counter the need to engage in crime
Lack of entrepreneurial culture	Low uptake of entrepreneurship as a viable career option in Turkana Poor technical skills to run a business	Chamber to collaborate with programs that promote entrepreneurial culture
Perceived short life span of MSE startups	Limited growth and development of MSEs in the county	Facilitate the creation of enabling environment for MSE growth and sustainability Product differentiation
The introduction of AGPO and Affirmative Action Funds for Gender, Youth, and PWDs empowerment has increased their financial inclusion	Increased access to financial assistance for women and vulnerable groups	Capacity building and economic empowerment to enhance access to finance Promote gender-responsive budgeting



## 2.2.4 Technological Factor

Table 4: Technological Factors

Factor	Strategic Implication	Strategic Response
Cybercrime	Increased risk of fraud leading to business losses	Enforce the cybercrime law with training on technology
Poor Network Infrastructure & Coverage and limited utilization of internet in business service	Overall slow business growth	Lobby the internet/ telecommunication service providers (ISP) to establish stability Capacity building on the use of internet for business growth
Automation of business services	Reduced cost of manufacturing, distribution and supply chain in some businesses Reduced job opportunities in some case	



## 2.2.5 Legal Factor

Table 5: Legal Factors

Factor	Strategic Implication	Strategic Response
Consumer laws	Protects the rights of consumers	Develop programs for the improvement of MSE product quality Ensure MSEs comply with existing consumer laws
Inhibitive legal and regulatory framework	Creates bottlenecks in the development of the MSE sector Goes against ease of doing business	Lobby relevant stakeholders for harmonization of the legal and regulatory framework
Intellectual property management	Lack of information on the protection of intellectual property rights	Sensitize MSEs on registration and protection of intellectual property rights
Regulation of the MSE sector	Smooth SMEs operations Promote and facilitate registration of sectoral associations and umbrella organizations Promote order and harmony in the MSE sector	Sensitization of regulation of the SMEs sector Operationalize the Office of the Registrar of MSE Associations Sensitize MSEs on the role of the Registrar
Various County Governments	Various County Government regulations Varied conflicts with National Government policies and implementation	Laws be harmonized to increase sanity in the implementation and resultant business growth in the county





## 2.2.6 Environmental Factors

Table 6: Environmental Factors

Factor	Strategic Implication	Strategic Response
Climate Change	Global warming and adverse climate have negatively affected the county's productive sectors Losses due to the adverse impacts of climate change (drought, floods)	Enhance the capacity for environmental policy planning Put strong mitigation and adaptation strategies in place. Mainstream climate change proof/ smart strategies in all programming.
Unpredictable weather patterns and climate change	Lack of planning and preparedness by Agribusiness SMEs Affect the performance of agribusiness and other agriculture related MSEs	Encourage Greenhouse farming Advocate for the adoption of irrigation farming and flood-based farming technologies Link MSEs to relevant institutions for provision/Access of skills/ Equipment on irrigation and water harvesting
Lack of proper waste management systems	Environmental degradation and pollution Spread of diseases/infections	Capacity building on waste management programs and involving NEMA personnel

## 2.3 Strengths, Weaknesses, Opportunities and Threats (S.W.O.T.) Analysis

Internal Environmental Factors equally have weighty influences on the implementation of strategies, and the Chamber's ability to discharge its core mandates. To achieve the desired objectives within a defined timeframe, the Chamber conducted a SWOT analysis and identified its strengths, weaknesses, opportunities, and threats.

### 2.3.1 Strengths

Table 7: Strengths

Factor	Strategic Implication	Strategic Response
Large business network/ community in the vast county	Large market opportunity	Enhance the membership recruitment drive
Diversified local economy e.g., livestock, agri-business, fishing, etc. for value addition	Improved income of the local citizen. Improve revenue collection. Creation of jobs.	Value addition initiatives and market linkages Development of cottage industries to improve production of fishing gears Establishment of cold chain facilities
Well-coordinated office in County and the head office	Proper guidance for the execution of the departmental mandate	Regular review of policies and strategies to accommodate new development
Supportive County Government	Close working relationship with line Ministries in the County Government	Lobby for sound financial and legislative support to create a conducive Business environment

## 2.3.2 Weaknesses

Table 8: Weaknesses

Factor	Strategic Implication	Strategic Response
Poor implementation of trade policies	Unfair competition between wholesalers and retailers (traders)	Insist on the implementation of fair-trade policies
Lack of unity among members of the Turkana County business community/Internal political wrangles/Lack of collaboration & coordination.	Poor service delivery and delayed execution of the objectives	Rapid conflict resolution and maintained focus on the big picture
Inadequate working tools i.e., vehicles, computers, and furniture for Chamber operations	Inefficient service delivery	Provide necessary working tools and equipment
Poor resource mobilization/ Inadequate funds and Low budgetary allocation by the KNCCI	Inadequate quality service Limits target activities and achievements	Develop a targeted approach to resource mobilization. Increase budgetary allocation.
Lack of land title deeds	Inability to use title deeds as collateral for business financing and loans	Lobby through the line ministry for title deeds to provide collateral for business financing
Lack of subcounty satellite offices	Inadequate quality services to the business community in the 7 sub counties of the vast county.	Develop subcounty satellite offices in each of the 7 sub counties.

## 2.3.3 Opportunities

Table 9: Opportunities

Factor	Strategic Implication	Strategic Response
Partnership with local and International Non-governmental Organization	Facilitation for technical and financial support Cross-border trade & market linkages	Lobby the NGOs to support in capacity building Economic empowerment and more employment opportunities
Availability of natural resources e.g., honey, aloe vera, gum Arabica, gypsum and vast land	Investors explore and exploit natural resources hence increasing revenue.	Capacity builds the members to harness the opportunities presented Develop spatial and incentive plans to attract investors.
LAPSSET infrastructure	Transform business sector due to increased flow of goods and services	Sensitization of Economic opportunities associated with the LAPSSET Open up the cross-border trade
Lake Turkana Wind Power (LTWP)	The project is expected to provide wind-driven green energy to the business sector	Create awareness of accruing benefits of the project as a green energy source
The existing bilateral agreement with Ethiopia will lead to a massive expansion of cross-border trade	The increased flow of goods and services across the border.	Enhance bilateral relationships and improve border security. Exploit the increased potential volume of trade
Lake Turkana	The untapped potential of the blue economy	Sensitization of the potential of the blue economy in the County Develop robust policies on its exploitation Development of cottage industries to improve production of fishing gears Establishment of cold chain facilities
Cultural diversity	Opportunity for exploitation for business activities	Conduct cultural shows to attract investors
Membership in regional economic blocs; Frontier Counties Development Council	Increase regional trade volumes	Active presence and participation in the council's activities.

### 2.3.4 Threats

Table 10: Threats

Factor	Strategic Implication	Strategic Response
Insecurity/Ethnic conflicts	Disrupt market linkages and cross-border trade	Advocate for establishment of security posts in strategic locations to manage the cases Participation of Chamber in county peace forums and cross border sports for peace building and conflict management activities
Climate change	Global warming and adverse climate have negatively affected the county's productive sectors Losses due to the adverse impact of climate change (drought, floods)	There is need to enhance the capacity for environmental policy planning Put in place mitigation and adaptation strategies. Mainstream climate change proof/ smart strategies in all programming.
Poor Infrastructure/road network	Increased cost of transporting goods and hence high cost of products Reduced market reach and high perishability of goods before reaching the market	Lobby the county government and the national government to expand road network
Black market supply	Possibility of counterfeited goods in the market Unfair competition with genuine suppliers	Conduct market surveillance

## 2.4 Stakeholders Mapping/Analysis

The Chamber will endeavor to win the commitment of stakeholders and enhance the provision of services as analyzed in the table below.

### 2.4.1 Stakeholders Analysis

Table 11: Stakeholders Analysis

Stakeholder	Stakeholder Expectation	KNNCI – TCC Expectation
Local & International NGOs	A vibrant business community partnership with the Chamber Youth and Women's participation in business	Capacity building of the business community Finance and grants for the business community Financing Chamber activities
Youth/ Enterprise Development Fund/ County Enterprise Fund	Financial access Market access and linkages Capacity Building capabilities	Financing MSEs
Kenya Bureau of Standards (KEBS)	Develop programmes in product standardization and development Avail product samples for testing Partnerships with MSE associations	Facilitate product sample testing and develop product quality standards Facilitate registration and acquisition of standard quality marks for market access
County Government of Turkana	Expanded employment opportunities Increased number of business start-ups growing and graduating in an enabling environment Increased access to domestic and foreign markets	Allocation of land for MSE infrastructure development Conducive regulatory framework for MSEs Financial support to local MSEs Enabling environment Provision of policies at the County level



Stakeholder	Stakeholder Expectation	KNNCI – TCC Expectation
Kenya Export Promotion and Branding Agency (KEPROBA).	Partnerships with MSE Associations Demand-driven products and services Quality Products from MSEs	Collaboration and partnerships in assisting MSEs to access external markets Facilitate standardization of products and services Facilitate programs for product design and development Brand MSE products for increased market access
Kenya Industrial Estates (KIE)	Linkages with MSEs for access to financial products, BDS, and other support Partnerships with MSE Associations	Provide affordable credit to growth oriented MSEs for long-term investments Provide worksites for growth oriented MSEs Provide BDS to growth oriented MSEs
National Chamber of Commerce and Industry (NCCI)	Vibrant County Chamber Free and fair periodic elections Service to members Advocacy & Capacity building of members	Financial support Formulation of laws and policies
National Government	Robust growth in high-impact investment, widely distributed in the country Economic growth and development Job creation	Proper policies Adequate funding A fast and comprehensive response to investor concerns or requests Construction of major infrastructure e.g., roads Security for the business community The market for locally produced goods Fairtrade
Turkana County Business Community	Membership in the Chamber and good representation in business forums Payment of their annual subscriptions Reporting any trade disputes to the Chamber	Participating actively in County Government Public Participation forums Lobby the government to reduce the cost of doing business and for favorable trade policies & laws
Export Processing Zones Authority (EPZA)/ Ken Invest/Kenya National Trading Corporation	Identify MSEs with quality products for the MSE Accelerator Product	Incubate, graduate, and help MSEs access the export market
Private Financial Institutions (Banks, Microfinance)	Information and data Credit access Partnerships with MSE Associations	Partnerships in funding programmes for MSEs Provision of suitable financial products for MSEs Capacity building of the Chamber
Local Administration, Religious Organizations And the general public	Information on gender, youth, and disability policies and programs Gender, Youth, and Disability audit and response	Feedback on service delivery Provision of labour
Turkana County Chamber Staff	Good corporate image Accessibility to the MSE sector and their MSE Association leaders	Commitment Good corporate image Teamwork results Keep records

## 3.0 Introduction

The TCC's 2023-2025 strategic plan is focused on achieving measurable results while exploring possibilities through Market Linkages, Advocacy, Capacity development and Resource mobilization for sustainable economic growth. TCC aims to achieve this through increased collaboration and non-partisan/non-political resources management practices while focusing on business growth in Turkana County. TCC will build on its past experiences as it carries out its mandate in the next three years. There are four thematic areas that are accompanied by their corresponding strategic objectives, activities and respective key results.

## 3.1 Strategic Pillar One: Advocacy and Lobbying

In order to be a strong and reputable representative of the private sector, vis-à-vis the public sector, a Chamber of Commerce should have the capacity to advocate the interests and concerns of its members; possess a strong organization with a proper governance structure; and respond to its members' needs by delivering required services and information. Lobbying

and advocacy for a more conducive economic environment are core activities of Turkana Chambers of Commerce. By actively engaging in advocacy, Turkana Chamber of Commerce raises its profile among policymakers and enhances its reputation within the business community, Turkana County and its environment. Many Chambers of Commerce are not very successful in interest representation and advocacy, because of the interference and mistrust of government bodies, the political ambitions or closed shop mentality of the Chamber's leaders, missing know-how and contacts, the fragmentation of private sector interests, and a prevalent informal and ad-hoc style of lobbying. For the Turkana Chamber of Commerce County Chapter (TCC), we pledge non-partisan approach to advocacy and lobbying, transparent and all-inclusive leadership in our management. The importance of Advocacy at the chamber level is as clearly explained in our vision "A vibrant and self-sustaining voice of the Turkana business community." The chamber is the voice of the business community. It will be able to articulate issues that affect the business community to the county and national level and also propose interventions to address the issues. The chamber is the connection between the smallest business level to the highest authority.

Table 12: Strategic Pillar One: Advocacy and Lobbying

STRATEGIC OBJECTIVE	ACTIVITY
To advocate for good business environment and enhancement of trade and industrial development within Turkana	<ul style="list-style-type: none"> <li>▪ Lobby for Good Road Network</li> <li>▪ Lobby for Water Supply around business community</li> <li>▪ Advocating for favorable trade licensing, regulation and control policies for business</li> <li>▪ Lobby for electrification of market places</li> <li>▪ Lobby for building of modern markets across all municipalities across Turkana County</li> <li>▪ Advocate for setting up of industries for value addition of livestock products, through local investors or foreign direct investment</li> </ul>
To advocate for women, youth and people with disability owned enterprises access to business opportunities within and outside Turkana County	<ul style="list-style-type: none"> <li>▪ Advocate for implementation of the 30% access of government procurement by youths, women and people with disability</li> <li>▪ Advocate for reservation of specific procurement categories of goods and services and works to special groups during registration/pre-qualification</li> <li>▪ Create awareness and sensitize traders on existing legal regulations</li> </ul>
To advocate for fair treatment of the refugee's business communities within Kakuma Kalobeyi camps	<ul style="list-style-type: none"> <li>▪ Lobby for free movement and support of the refugee business men and women within and outside Turkana</li> <li>▪ Champion for the integration of the refugee and host business communities</li> <li>▪ Lobby for the Local and International NGOs within Turkana County to adopt 30% government affirmative action not only for refugee but also for host business community</li> </ul>



### 3.2 Strategic Pillar Two: Market Linkages

Market linkages represent one of the best ways for SMEs to enhance their competitiveness and acquire a series of critical missing assets, such as access to international markets, finance, technology, management skills and specialized knowledge. Markets Linkages connect the organizations involved in producing the products and delivering the services for any and every market. As such when linkages are absent or weak, markets become inefficient.

Market linkages that work well help large firms and implementing agencies to reduce input costs, increase specialization and flexibility, thereby bringing down costs and increasing efficiency. They also enable better technology transfer, overcome market failures and improve the domestic multiplier effect by keeping foreign exchange in the country. Linkages allow firms to increase local integration, provide access to local knowledge and provide companies with a license to operate, resulting in a positive social and economic impact in the wider community.

Figure 2: Strategic Pillar Two: Market Linkages







### 3.3 Strategic Pillar Three: Capacity Development

It is the objective of the Turkana Chamber of Commerce to organize capacity-building programmes to develop and strengthen the soft and hard skills of its members to stay competitive and improve their business operations. These programmes are organized based on a proactive approach that takes into account the unique needs of member-firms. Members are exposed to distinguished experts in their field of specialization to tap into their wealth of knowledge, experience, and exposure. The role of TCC as facilitators of business (of MSMEs), by extending a range of meaningful value-added services to their members cannot be understated. Proactive chamber can efficiently bridge market imperfections arising due to information asymmetries by acting as a good resource. In order to ensure such a role from TCC, it is important to improve their functional and organizational performance. Capacity building programmes for TCCs have ensured that they are able to provide quality services to their members.

Table 13: Strategic Pillar Three: Capacity Development

STRATEGIC OBJECTIVES	STRATEGIC ACTIVITIES
To sensitize traders on value chain opportunities in Turkana County and on Ethical Business practices	<ul style="list-style-type: none"> <li>▪ Train capable women and youth to run and scale up their businesses</li> <li>▪ Facilitate Recognition and Award of successful businesses</li> <li>▪ Carry out Capacity building workshops and seminars for Business owners</li> <li>▪ Run Radio programs on Business and investment options</li> </ul>
To create awareness on good business practices	<ul style="list-style-type: none"> <li>▪ Collect, analyze, and disseminate business data.</li> <li>▪ Conduct digital education and marketing strategies training for Business owners</li> <li>▪ Carry out Market Intelligence</li> <li>▪ Facilitate National agencies linkages</li> <li>▪ Enlighten/Train Chamber Members on key priority areas based on CIDP and how to take advantage of the same</li> <li>▪ Conduct Co-operative Members Education and Training</li> </ul>

### 3.4 Strategic Pillar Four: Institutional Strengthening

Institutional capacity building/strengthening addresses capacity building beyond the provision of education and training for members. It is the process by which individuals, groups, organizations, institutions and societies increase their abilities: to perform functions, solve problems and achieve objectives; to understand and deal with their development need in a broader context and in a sustainable manner. It includes investment in human capital, institutions and practices aimed at enhancing the capacity of membership organizations, businesses, non-governmental groups and communities to plan and manage their processes efficiently and effectively. Institutional Strengthening is a reference for organizations that wish to develop or improve existing institutional strengthening systems and processes. It presents principles, minimum standards, best practices, business processes, references and tools for effective, efficient and sustainable organizations. Effective social institutional framework must also adapt to new challenges and demands; adjust their rules, improve their articulation and coordination mechanisms with old and new actors, adapt and improve their management instruments, and optimize the use of resources and/or redirect them to new objectives.

Table 14: Strategic Pillar Four: Institutional Strengthening

STRATEGIC OBJECTIVES	STRATEGIC ACTIVITIES
To establish fully functioning secretariat	<ul style="list-style-type: none"> <li>Set up infrastructure that provides a conducive working environment</li> <li>Employ other staff to assist the CLO in different sections and roles</li> <li>Develop a clear Organizational structure and Job Descriptions for every staff</li> <li>Capacity Build the secretariat</li> </ul>
To develop all-inclusive directorate and capacity build them for efficient functioning of the chamber	<ul style="list-style-type: none"> <li>Conduct Induction for Directors on their roles and contribution to the success of the chamber.</li> <li>Continuous capacity improvement for directors through partnerships</li> <li>Organize benchmarking/knowledge sharing tours for the directors and the secretariat</li> </ul>
To improve Financial Stability of the Chamber	<ul style="list-style-type: none"> <li>Embark on fund raising for the chamber activities</li> <li>Embark on recruiting more members</li> <li>Seek and establish partnership with other agencies</li> </ul>
Strengthen Chamber Sub County service delivery	<ul style="list-style-type: none"> <li>Establish sub-county offices for ease of services access</li> <li>Work with sub-counties directors for membership mobilization</li> </ul>
Institutional capacity and governance enhancement	<ul style="list-style-type: none"> <li>Develop and implement annual plans</li> <li>Develops management hand books/SOP</li> <li>Develop and implement internal control systems</li> <li>Enhance efficiency in utilization of funds and resources</li> </ul>

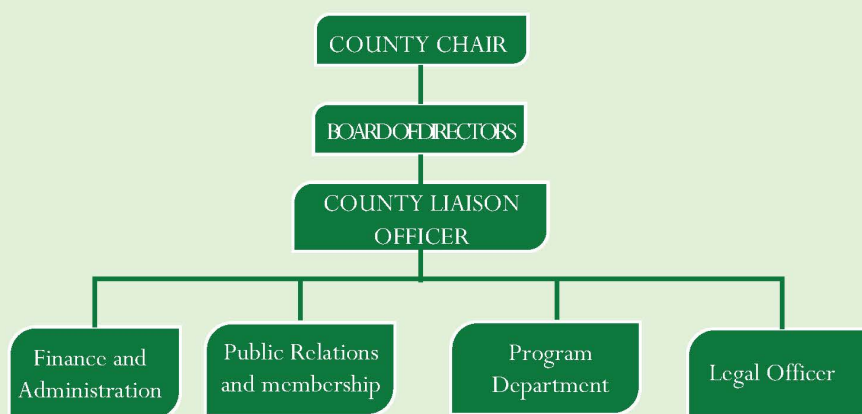


## 4.0 Introduction

Implementation of the TCC strategic plan shall be steered by the Board of Directors. Each thematic area will strive to deliver on efficiency and effectiveness. The County liaison Officer and his respective teams will be tasked with the responsibility of availing annual operational plans, quarterly work plans and related reports in time for timely TCC decision making. The organogram shows the relationships and levels of various departments of the Chamber within Turkana County.

### 4.1 Proposed structure

Figure 3: Organogram



## 4.2 Corporate Governance

TCC has a structure that combines the efforts of the board of directors and the focus area committees together in order to enhance vibrant business activities within the county. The TCC Board comprises of leaders drawn from the various business sectors in Turkana County. The TCC Board is guided in its functions by the Chamber by-laws and board policy documents.

### 4.2.1 Role of the Board

- The TCC Board is mandated to do the following:
- Policy making
- Target setting
- Periodic review of policies and direction
- Admission & termination of members
- Managing the business, funds and properties of the

Chamber

- Introducing new bye-laws or amendments to the Chamber's Constitution for expedient regulation of the Chamber's affairs provided that these are approved by a general meeting of the members at an AGM
- Entering into arrangements with other organizations on terms and conditions that are deemed advantageous to the Chamber provided that the objectives of these arrangements are not inconsistent with the objectives of the Chamber
- Ensuring that the Secretariat under the management of an appointed Executive Director correctly interprets policies laid down by the Board and meet targets set
- Providing leadership in activities and functions involving the general membership



#### 4.2.2 Functional Committee/ Standing Committees

For proper functioning of the chamber, it is best practice to have functional committees. In most cases the Functional Committees (or Standing Committees) are provided for in the Constitution of the Chambers and should be headed by Board members as they oversee the Chamber's activities in key areas such as membership matters; finance; publications and public relations; trade and business development; research and training. Therefore, there will be functional committee appointed by the chairman from the board of directors.

The committees will include: -

- Finance Committee
- Audit, Risk and Compliance Committee
- Program Committee
- Executive Committee
- Ad hoc Committee

#### 4.2.3 Secretariat

The secretariat will be headed by the appointed County liaison Officer (CLO). The role of the Secretariat will be to: -

- implement policies laid down by the Board of Directors
- achieve targets set by the Board of Directors and render periodic reports to the Board on its progress

- pursue projects and activities that will enable the Chamber to attain its mission
- monitor trends and developments in commerce and industry and alert members accordingly
- provide secretarial support for the Board and Committee meetings and keep proper records of proceedings
- make recommendations to the Board and members on policies and activities that will enhance the effectiveness of the Chamber in rendering services to its members
- handle the day-to-day operations of the Chamber.

### 4.3 Resource Mobilization Strategies:

- Through Membership registration fees
- Through Membership annual subscriptions fees
- Funds from KNCCI head office
- Fundraising from partners
- Funding from the Turkana County Government Department of Trade & Development in the county
- Donation from partners to develop business in the county
- Through Proposal Development and Grants



## 4.4 Risk Management Strategies

### 4.4.1 Risk Analysis and Mitigation

A broad risk analysis has been outlined below including mitigation measures. Implementation of the strategic plan 2023-2025 will be highly dependent on the creation of a favorable business and policy environments, adequate financial resources, and no major catastrophic emergencies (weather or economic shocks).

Table 15: Risk Analysis and Mitigation

Risk Category	Risk Description	Likelihood (low, moderate, high)	Impact (low, moderate, high)	Mitigation Measure
<b>Governance &amp; Management</b>	Board of directors inadequately skilled  Secretariat inadequately staffed.  Reporting to the Board and other stakeholders (accuracy, timeliness & relevance)	High	Moderate	Proper & timely capacity building of the board of directors.  Proper Human resource staffing, planning, and management
<b>Financial</b>	Lack of funding & donor fatigue Lack of Government financial support  Funds or assets provided are not used for the intended project or misappropriated.  Fraud & error	Moderate	High	Evidence-based advocacy for donor funding, engaging the business community more for market-based solutions.  Purchases and tender controls, reconciliations of cash book to petty cash and bank, expenses procedures and authorization limits.  Use appropriate bank accounts and documented financial procedures
<b>Environmental/ External</b>	Public perception &  Adverse publicity  Relationship with partners  Extreme Weather events (drought, flooding)  Economic shock (increased living cost, job/business loss)	Low	High	Proper review procedures for complaints.  Crisis management strategy  Regular contact and briefings to major funders.
<b>Operational</b>	Procedural & Systems documentation  Funding	Moderate	Moderate	Adequate staff training and accountability.  Development of appropriate fundraising plan



## 5.0 Introduction

This Chapter provides the Monitoring, Evaluation and Reporting framework for the Chamber that will ensure implementation is on track. Monitoring, Evaluation and Reporting (M, E & R) is a central feature of the strategic plan implementation. M, E & R is vital in ensuring that targets are achieved within the Plan period. The Chamber will monitor and evaluate outputs to ensure that the objectives of the Plan are attained.

## 5.1 Monitoring and Evaluation Framework

The M, E & R Framework for this Plan will be based on the various key result areas, strategic objectives, strategies, and activities that the Chamber envisages to undertake. Specifically, the M, E & R will consider the objectives of various functional areas to ensure corrective actions are taken to avoid any deviations from the targets. The Key Performance Indicators (KPIs) that will inform management decision-making have been identified and the frequency of reporting on these indicators determined. Monitoring the implementation of the Strategic Plan shall be based on the annual work plans. Progress for each activity shall be measured against specific targets in the Plan and reporting done on a quarterly and annual basis. Results from the analysis shall be used to inform decision-making, identify challenges, and take immediate corrective action(s).

## 5.2 Monitoring Methodologies

The Chairman shall ensure that a performance management system is implemented, actual performance is measured against agreed targets at all levels, and feedback is provided to key actors in the implementation. M, E & R shall be embedded in each Committee for the Strategic Plan to be effectively implemented. The Directors shall ensure that strategies are implemented, performance is measured, progress reports are made and discussed, and corrective action(s) is taken where necessary. The responsibility for data collection, aggregation, analysis, and reporting on the Plan will rest with the Directors of the chamber. The following methods will be undertaken:

- Budgeting control systems
- Annual member and customer satisfaction survey
- Continuous data collection/analysis and reporting
- Annual Employee satisfaction survey
- Enhancing monitoring to detect risks at formative stages e.g., annual inspection of the project, internal audits, etc.)
- Holding quarterly Review meetings
- Involve all the implementers in planning and setting the expected outcomes and have a representative champion team to monitor implementation



## 5.3 Evaluation Mechanism

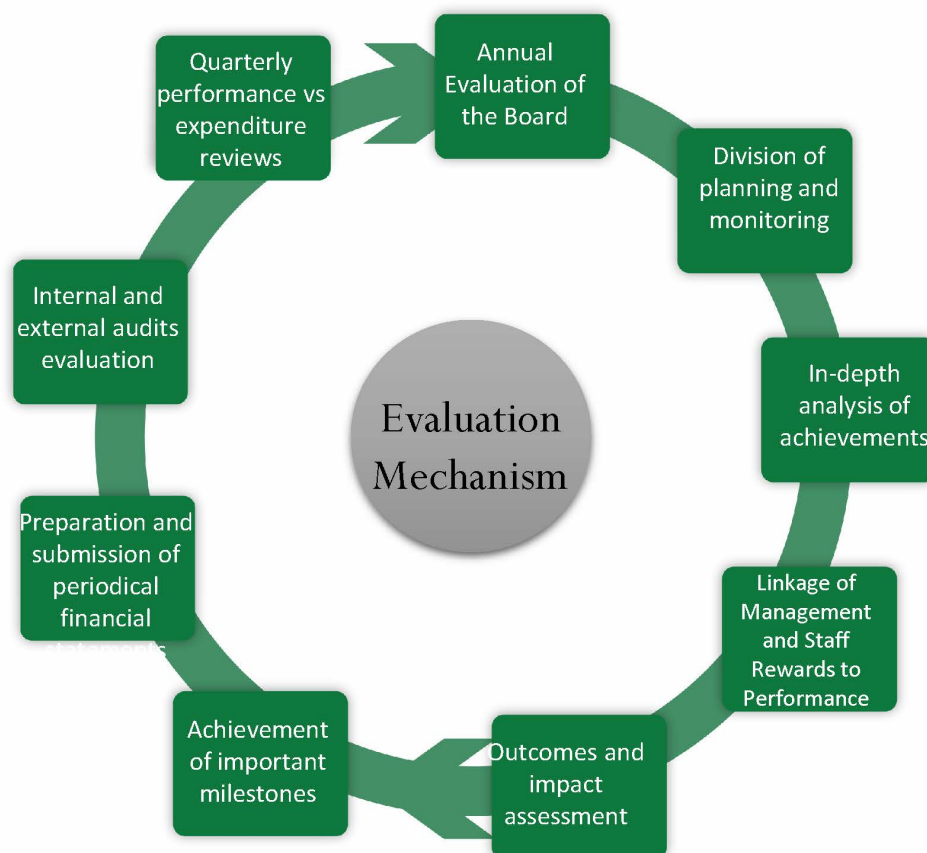
The following evaluation mechanisms will be applied:

Budgets and expenditure review.

- Quarterly conducting performance vs expenditure reviews.
- Annual Evaluation of the Board.
- Establish a designated division of planning and monitoring.
- In-depth analysis of achievements.
- Linkage of Management and Staff Rewards to Performance.
- Chamber staff to focus more on outcomes and impact assessment.
- Periodic evaluation on achievement of important milestones in key result areas.
- Preparation and submission of periodical financial statements.
- Subject Chamber to internal and external audits evaluation of projects and programmes.

The Strategic Plan will be evaluated during and after implementation to gauge the extent of achievement of the intended results. Tools will be developed to evaluate relevance, efficiency, effectiveness, sustainability, and impact. A midterm review of the Strategic Plan will be conducted.

Figure 4: Evaluation Mechanism





## 5.4 Progress Reports

The Chairman shall ensure reports are prepared and meetings are held to track progress on implementation of the Plan and resolve issues that may arise during implementation.

Scheduled meetings shall be held as follows:

- Quarterly review meetings at the Chamber level shall be convened to receive reports on the implementation of the Plan.
- A strategy implementation review meeting will be held annually to evaluate the progress made in the implementation of the Plan.
- The Directors shall receive a summary of the performance report for every quarter during management meetings. To ensure this takes place, the Summary report on performance will be a standing agenda in every scheduled management meeting.
- Compiling reports of performance monthly, quarterly, semi-annually, and annually
- Design a tool (forms) to provide learning and feedback mechanisms
- Implementation programme/matrix
- Impact assessment report

## 5.5 Mid Term and End Term Reviews

A mid-term review of the Strategic Plan will be undertaken in mid-2024 to examine achievements over the first one and a half years against expected results. It will facilitate the review of strategies and indicators to inform evidence-based adjustments. The end-term review will be conducted in the first half of 2025 to determine the overall impact and outcomes against set key result areas. The end-term review will be conducted by independent reviewers to assess the progress and achievements of the proposed outcomes and impact results. These recommendations will inform the next strategic plan.

## 5.6 Recommendations

While a sound strategic plan was developed, it was recommended that goodwill and support from the National Chamber of Commerce and Industry (KNCCI) and other partners are needed for sound implementation. In addition, technological and legal support will be of key importance. This strategic plan was reduced to a three-year plan in tandem with the term of the chamber officials. A chamber official serves for three years before other elections are called.



## Appendix 1: Strategic Plan Implementation Matrix

### Strategic Pillar One: Advocacy and Lobbying

STRATEGIC OBJECTIVE	ACTIVITIES	EXPECTED OUTCOME	PERFORMANCE INDICATORS	RESPONSIBLE PERSON
To Advocate for good business environment and enhancement of trade and industrial development within Turkana	Lobby for Good Road Network	Improved Road Infrastructure: The primary expected outcome is the improvement of the road network. This could include repairs, expansion, or the construction of new roads.	Infrastructure Improvements: Quantify the number of road projects initiated or completed in response to the lobbying efforts.	Executive Committee/ Chairperson Program Committee
	Lobby for Water Supply around the business community	Increased Access to Clean Water: The primary expected outcome is an increase in the number of businesses and residents in Turkana County with access to clean and reliable water supply.	Water Accessibility Metrics: Track the number of businesses and households that have gained access to clean and reliable water supply as a result of your lobbying efforts.	Executive Committee/ Chairperson Program Committee
	Advocate for favorable trade licensing, regulation and control policies for business	Streamlined Licensing Process	Measure the reduction in the average time it takes for businesses to obtain licenses or permits.	Executive Committee/ Chairperson Program Committee
		Reduction in Corruption and Bureaucratic Hurdles	Track the reduction in reports of corruption related to licensing and regulatory processes, and the simplification of bureaucratic hurdles.	Executive Committee/ Chairperson Program Committee
		Advocacy Event Participation	Count the number of advocacy events attended or organized, such as conferences, seminars, or meetings with policymakers.	Executive Committee/ Chairperson Program Committee
	Lobby for electrification of market places	Reliable Power Supply for Businesses	Reduced power outages and interruptions, ensuring that market /business activities are not disrupted.	Executive Committee/ Chairperson Program Committee
		Street lights and market lights in every market	Number of new Market lights installed per Sub-County	Executive Committee/ Chairperson Program Committee
	Lobby for building of modern markets across all municipalities across Turkana County	Improved Market Infrastructure and Modern Markets	Number of Modern Markets Built within Turkana County	Executive Committee/ Chairperson Program Committee



STRATEGIC OBJECTIVE	ACTIVITY	EXPECTED OUTCOME	PERFORMANCE INDICATORS	RESPONSIBLE PERSON
	Advocate for setting up industries for value addition of livestock products, through local investors or foreign direct investment	Increased Livestock Product Value Addition	Number of Industries Established	Executive Committee/ Chairperson Program Committee/ Relevant Directorate
		Technology Transfer and Knowledge Exchange	Number of Technology hubs in the County	Executive Committee/ Chairperson Program Committee/ Relevant Directorate
To Advocate for Women, Youth and People with Disability owned enterprises access to business opportunities within and outside Turkana County	Advocate for implementation of 30% access of government procurement to youths, women and people with disability	Increased Participation of Targeted Groups in Government Procurement	Percentage Increase in the Participation of women, youth and people with disability Number of Contracts Awarded to this special group.	Executive Committee/ Chairperson Program Committee/ Relevant Directorate
		Enhanced Economic Empowerment of Targeted Groups	Business growth among this special group Amount of Revenue generated by this special group	Executive Committee/ Chairperson Program Committee/ Relevant Directorate
	Advocate for reservation of specific procurement categories of goods and services and works to special groups during registration/pre-qualification	Policy Implementation and Compliance	Percentage of Procurement Allocated to this special group Legislation and Policy Changes in favor of this group	Executive Committee/ Chairperson Program Committee/ Relevant Directorate
		Public Awareness and Support	Media Coverage Public Perception	Executive Committee/ Chairperson Program Committee/ Relevant Directorate
	Create awareness and sensitize traders on existing legal regulations	Stakeholder Engagement and Partnerships	Number of partnerships engaged Government engagements	Executive Committee/ Chairperson Program Committee/ Relevant Directorate

STRATEGIC OBJECTIVE	ACTIVITY	EXPECTED OUTCOME	PERFORMANCE INDICATORS	RESPONSIBLE PERSON
To Advocate for fair treatment of the Refugees' Business Communities within Kakuma Kalobeyi Camps	Lobby for free movement and support of the refugees' business men and women within and outside Turkana	<p>Improved Legal Framework: Lobbying efforts result in the establishment or revision of policies, laws, and regulations that support the free movement and economic activities of refugee businesspeople in Turkana.</p> <p>Increased Refugee Business Opportunities: More opportunities for refugee entrepreneurs are created, leading to increased economic self-reliance and reduced dependency on aid.</p> <p>Enhanced Access to Financial Resources: Refugee businesspeople gain improved access to financial resources, including loans and grants, to support their businesses.</p> <p>Improved Living Conditions: Better living conditions for refugee families as a result of increased income from their businesses.</p>	<p>Policy Changes: Measure the number of policy changes or amendments in favor of free movement and refugee entrepreneurship support.</p> <p>Number of Businesses: Track the number of refugee-owned businesses established or expanded as a result of the lobbying efforts.</p> <p>Income Increase: Monitor the increase in income and financial stability of refugee entrepreneurs.</p> <p>Access to Finance: Establish the number of refugee entrepreneurs who have gained access to financial resources (loans, grants, or investment).</p>	Executive Committee/ Chairperson Program Committee/ Relevant Directorate
	Champion for the integration of the refugee and host business communities	Community Integration: Improved integration and social cohesion between refugees and host communities in Turkana	Community Integration Index: Develop an index or survey to assess the level of integration and social cohesion between refugees and host communities.	Executive Committee/ Chairperson Program Committee/ Relevant Directorate
	Lobby for the locals and international NGOs within Turkana to adopt 30% government affirmative action not only for refugee but also for host business community	Increased Adoption of Government Affirmative Action	Number of NGOs Adopting the Affirmative Action Policy: Measure the number of Local and International NGOs that have officially adopted the 30% government affirmative action policy.	Executive Committee/ Chairperson Program Committee/ Relevant Directorate
		Stakeholder Engagement: Increased engagement and collaboration between NGOs, government agencies, refugees, and host business communities for better policy implementation.	Stakeholder Engagement Metrics: Track the number of collaboration agreements or partnerships formed between NGOs, government bodies, and the affected communities.	Executive Committee/ Chairperson Program Committee/ Relevant Directorate

*Strategic Pillar Two: Market Linkages*

STRATEGIC OBJECTIVE	ACTIVITY	EXPECTED OUTCOME	PERFORMANCE INDICATORS	RESPONSIBLE PERSON
To enable market linkages through information and communication services	Develop Business Suppliers & Distribution database	Data Accuracy and Completeness: The database should contain accurate and comprehensive information about suppliers and distributors	Data accuracy rate (e.g., low error percentage). Percentage of mandatory fields completed in supplier and distributor profiles.	Executive Committee/ Chairperson Program Committee/ Relevant Directorate
	Carryout Business verification and registration with Chamber	Registration compliance: Ensure that the business complies with all the registration requirements set by the chamber of commerce and County Government.	Percentage of businesses meeting all registration requirements. Number of compliance issues identified and resolved.	Executive Committee/ Chairperson Program Committee/ Relevant Directorate
	Carry out Business Matching	User-Friendly Registration Process: Create a registration process that is easy to navigate and understand for business owners.	User satisfaction ratings or feedback. Number of user support inquiries related to the registration process.	Executive Committee/ Chairperson Program Committee/ Relevant Directorate
	Develop Knowledge Systems	Streamline the registration process by enabling digital submissions and document uploads through knowledge system.	Percentage of registrations submitted digitally. Time and cost savings associated with digital integration.	Executive Committee/ Chairperson Program Committee/ Relevant Directorate
	Conduct Tender Distribution Services	An increase in the number of qualified suppliers or contractors participating in the bidding process	Number of new suppliers registered. Percentage increase in supplier participation. Supplier diversity and representation	Executive Committee/ Chairperson Program Committee/ Relevant Directorate
	Carry out Market Information and Advocacy	Raise awareness about a specific market, product, or service and increase its visibility among the target audience.	Number of website visitors. Social media reach and engagement. Attendance at events or webinars. Number of media mentions.	Executive Committee/ Chairperson Program Committee/ Relevant Directorate
	Conduct digital training for both refugee and host business communities within Turkana County	Improved Digital Literacy: Enhance the ability of both refugee and host community members to use digital tools and technologies effectively for various purposes.	Number of websites developed by the business community Social media engagement by the business community	Executive Committee/ Chairperson Program Committee/ Relevant Directorate
	Champion for Good Access roads	Increased access roads done by both County and National Government	Number of upgrades roads	Executive Committee/ Chairperson Program Committee/ Relevant Directorate
	Champion for Improved Security Surveillance across the borders	Cross-Community Collaboration	Number of joint initiatives or businesses involving both refugee and host community members.  Reduction in intercommunity tensions or conflicts.	Executive Committee/ Chairperson Program Committee/ Relevant Directorate



STRATEGIC OBJECTIVE	ACTIVITY	EXPECTED OUTCOME	PERFORMANCE INDICATORS	RESPONSIBLE PERSON
To strengthening linkages through policy and business environment	Lead improves business environment reforms in the county	Simplified Regulatory Processes Reduced Bureaucracies and Red Tapes	Increase in the number of new businesses registered in the county Percentage growth in formal sector businesses	Executive Committee/ Chairperson Program Committee/ Relevant Directorate
	Champion for the development of Border point markets to encourage cross border trade	Upscaling regional & cross-border trade with Uganda, South Sudan & Ethiopia	At least one common border market fully developed. Number of Border Crossings for Business purposes	Executive Committee/ Chairperson Program Committee/ Relevant Directorate
	Trade Policy Reforms on Public Private Partnership (PPP)	Agreement with private sector/partnerships established	Number of trade agreement with government	Executive Committee/ Chairperson Program Committee/ Relevant Directorate
	Advocate for Modernized Market Stalls	Increased Physical Market infrastructure	Number of Modernized Market Stalls and Business Kiosks	Executive Committee/ Chairperson Program Committee/ Relevant Directorate
To mobilize business community to form groups & cooperatives	Conduct Business Clustering for ease of group and cooperatives formation	Promote the development of Sound Networks, Joint Ventures and Partnership (PPP)	Established Strategic Alliances and Partnerships.	Executive Committee/ Chairperson Program Committee/ Relevant Directorate
	Educate members on the benefits of cooperatives societies	Co-operative Members Education and Training	Increased Awareness, Informed membership, Number of members educated and trained.	Executive Committee/ Chairperson Program Committee/ Relevant Directorate
	Initiate Co-operative Development Policy developed within the County	Develop Co-operative Development Policy	Co-operative Development Policy developed.	Executive Committee/ Chairperson Program Committee/ Relevant Directorate
	Mobilize Resources and Capacity Building for Key Dormant Co-operatives	Capacity Building for Key Dormant Co-operatives	Improved productivity Increased incomes	Executive Committee/ Chairperson Program Committee/ Relevant Directorate
	Network and Partnership Programs	Co-operative Members Exchange Visits/Programme	Increased number of informed members	Executive Committee/ Chairperson Program Committee/ Relevant Directorate

*Strategic Pillar Three: Capacity Development*

STRATEGIC OBJECTIVES	STRATEGIC ACTIVITIES	EXPECTED OUTCOME	PERFORMANCE INDICATORS	RESPONSIBLE PERSON
To sensitize traders on value chain opportunities in Turkana County and Ethical Business practices	Train capable women to run and scale up their business	Capacity building on gender structures	Number of trainings held	Executive Committee/Chairperson Program Committee/ Relevant Directorate
	Recognize and Award of successful businesses	Startup kits and awards for youth and women businesses	Number of Youth and Women Groups funded and awarded	Executive Committee/Chairperson Program Committee/ Relevant Directorate
	Conduct Capacity Building workshops and seminars	Training on Gender Responsive Budgeting	Number of officers trained	Executive Committee/Chairperson Program Committee/ Relevant Directorate
	Run Radio Programs on Business and Investment options	Awareness campaigns	Number of radio campaigns run	Executive Committee/Chairperson Program Committee/ Relevant Directorate
To create awareness on good business practices	Collect, analyze, and disseminate data on business	Insights and data are communicated to relevant stakeholders	Reports, dashboards, and presentations are regularly shared with decision-makers. Data is accessible to authorized personnel. Feedback mechanisms are in place for stakeholders to ask questions and seek clarification.	Executive Committee/Chairperson Program Committee/ Relevant Directorate
	Conduct digital education and marketing strategies	Digital creation awareness	Number of Businesses connected digitally	Executive Committee/Chairperson Program Committee/ Relevant Directorate
	Carry out market intelligence			Executive Committee/Chairperson Program Committee/ Relevant Directorate
	National agencies linking	Partnership and alliances	Number of Business partnerships created	Executive Committee/Chairperson Program Committee/ Relevant Directorate
	Enlighten/Train Chamber Members on key priority areas based on the Turkana County CIDP and how to take advantage of the same	Training the board on CIDP and ADP's	Number of Trainings attended by the Board and members	Executive Committee/Chairperson Program Committee/ Relevant Directorate
	Conduct Co-operative Members Education and Training	Capacity Building for Key Dormant Co-operatives	Improved Productivity, Increased incomes	Executive Committee/Chairperson Program Committee/ Relevant Directorate

*Strategic Pillar Four: Institutional Strengthening*

STRATEGIC OBJECTIVES	STRATEGIC ACTIVITIES	EXPECTED OUTCOME	PERFORMANCE INDICATORS	RESPONSIBLE PERSON
To establish fully functioning secretariat	Set up infrastructure that provides a conducive working environment	Board handbook Development	Board handbook developed	Board Chairperson/CEO/Executive Committee
	Employ additional staff to assist the CEO in different sections/roles	Additional staff Roles delegated appropriately	Additional staff Quality service delivery	Board Chairperson/CEO/Executive Committee
	Develop a clear Organizational Structure and develop Job Description of every officer/employee	Identify Key Functions and Departments	List of Core Departments	Board Chairperson/CEO/Executive Committee
	Capacity Build the secretariat	Employee Continuous Improvement	Number of Training Courses attended	Board Chairperson and CEO
To develop an all-inclusive directorate and capacity build them for efficient functioning of the chamber	Conduct Induction for Directors on their roles and contributions.	Conduct Directors' induction and training	Board Members who understand their roles and execute with relative ease	Board Chairperson/CEO/Executive Committee
	Continuous capacity improvement for directors through partnerships	Seminars and Trainings	Number of Training and Seminars attended	Board Chairperson/CEO/Executive Committee
	Organize benchmarking/knowledge sharing tours	Site visits and bench marking trips	Number of visits to other counties and countries	Board Chairperson/CEO/Executive Committee
To improve Financial Stability	Embark on fund raising	Proposals for fundraising	Number of proposals written and submitted	Board Chairperson/CEO/Executive Committee
	Embark on recruiting more members	Members recruitment drives	80% of business owners in the county should register with the chamber	Board Chairperson/CEO/Executive Committee
	Seek partnership with other agencies	Partnership and Stakeholders' engagements	Number of meetings	Board Chairperson/CEO/Executive Committee
Strengthen Chamber Sub-County service delivery	Establish Sub- County offices for ease of access of services	Open Sub-counties offices	Number of functional Sub- County offices	Board Chairperson/CEO/Executive Committee
	Work with Sub- County directors on membership mobilization	Membership recruitment drives	80% of business owners should register with the Chamber	Board Chairperson/CEO/Executive Committee
Institution Capacity and Governance enhancement	Develop and implement annual plans	Annual working plan	Workable work plan	Board Chairperson/CEO/Executive Committee
	Develop Management Handbooks/SOP	Operation Manuals developed	Number of manuals developed	Board Chairperson/CEO/Executive Committee
	Develop and implement Internal Control Systems	Enterprise Risk Management System developed	Existence of Management Systems	Board Chairperson/CEO/Executive Committee
	Enhance efficiency in utilization of funds and resources	Efficient management of resources	Budget variance percentage	Board Chairperson/CEO/Executive Committee



## Appendix II: Proposed Budget for Implementation

### Strategic Pillar I: Advocacy and Lobbying

Strategic Objective	Activities	Proposed Budget 2023-2024 USD	Proposed Budget 2024-2025 USD	Proposed Budget 2025-2026 USD	Total
To Advocate for good business environment and enhancement of trade and industrial development within Turkana	Lobby for Good Road Network	\$292,500	\$281,250	\$287,500	\$861,250
	Lobby for Water Supply around the business community	\$271,000	\$272,500	\$293,750	\$ 837,250
	Advocate for favorable trade licensing, regulation and control policies for business	\$937,500	\$ 312,500	\$183,500	\$1,437,500
	Lobby for electrification of marketplaces	\$906,250	\$768,750	\$750,000	\$2,425,000
	Lobby for building of modern markets across all municipalities across Turkana County	\$278,125	\$262,500	\$243,750	\$784,375
	Advocate for setting up industries for value addition of livestock products, through local investors or foreign direct investment	\$615,625	\$600,000	\$693,750	\$1,909,375
To Advocate for Women, Youth and People with Disability owned enterprises access to business opportunities within and outside Turkana County	Advocate for implementation of 30% access of government procurement to youths, women and people with disability	\$266,250	\$266,250	\$266,250	\$798,750
	Advocate for reservation of specific procurement categories of goods and services and works to special groups during registration/pre-qualification	\$269,375	\$263,125	\$263,125	\$795,625
	Create awareness and sensitize traders on existing legal regulations	\$ 281,250	\$275,000	\$275,000	\$ 831,250
To Advocate for fair treatment of the Refugees' Business Communities within Kakuma Kalobeyi Camps	Lobby for free movement and support of the refugees' business men and women within and outside Turkana	\$275,000	\$268,750	\$268,750	\$812,500
	Champion for the integration of the refugee and host business communities	\$239,375	\$239,375	\$225,000	\$703,750
	Lobby for the locals and international NGOs within Turkana to adopt 30% government affirmative action not only for refugee but also for host business community	\$189,063	\$182,813	\$176,563	\$548,438
<b>Sub-Total</b>		<b>\$4,821,313</b>	<b>\$3,992,813</b>	<b>\$3,930,938</b>	<b>\$ 12,745,063</b>

*Pillar II: Market Linkages*

Strategic Objective	Activities	Proposed Budget 2023-2024 USD	Proposed Budget 2024-2025 USD	Proposed Budget 2025-2026 USD	Total
To enable market linkages through information and communication services	Develop Business Suppliers & Distribution database	\$70,000	\$70,000	\$70,000	\$210,000
	Carryout Business verification and registration with Chamber	\$50,000	\$43,000	\$43,000	\$136,000
	Carry out Business Matching	\$26,875	\$25,000	\$28,875	\$80,750
	Develop Knowledge Systems	\$37,500	\$12,500	\$87,500	\$137,500
	Conduct Tender Distribution Services	\$53,125	\$53,750	\$56,250	\$163,125
	Carry out Market Information and Advocacy	\$46,250	\$48,750	\$55,000	\$150,000
	Conduct digital training for both refugee and host business communities within Turkana County	\$75,000	\$68,750	\$88,750	\$32,500
	Champion for Good Access roads	\$65,875	\$65,875	\$65,875	\$197,625
	Champion for Improved Security Surveillance across the borders	\$45,000	\$56,432	\$49,675	\$151,107
To strengthening linkages through policy and business environment	Lead improves business environment reforms in the county	\$75,000	\$87,500	\$95,000	\$ 257,500
	Champion for the development of Border point markets to encourage cross border trade	\$75,000	\$68,750	\$57,500	\$ 201,250
	Trade Policy Reforms on Public Private Partnership (PPP)	\$20,000	\$46,875	\$32,500	\$99,375
	Advocate for Modernized Market Stalls	\$31,250	\$43,750	\$32,500	\$ 107,500
To mobilize business community to form groups & cooperatives	Conduct Business Clustering for ease of group and cooperatives formation	\$12,500	\$11,250	\$20,000	\$43,750
	Educate members on the benefits of cooperatives societies	\$55,000	\$51,250	\$50,000	\$176,250
	Initiate Co-operative Development Policy developed within the County	\$50,000	\$06,250	\$57,500	\$167,750
	Mobilize Resources and Capacity Building for Key Dormant Co-operatives	\$25,000	\$23,750	\$22,500	\$71,250
	Network and Partnership Programs	\$25,000	\$18,750	\$18,750	\$ 62,500
<i>Sub-Total</i>		\$838,375	\$856,182	\$931,175	\$2,625,732

*Strategic Pillar III: Capacity Development*

Strategic Objectives	Activities	Proposed Budget 2023-2024 USD	Proposed Budget 2024-2025 USD	Proposed Budget 2025-2026 USD	Total
To sensitize traders on value chain opportunities in Turkana County and Ethical Business practices	Train capable women to run and scale up their business	\$93,750	\$93,750	\$93,750	\$281,250
	Recognize and Award of successful businesses	\$93,750	\$75,000	\$75,000	\$243,750
	Conduct Capacity Building workshops and seminars	\$100,000	\$143,750	\$143,750	\$387,500
	Run Radio Programs on Business and Investment options	\$215,625	\$215,625	\$215,625	\$646,875
To create awareness on good business practices	Collect, analyze, and disseminate data on business	\$140,625	\$131,250	\$131,250	\$403,125
	Conduct digital education and marketing strategies	\$393,750	\$437,500	\$500,000	\$1,331,250
	Carry out market intelligence	\$125,000	\$187,500	\$218,750	\$ 531,250
	National agencies linking	\$343,750	\$250,000	\$293,750	\$887,500
	Enlighten/Train Chamber Members on key priority areas based on the Turkana County CIDP and how to take advantage of the same	\$218,750	\$212,500	\$262,500	\$693,750
	Conduct Co-operative Members Education and Training	\$278,125	\$275,000	\$206,250	\$759,375
<i>Sub-Total</i>		\$2,003,125	\$2,021,875	\$2,140,625	\$6,165,625



*Strategic Pillar IV: Institutional Strengthening*

Strategic Objectives	Activities	Proposed Budget 2023-2024 USD	Proposed Budget 2024-2025 USD	Proposed Budget 2025-2026 USD	Total
To establish fully functioning secretariat	Set up infrastructure that provides a conducive working environment	\$132,500	\$128,125	\$140,625	\$401,250
	Employ additional staff to assist the CEO in different sections/roles	\$143,750	\$140,625	\$134,375	\$418,750
	Develop a clear Organizational Structure and develop Job Description of every officer/employee	\$196,875	\$196,875	\$215,625	\$609,375
	Capacity Build the secretariat.	\$281,250	\$68,750	\$68,750	\$418,750
To develop an all-inclusive directorate and capacity build them for efficient functioning of the chamber	Conduct Induction for Directors on their roles and contributions.	\$168,750	\$143,750	\$143,750	\$456,250
	Continuous capacity improvement for directors through partnerships.	\$73,125	\$70,000	\$70,000	\$213,125
	Organize benchmarking/knowledge sharing tours	\$237,500	\$70,313	\$70,313	\$378,125
To improve Financial Stability	Embark on fund raising	\$14,375	\$12,500	\$12,500	\$39,375
	Embark on recruiting more members	\$20,000	\$16,250	\$12,500	\$48,750
	Seek partnership with other agencies				-
Strengthen Chamber Sub- County service delivery	Establish Sub- County offices for ease of access of services	\$20,000	\$7,500	\$12,500	\$40,000
	Work with Sub- County directors on membership mobilization	\$65,625	\$72,500	\$72,500	\$210,625
Institution Capacity and Governance enhancement	Develop and implement annual plans	\$65,625	\$72,500	\$72,500	\$210,625
	Develop Management Handbooks/SOP	\$19,375			\$19,375
	Develop and implement Internal Control Systems	\$12,500			\$12,500
	Enhance efficiency in utilization of funds and resources	\$25,000	\$6,250	\$6,250	\$37,500
<i>Sub-Total</i>		<i>\$1,554,375</i>	<i>\$1,073,438</i>	<i>\$1,098,438</i>	<i>\$3,726,250</i>
<b>Total Budget</b>		<b><u>\$9,753,313</u></b>	<b><u>\$7,899,250</u></b>	<b><u>\$7,609,250</u></b>	<b><u>\$25,050,795</u></b>

## Appendix III: Strategic Planning Team

No	Name	Designation
1	Justus Ewoi Amoni	Chairperson
2	Edward Osumba Okumu	Vice. Chairperson
3	Niva Lopetet Arot	Director
4	Micheal Nakuwa	Director
5	Micheal Emuria	Director
6	Margaret Jamani Amoiti	Director
7	James Kibele Ewoton	Director
8	Gabriel Simon Ewaton	Director
9	Micheal Lopeat Kameri	Director
10	Hellen Ekutan	Director
11	Emmanuel Lokai Nyai	Director
12	Consalata Ere Ayanae	Director
13	Benson Ebei Longor	Director
14	Isaya Emanikor Ethuro	Director
15	Christine Lomodo	Director
16	Dominic Ngikuruchana	Director
17	Fatuma Nimo Ali	Director
18	Frankline Paul Erukudi	County Liaison Officer
19	Elizabeth Amana Neriah	Secretariat
20	Brenda Msalali	Secretariat
21	Simeon Odek	Consultant
22	Fred Ouya	Consultant
23	Tom Onguru	Consultant











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 Turkana County-KNCCI

 Chamber of Commerce (KNCCI)

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