



**KENYA REVENUE
AUTHORITY**

Tulipe Ushuru, Tujitegeme!

TH



CORPORATE PLAN

2024/25 – 2028/2029

UNLOCKING REVENUE POTENTIAL





MISSION

To efficiently and effectively mobilise government revenue and facilitate trade by fostering compliance with tax and customs laws.



VISION

An agile tax and customs revenue agency facilitating voluntary compliance for all.

CORE VALUES (TECHIS)



TRUSTWORTHY

We interact with others in a way that gives them confidence in our intentions and those of our organisation



ETHICAL

We act with integrity, transparency and honesty in everything we do



COMPETENT

We possess functional, technical knowledge and skills that ensure efficiency in the delivery of our services to our customers.



HELPFUL

We respond to and anticipate client needs in a timely, professional and courteous manner.



INNOVATIVE

We embrace creativity and proactively seek new and improved ways of delivery services.



SIMPLE

Our processes are simple and tax laws easy to understand.

FOREWORD



Strategic planning is central to Kenya Revenue Authority's mandate as it fosters growth and goal achievement in the ever-changing environment. The Board of Directors acknowledges that Strategic Plans are dynamic and has undertaken to develop Corporate Plans as a roadmap to guide the Authority in delivering on its mission, vision and strategic objectives.

This Ninth Corporate Plan 2024/25 – 2028/29 builds on the gains made of the previous Plans taking into account the challenges experienced and lessons learned. It charts the direction the Authority will take to improve the overall performance and achieve the desired outcomes.

The Plan is aligned to blueprints: the Kenya Vision 2030, Fourth Medium Term Plan (MTPIV) 2023-2028 and Bottom-Up Economic Transformative Agenda (BETA). It seeks to unravel untapped revenue sources hence the theme, **“Unlock and tap the full revenue potential through technology transformation, service excellence and integrity”**.

The formulation of this Ninth Corporate Plan was informed by the need to meet the government resource requirements amidst rising government expenditure and debt repayments. Therefore, this Plan aims at narrowing the resource gap by implementing tax base expansion strategies and tapping into new unexplored revenue streams across all sectors of the economy ensuring fair contribution by all.

I wish to emphasise that the Board is committed towards the realisation of the strategic goals and objectives set out in this Plan and will provide the necessary resources and support. I, therefore, call upon our Government and The National Treasury to offer the requisite support towards realisation of our Vision of **“An agile tax and customs revenue agency facilitating voluntary compliance for all”**.



Anthony Ng'ang'a Mwaura
Chairman, Board of Directors

PREFACE AND ACKNOWLEDGEMENTS



The Ninth Corporate Plan (2024/2025-2028/2029) marks the beginning of a five-year corporate planning cycle for Kenya Revenue Authority. The shift from three-year planning cycles that were applied in the previous eight Corporate Plans to five-year cycles aligns with the national development blueprints, such as the Medium-Term Plans (MTP) of Vision 2030 and the Bottom-Up Economic Transformation Agenda (BETA). The Plan outlines the strategic direction for the Authority to deliver on its mandate of assessing, collecting and accounting for all revenues, and advising on matters relating to the administration of taxes.

The process of formulating this Corporate Plan followed the guidelines for preparation of the fifth-generation strategic plans issued by the National Treasury and Economic Planning. The Authority adopted an extensive participatory approach in the development of the Plan. The process entailed engagements with staff, management, Board of Directors and external stakeholders. The methodology included review of previous Plans, literature review, focus group discussions, technical and writing workshops, and stakeholder validation workshops. Further, an environmental scan was undertaken, taking into cognisance the emerging issues. The Authority re-validated its Mission, Vision and Core Values to realign them with the changing environment. These informed the development of the strategic issues, goals, Key Result Areas (KRAs), objectives, measures and key activities that the Authority will pursue in the next five years.

Over the five-year plan period, the Authority will focus on attaining four strategic goals within the seven identified KRAs; the KRAs are: (1) revenue

mobilisation, (2) customs border management, (3) tax simplification, (4) taxpayer education and engagement, (5) trade facilitation, (6) operational efficiency, and (7) human resource management.

For each of the KRAs, the Authority has formulated strategic objectives, strategies and key activities to guide its operations. Annual targets for both outcome and output indicators have been set and indicative budgets proposed for the key activities to be implemented over the Plan period. A robust monitoring, evaluation and reporting framework is in place to track performance.

I wish to express my appreciation to all who contributed to the development of this Corporate Plan. I acknowledge the Board of Directors and Management for the overall leadership, commitment and support. Special appreciation goes to the National Treasury and Economic Planning for their immense guidance and the Strategy, Innovation and Risk Management Department for steering the process. I also acknowledge all staff and our valued stakeholders whose inputs enormously contributed towards the development of the Plan.

The Authority reaffirms its commitment and remains true to its mission of efficiently and effectively mobilising government revenue and facilitating trade by fostering compliance with tax and customs laws.



Humphrey Wattanga
Commissioner General

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DEFINITION OF CONCEPTS & TERMINOLOGIES

Active taxpayers: Taxpayers who are either filing and/or paying taxes.

Customer: Someone who seeks or expects to receive a service from KRA.

Informal sector: Micro, small and medium-scale businesses that are semi-organised and unregulated. These are characterised by simple labour-intensive technology and may not have licences from authorities. Additionally, they are not registered with the Registrar of Companies.

Key activities: Projects (new or existing) designed to help KRA achieve its Strategic Objectives and have significant organisation-wide impact. They are managed formally like projects with owner, schedule, resources needed, action steps, progress and expected results.

Key Performance Indicators (KPIs): Measures of tracking progress or assessing the performance of KRA's strategy. They are critical (key) indicators of progress towards the intended result.

Key Result Areas (KRAs): Broad areas in which the authority should deliver results.

On-time filing rate: The number of declarations filed on-time relative to the number of expected tax declarations for each of CIT, PIT, VAT, domestic excise tax, and PAYE withholding.

On-time payment rate: It measures the payment level of taxes due paid within the prescribed timelines.

Strategic goals: These are KRA's long-term and major objectives to be achieved over the Corporate Plan period.

Strategic objectives: Qualitative, continuous improvement actions critical to the strategy's success. It is what the Authority commits to accomplish in order to achieve strategic goals.

Strategic outcomes: They focus on accomplishments or impacts, and are classified as Intermediate Outcomes or End Outcomes.

Strategies: Actions that will be undertaken to attain strategic objectives. Strategies bridge the gap between "where we are" and "where we want to be".

Tax Base Expansion: Increasing tax revenues by expanding the type or level of income or assets that are subject to taxation not previously included in the tax system. It would include recruiting new taxpayers, introducing new taxes, subjecting persons and entities to tax that were previously exempt and addition of new obligations to the taxpayers already in the system.

ACRONYMS AND ABBREVIATIONS

BETA	-	Bottom-Up Economic Transformation Agenda
BSC	-	Balanced Scorecard
CAO	-	Competent Authority Office
C&BC	-	Customs and Border Control
CDO	-	Corporate Data Office
CIT	-	Corporate Income Tax
CSSD	-	Corporate Support Services Department
CPU	-	Corporate Policy Unit
DTD	-	Domestic Taxes Department
EAC	-	East African Community
EACCMA	-	East Africa Community Customs Management Act
EOI	-	Exchange of Information
eTIMS	-	Electronic Tax Integrated Management System
F&LS	-	Facilities and Logistics Services
GDP	-	Gross Domestic Product
HR	-	Human Resource
ICT	-	Information and Communication Technology
I&E	-	Investigations and Enforcement
ISO	-	International organization for Standardisation
I&SO	-	Intelligence & Strategic Operations
IT	-	Information Technology
KESRA	-	Kenya School of Revenue Administration
KPI	-	Key Performance Indicator
KRA	-	Key Result Area
M&C	-	Marketing & Communication
MDAs	-	Ministries, Departments and Agencies
MSME	-	Micro, Small and Medium Enterprises
MTP	-	Medium-Term Plan
ODPP	-	Office of the Director of Public Prosecutions
PAYE	-	Pay As You Earn
PESTEL	-	Political, Economic, Social, Technological, Ecological and Legal
PIT	-	Personal Income Tax
RKM&CP	-	Research, Knowledge Management & Corporate Planning
SCM	-	Supply Chain Management
SDGs	-	Sustainable Development Goals
SIRM	-	Strategy, Innovation & Risk Management
SO	-	Strategic Objective
TBE	-	Tax Base Expansion
UOM	-	Unit of Measure
VAT	-	Value Added Tax

A woman wearing a white hard hat and a red plaid shirt is shown in profile, looking towards the right. She is in a server room, with rows of server racks and blue lighting visible in the background. The image has a dark, moody atmosphere with blue and red tones.

“ Unlock and tap the full revenue potential through technology transformation, service excellence and integrity. ”

EXECUTIVE SUMMARY

Kenya Revenue Authority (KRA) was established by an Act of Parliament, Chapter 469 of the Laws of Kenya, which became effective on 1st July, 1995. The Authority is charged with the responsibility of assessing, collecting and accounting for all revenues, and advising on matters relating to the administration, and collection, of revenue under the written laws or the specified provisions of the written laws.

The Ninth Corporate Plan will run for five years, unlike the previous eight corporate plans that had a three-year cycle. This ensures alignment with the various national blueprints. The Plan provides a roadmap for the Authority to navigate its business environment and guide decisions in order to realise the mandate over the medium term.

The Plan was developed through a consultative process in line with the guidelines issued by The National Treasury and Economic Planning. The national, regional and international development priorities were considered during the Plan development. This included BETA, the Fourth Medium-Term Plan (MTP IV 2023-2027) of Kenya Vision 2030, the sectoral policies and laws, the East Africa Community Vision 2050, the United Nations 2030 Agenda for Sustainable Development, Africa's Agenda 2063 and the Constitution of Kenya, 2010.

An environmental scan focusing on internal and external factors that may impact on the Plan was carried out. In addition, a detailed review of the Eighth Corporate Plan 2021/22–2023/24 was undertaken to establish key achievements, challenges and lessons learnt. Key stakeholders were engaged and their expectations analysed. The results from the situational analysis informed the development of the strategic issues, objectives, strategies and key activities.

The Theme for this Ninth Corporate Plan is to

“Unlock and tap the full revenue potential through technology transformation, service excellence and integrity”. The Plan is premised on the Vision of attaining **“An agile tax and customs revenue agency facilitating voluntary compliance for all”.**

The Plan outlines four (4) strategic goals, namely (1) enhance revenue collection, (2) increase customer satisfaction, (3) digitalise revenue administration, and (4) strengthen human resource management. The four goals are aligned to the identified strategic issues that the Authority will focus on during the period. These are: Tax and customs compliance; Customer-centric service delivery; Automation and integration of business systems and processes; and Staff capacity and integrity.

Seven (7) Key Result Areas (KRAs) that will result in the attainment of strategic goals were determined and summarised as follows: Revenue mobilisation; Customs border management; Tax simplification; Taxpayer education and engagement; Trade facilitation; Operational efficiency; and, Human resource management. The seven KRAs shall be realised through fourteen (14) strategic objectives and twenty- two (22) strategies. The Plan will be implemented through Annual Work Plans cascaded through the performance contracts.

A risk management framework, indicating possible risks that the Authority may be exposed to, and the proposed mitigation measures, was developed. The Authority forecasts that implementation of the Ninth Plan will require approximately Kshs 283,548 million mainly financed by The National Treasury and development partners.

A robust monitoring, evaluation and reporting framework is in place to track implementation of the Plan and provide feedback for timely corrective action towards attainment of the strategic goals. Monitoring of the Corporate Plan will be conducted on a quarterly basis and evaluated mid-term and end-term.



CHAPTER 1

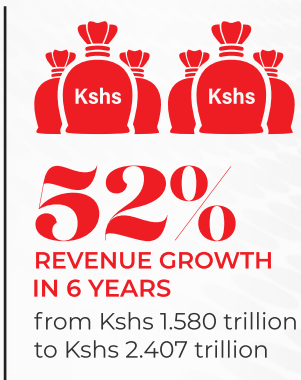
INTRODUCTION

1.0 Overview

This Chapter provides the justification for strategic planning in Kenya Revenue Authority (KRA). It further outlines the role of the Authority in the realisation of the national development agenda, including regional and international development frameworks that Kenya is a member.

1.1 Strategy as an imperative for KRA's success

KRA has previously been guided by three-year corporate planning cycles up to the Eighth Corporate Plan. The Ninth Corporate Plan, however, will span over five financial years (2024/25 -2028/29). These Plans have served to drive the Authority's strategic direction in the achievement of its goals and objectives. They also provide a roadmap for the Authority to navigate the ever-changing business environment and make informed decisions in order to achieve its vision in accordance with the mandate and core values.



The Authority has sustained revenue growth despite the economic shocks over the last five (5) years. The revenue collected grew by **52%**, from **Kshs 1.580 trillion** in FY 2018/19 to **Kshs 2.407 trillion** in FY 2023/24. This was as a result of implementation of tax base expansion strategies, customer support programmes, taxation at source initiatives (eTIMS), debt collection initiatives, dispute resolution framework and leveraging technology. However, over the same period, the Authority was only able to meet the revenue target in FY 2020/21 and FY 2022/23.

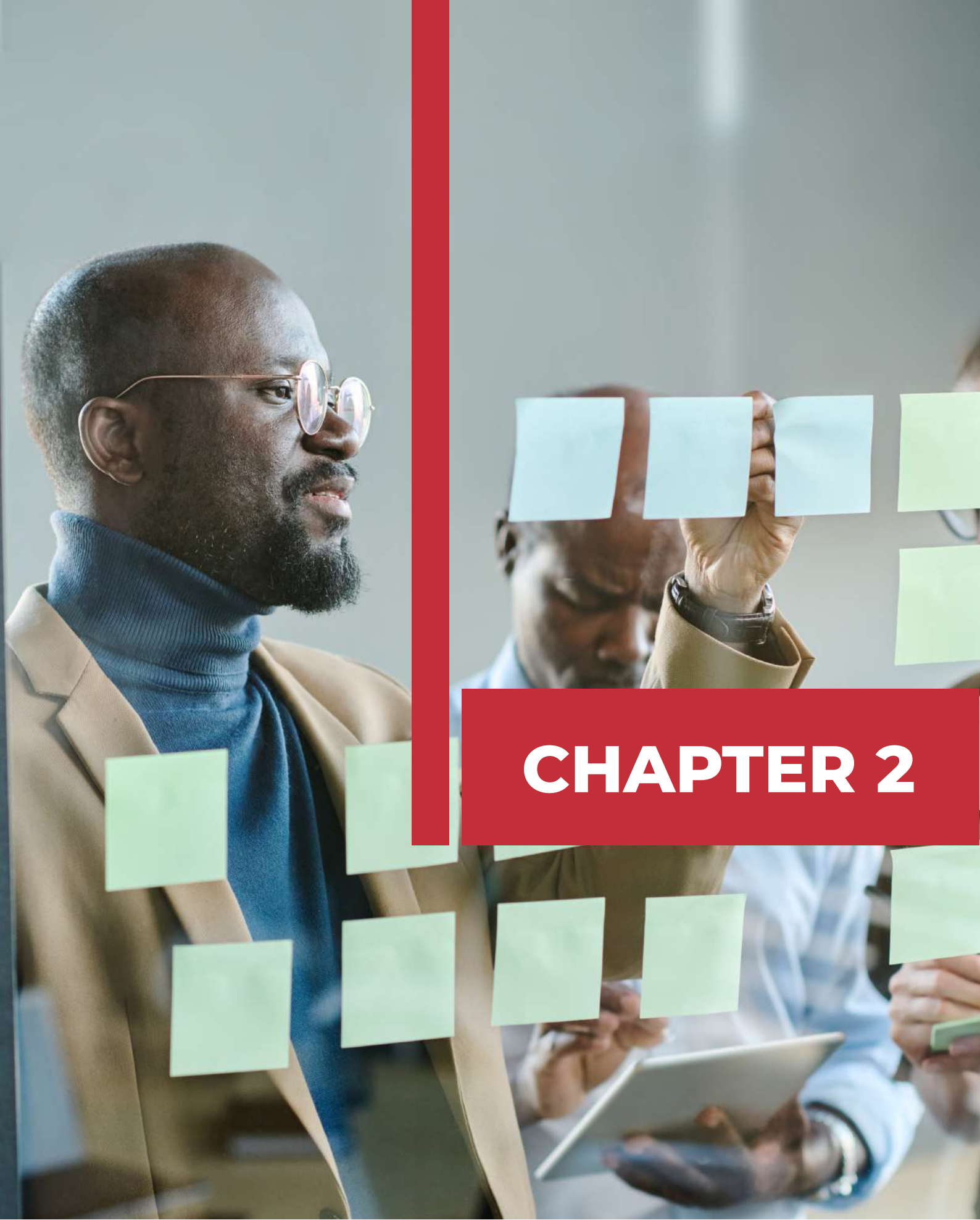
The Ninth Corporate Plan seeks to focus on the Authority's efforts in revenue mobilisation for the government in bridging the resource gap amidst the rising expenditure and debt repayments. The Plan articulates initiatives not only for enhanced revenue collection, but also for quality service delivery by aligning employees around the organisation's goals and objectives in order to fulfil the government's development agenda.

The theme for this Plan period, "**Unlock and tap the full revenue potential through technology transformation, service excellence and integrity**", resonates with the Plan's key focus areas, which underscore the following thematic areas:

- a. **Revenue mobilisation** – aims at unlocking and maximising the full revenue potential and ensuring sustainability. The goal is to achieve a revenue to GDP ratio of 27% by 2030 as per the Sector Performance Standards 2015.
- b. **Service excellence** – ensures simplified tax processes for both internal and external customers thus enhancing customer experience.
- c. **Technology transformation** – geared towards achieving a seamless tax administration through a revamped IT infrastructure and end-to-end integrated ecosystem that enables real-time revenue collection and access to 3rd party data.
- d. **Performance and integrity culture** – aims at improving staff productivity and public confidence by inculcating a culture of performance and integrity among KRA staff.
- e. **Mutual collaborations** – aims to establish and maintain effective partnerships with both the public and private sectors, especially in respect of access to 3rd party data, border management and exchange of information.

1.2 Context of Strategic Planning

The Ninth Corporate Plan was developed in consideration of national development blueprints, and regional and international development framework. These include Bottom-Up Economic Transformation Agenda (BETA), Budget Policy Statement 2024, Fourth Medium Term Plan (MTP IV 2023-2027) of Kenya Vision 2030, East Africa Community Vision 2050, Africa Agenda 2063 and Sustainable Development Goals (SDGs). The Plan also takes into account the provisions of the *Constitution of Kenya, 2010*.



CHAPTER 2

STRATEGIC DIRECTION

2.0 Overview

This Chapter describes KRA's strategic direction over the next five-year horizon. This entails the set of goals and objectives that the Authority aims to achieve over the Plan period.

2.1 Mandate

KRA was established by an Act of Parliament, Chapter 469 of the Laws of Kenya, which became effective on 1st July 1995. The Authority was created to consolidate the revenue collection functions of the then-existing government departments, namely the Income Tax Department, the Customs and Excise Department, and the Value Added Tax Department.

The Authority is mandated to:

- i. Assess, collect and account for all revenues in accordance with specific laws set out in the first part of the First Schedule of the Act, and the revenue provisions of the second part of the First Schedule (which contains written laws relating to revenue),
- ii. Advise on matters relating to the administration of, and collection of, revenue under the written laws or the specified provisions of the written laws, and
- iii. Perform such other functions in relation to revenue as the Cabinet Secretary to the National Treasury and Economic Planning may direct.

In addition, KRA administers revenue aspects of the Acts listed in the First and Second Schedules of Kenya Revenue Authority Act (Cap 469) and collects levies for various government agencies under the provision of various Acts.

2.2 Vision Statement

An agile tax and customs revenue agency facilitating voluntary compliance for all.

2.3 Mission Statement

To efficiently and effectively mobilise government revenue and facilitate trade by fostering compliance with tax and customs laws.

2.4 Strategic Goals

- i. To enhance revenue collection
- ii. To increase customer satisfaction
- iii. To digitalise revenue administration
- iv. To strengthen human resource capacity.

2.5 Core Values (TECHIS)

- i. **Trustworthy:** We interact with others in a way that gives them confidence in our intentions and those of the organisation.
- ii. **Ethical:** We act with integrity, transparency and honesty in everything we do.
- iii. **Competent:** We possess functional, technical knowledge and skills that ensure efficiency in the delivery of our services to our customers.
- iv. **Helpful:** We respond to and anticipate clients' needs in a timely, professional and courteous manner.
- v. **Innovative:** We embrace creativity and proactively seek new and improved ways of delivering services.
- vi. **Simple:** Our processes are straightforward and tax laws easy to understand.

2.6 Quality Policy Statement

KRA is committed to facilitating all stakeholders to comply with tax and customs legislation. The Authority shall endeavour to continually improve service delivery and enhance revenue mobilisation by meeting the requirements of ISO 9001:2015, the International Standard on Quality Management Systems, and complying with relevant statutory and regulatory requirements.

2.7 Quality Objectives

- i. To enhance revenue mobilisation through tax base expansion, tax and customs compliance, intelligence management and data analytics.
- ii. To enhance service excellence through process optimisation, simplification and customer centric service delivery.
- iii. To transform into a highly digitalised seamless revenue administration facilitating ease of tax compliance and trade.
- iv. To strengthen human resource capacity and capability.

CHAPTER 3



SITUATIONAL & STAKEHOLDER ANALYSES

3.0 Overview

This Chapter entails analysing the internal and external operating environment, KRA's performance of key measures over the Eighth Corporate Plan, and of key stakeholders who have an impact on KRA's undertakings over the Plan period.

3.1 Situational Analysis

3.1.1 External environment

PESTEL (Political, Economic, Social, Technological, Ecological and Legal) analysis is applied for the external environment. The aim is to understand the opportunities and threats presented by this environment, within which the Authority will operate over the Plan period. The external environment is both macro and micro. A summary of the opportunities and threats is as shown in Table 3.1.



Table 3.1: Summary of Opportunities and Threats

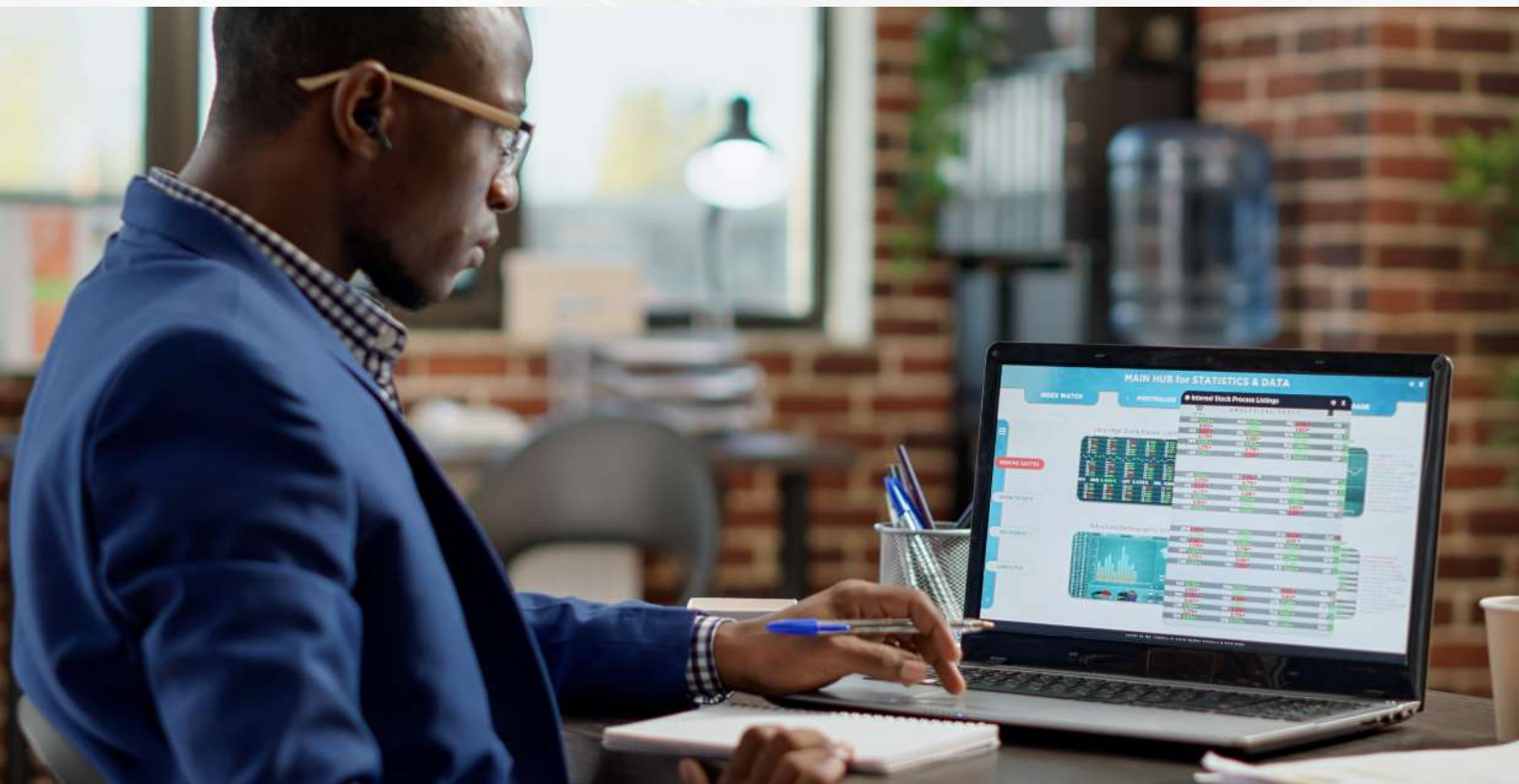
Environmental factor	Opportunity	Threat
Political	<ul style="list-style-type: none"> • Bottom-Up Economic Transformation Agenda guiding the priorities to be focused on in the Plan • Effective tax system reforms-MTRS, National Tax Policy creating certainty in the tax system • Existence of political goodwill resulting in support of the Authority's revenue mobilisation initiatives 	<ul style="list-style-type: none"> • Geo-political tensions affecting border management and trading across borders • Frequent changes in tax policies that create uncertainty thus affecting tax compliance and increasing compliance costs • Global uncertainties such as Russia-Ukraine war, Israel-Gaza war, etc. weakening economic growth and increasing cost of living thus reducing tax revenues
Economic	<ul style="list-style-type: none"> • Existence of tax policies and administrative measures that support economic growth • Growth in service sector - transport, e-commerce, digital economy – for tax base expansion • Membership in EAC and continental blocs improving facilitation of trade • Africa Continental Free Trade Area enhances economic activities and facilitate trade • Expansion of EAC membership 	<ul style="list-style-type: none"> • Growth of the informal and digital sectors that are hard to tax • External shocks, such as global recession, that weaken the economy and reduce tax revenues • The depreciation of the Kenyan shilling, which reduces customs revenue • Illicit trade and counterfeit trade that hinder economic growth, hence reduced tax revenues • Reduced government expenditure on development projects
Social	<ul style="list-style-type: none"> • Increased use of social media aiding creation of awareness of tax and customs laws • High literacy levels facilitating tax education • Women equally empowered economically • Growing middle class 	<ul style="list-style-type: none"> • Adverse cultural practices such as cattle rustling • Low tax morale among taxpayers, hence reducing tax compliance • High unemployment rate • Social illnesses – drug and substance abuse leading to increased disease burden • Rampant corruption
Technological	<ul style="list-style-type: none"> • Integration of systems with government and third-party data producers enhancing compliance and tax base expansion • Data analytics and emerging technologies enables data mining for tax purposes • Growing digitisation levels easing service delivery • Growth in mobile phone ownership and Internet usage improving accessibility of services and tax education 	<ul style="list-style-type: none"> • Cyber security threats affecting service delivery • Rapid technological advancements that require policy review and new capacities that may be difficult to adapt to the changes • Limited access and inaccurate third-party data affecting accuracy and availability of taxpayer data
Legal	<ul style="list-style-type: none"> • Modernised legal framework • Multilateral exchange of information helps curb tax evasion and fraud • Tax Appeals Tribunal fast tracking dispute resolutions 	<ul style="list-style-type: none"> • Lack of dedicated courts to deal with tax disputes delaying recovery of tax in dispute • Data privacy requirements that limit access to third-party data • Forum shopping leading to unfavourable judgments • Rigidity on amendments of the EAC Customs Management Act (EACCMA) of 2004
Ecological	<ul style="list-style-type: none"> • EACCMA (it restricts the entry of restricted and prohibited goods into the country) • Environmental Management and Coordination (Controlled Substances) Regulations, 2007 • Government initiative on planting of trees 	<ul style="list-style-type: none"> • Climate change affecting the agriculture sector

3.1.2 Internal Environment

A scan of internal operating environment was applied to understand the strengths and weaknesses presented by KRA's governance and administrative structures, business processes, resources and capabilities. A summary of the strengths and weaknesses is as shown in Table 3.2.

Table 3.2: Summary of Strengths and Weakness

Factor	Strengths	Weaknesses
Governance and Administrative Structures	<ul style="list-style-type: none"> Supportive management (Board and Senior Management) enhancing decision-making process. Quality Standards aiding process improvement National coverage for ease of accessibility of services to taxpayers Existence and application of internal policies setting standards and improving the work culture. Existence of Alternate Tax Dispute Resolution Mechanism for fast-tracking tax dispute cases. 	<ul style="list-style-type: none"> Inadequate funding hindering implementation of planned projects and programmes
Internal Business Processes	<ul style="list-style-type: none"> High levels of automation Internal and external system integrations enhancing tax compliance and collections High business systems availability/uptime reducing service turnaround time 	<ul style="list-style-type: none"> Slow pace of adoption of new technologies Partial integration of KRA systems affecting 3600 view of a taxpayer Silo mentality reducing staff productivity
Resources and capabilities	<ul style="list-style-type: none"> Competent technical staff able to mobilise revenue and deliver services to taxpayers KESRA as an anchor trainer for KRA in tax and customs training 	<ul style="list-style-type: none"> High staff turnover in specialised areas Inadequate staff numbers impacting negatively on the service delivery Work environment challenges (space, tools)



3.1.5 Analysis of past performance

KRA's Eighth Corporate Plan has progressively registered successes towards meeting the Authority's overall mandate of revenue mobilisation. The Plan was implemented through 61 KPIs and 200 initiatives. A summary of key achievements is as shown in Table 3.3

Table 3.3: Eighth Corporate Plan performance

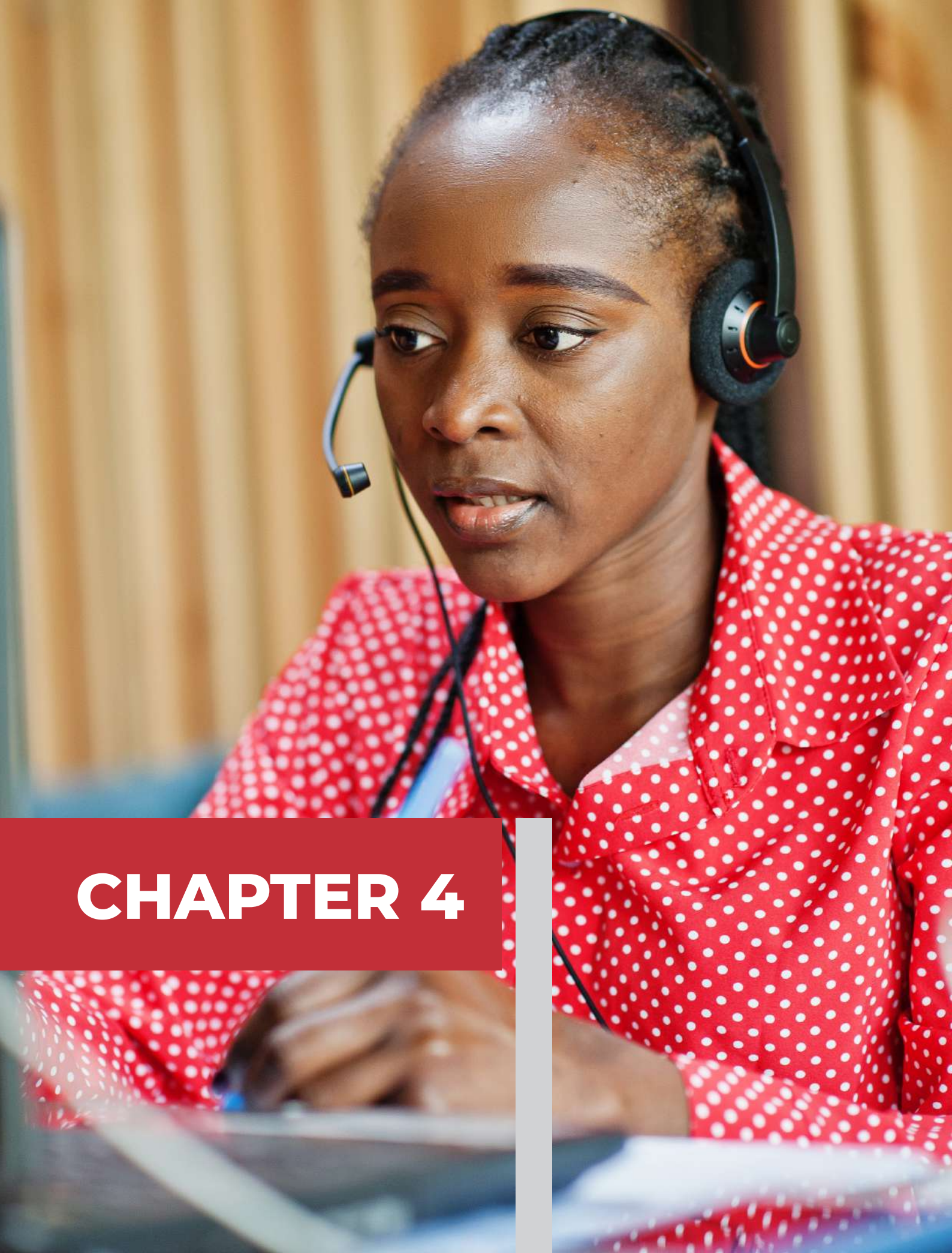
KPI	UoM	Baseline 2020/21	2021/22	2022/23	2023/24
Total revenue collected	Kshs bn	1,662	2,031	2,166	2,407
Active taxpayers	No (mn)	6.55	7.225	8.153	9.669
On-time filing rate	%	68	70	83	81
On-time payment rate	%	88	77	76	81
Collectible Debt/Revenue Ratio	%	10	4.15	4.22	4.44
Customer satisfaction index	%	72.2	72.5	73.3	73.8
Tax simplification index	Index	N/A	45	49.1	N/A
Pre-arrival Cargo Clearance	% clearing rate	20.03	25.28	34	40.6
Time taken to release goods (Port of Mombasa, ICD-N, KR Shed)	Time in Hrs	146	112.6	50.29	51.2
Average refunds processing and payment time	Days	102	65	42	41
Cases resolved out of suitable disputes received	%	64	77	79.8	76
Cost of collection	%	1.49	1.25	1.38	1.33
Automation level	%	95.7	96.6	N/A	N/A
Systems integration	No.	23	9	1	6
Data Utilisation index	%	71	75	84	N/A
ISO 9001:2015 recertification	Recertification	N/A	N/A	N/A	Recertification
Employee satisfaction index	%	66.2	71.6	N/A	76.7
Work environment	%	71.6	75.5	N/A	76
Corruption perception index	%	34.2	31.4	31.12	30.99

3.2 Stakeholder Analysis

KRA's major stakeholders include taxpayers, National Treasury, National Assembly, development partners, County Governments and other MDAs. The results of the stakeholder analysis are presented in Table 3.4.

Table 3.4: Stakeholder Analysis

S/NO	Stakeholder	Role	Expectation of stakeholder	Expectation of KRA
1	Taxpayer	Filing, payment and reporting	<ul style="list-style-type: none"> Seamless integration of systems to provide timely services Timely payments for claims Fair administrative procedures Transparent processes Customer support services; e.g., call centres, M-Service Low compliance costs Efficient and effective complaints handling mechanism 	<ul style="list-style-type: none"> Adherence to tax laws and regulations Compliance with filing, reporting and payment obligations Provision of feedback
2	National Treasury	Provision of resources	<ul style="list-style-type: none"> Tax revenue collection Enforcement of tax and customs laws Trade facilitation 	<ul style="list-style-type: none"> Strategic partnerships Sufficient funding for KRA programmes Reduction of tax expenditures
3	National Assembly	Legislation	<ul style="list-style-type: none"> Efficient and effective complaints handling mechanism for the taxpayers Prudent utilisation of resources Enforcement of tax and customs laws 	<ul style="list-style-type: none"> Timely legislation of tax laws Strategic partnerships
4	Other national Ministries, Departments and Agencies (MDAs) and County Governments	Law and order	<ul style="list-style-type: none"> Border Management Protection of the society 	Strategic partnerships
		Provision of taxpayer data	<ul style="list-style-type: none"> Revenue mobilisation Timely information Low compliance costs for the taxpayers 	<ul style="list-style-type: none"> Strategic partnerships Systems Integration of KRA and County systems Adherence to tax laws Provision of taxpayer data
5	Development partners, international agencies & regional partners	Collaborative engagement	<ul style="list-style-type: none"> Clear policies and procedures Accountability and transparency Strategic partnerships Compliance with terms of engagement 	<ul style="list-style-type: none"> Strategic partnerships Financial and technical support



CHAPTER 4

STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

4.0 Introduction

This chapter describes the Authority's strategic direction over the next five-year horizon. It presents the strategic issues, goals and key result areas that will drive the achievement of its mandate, mission and vision.

4.1 Strategic Issues

Four (4) strategic issues were identified from the opportunities, threats, strengths and weaknesses. These are the issues the Authority will deal with in order to achieve the mission and vision, and they are aligned to 4 out of the 5 Thematic Areas of the Plan.

These are:

- i. Tax and customs compliance
- ii. Customer-centric service delivery
- iii. Automation and integration of business systems and processes, and
- iv. Staff capacity and integrity.

4.2 Strategic Goals

The strategic goals that will address the strategic issues identified above are to:

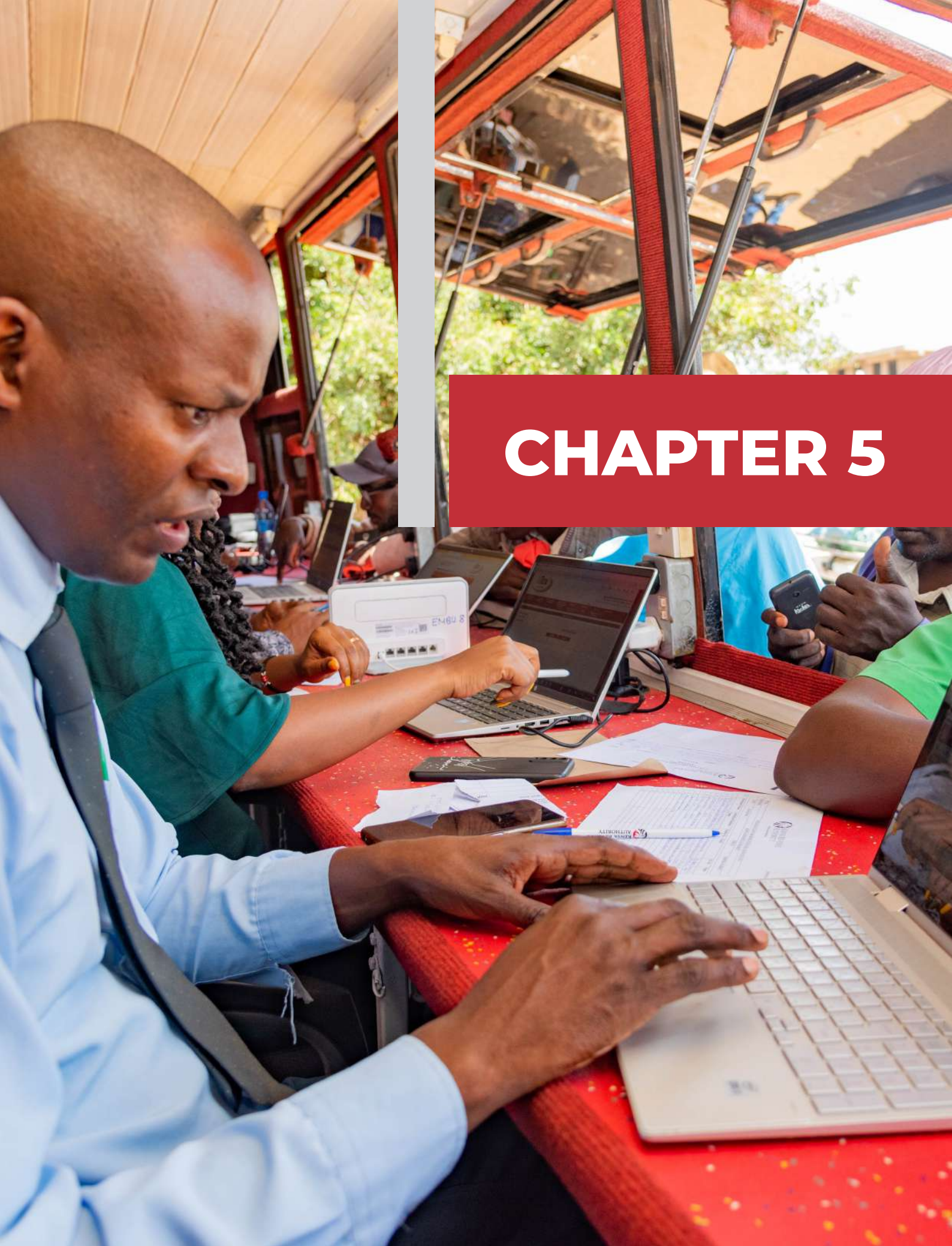
- i. Enhance revenue collection
- ii. Increase customer satisfaction
- iii. Digitalise revenue administration and
- iv. Strengthen human resource management.

4.3 Key Result Areas

The Key Result Areas that will yield the attainment of the four (4) strategic goals during the Plan period were determined. These were placed further into the four perspectives of the Balanced Scorecard (BSC) framework as tabulated in Table 4.1.

Table 4.1: Strategic issues, Goals and Key Result Areas

Perspective	Strategic Issue	Goal	Key Result Area
Revenue	Tax & customs compliance	Enhance revenue collection	KRA 1: Revenue mobilisation
			KRA 2: Customs border management
Customer	Customer-centric service delivery	Increase customer satisfaction	KRA 3: Tax simplification
			KRA 4: Taxpayer education and engagement
			KRA 5: Trade facilitation
Business Process	Automation and integration business systems and processes	Digitalise revenue administration	KRA 6: Operational efficiency
People	Staff capacity and integrity	Strengthen human resource management	KRA 7: Human resource management



CHAPTER 5

STRATEGIC OBJECTIVES AND STRATEGIES

5.0 Overview

This chapter outlines the strategic objectives and strategies that will drive the achievement of the strategic goals during the Plan period. Over this plan period, the Authority is expected to collect approximately of Kshs 20,485 billion as per the Budget Policy Statement, 2024.

5.1 Strategic Objectives

To achieve the above strategic goals, fourteen (14) strategic objectives that the Authority will focus on were formulated as follows:

- i. Enhance tax and customs compliance
- ii. Tax Base Expansion (TBE)
- iii. Improve border management
- iv. Simplify tax and customs processes
- v. Enhance taxpayer education
- vi. Attain service excellence
- vii. Improve trade facilitation
- viii. Scale up infrastructure to meet business demands
- ix. Attain a fully integrated and simplified revenue administration
- x. Enhance data management maturity
- xi. Improve quality standards and operations
- xii. Optimise human resource capacity and capability
- xiii. Improve work environment and
- xiv. Enhance integrity.

The outcomes and outcome indicators for each of the strategic objectives were identified to enable the Authority monitor the implementation of this Plan. Table 5.1 presents the strategic objectives, outcomes and annual projections.

Table 5.1: Outcomes and annual projections

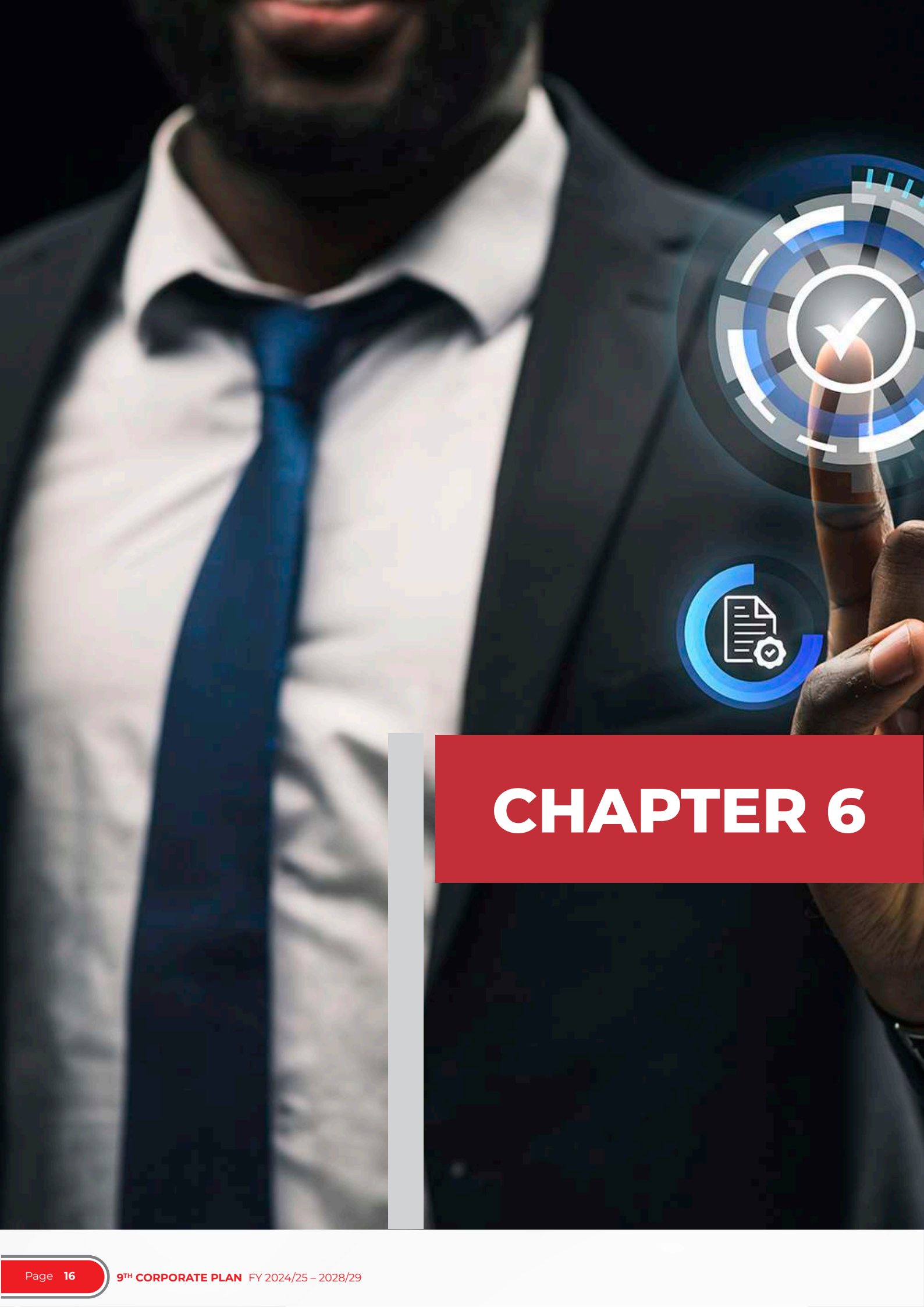
Strategic Objective	Outcome	Outcome indicator	Projection				
			2024/25	2025/26	2026/27	2027/28	2028/29
KRA 1: Revenue mobilisation							
SO1: Enhance tax and customs compliance	Enhanced compliance	Total revenue collected (Kshs bn)	3,116	3,541	4,049	4,586	5,194
		On-time filing rate (%)	84	86	87	89	90
		On-time payment rate (%)	82	82.5	83	84	85
SO2: Tax Base Expansion	Increased active taxpayers	No. of active taxpayers (mn)	9.87	10.67	11.47	12.27	13.07
KRA 2: Customs Border Management							
SO3: Improve border management	Eradicate smuggling	Illicit trade perception index	x	N/A	x-2	N/A	x-4
KRA 3: Tax simplification							
SO4: Simplify tax and customs processes	Simplified tax and customs processes	Tax simplification index (%)	53	55	57	59	61
KRA 4: Taxpayer education and engagement							
SO5: Enhance taxpayer education	Increased taxpayer literacy	Tax literacy score (%)	58.1	N/A	60.69	N/A	62.1
SO6: Attain service excellence	Increased service accessibility	Customer satisfaction index (%)	N/A	76	N/A	77	N/A
KRA 5: Trade facilitation							
SO7: Improve trade facilitation	Reduced clearance time	Time taken to release goods (hours)	62	59	56	53	50
KRA 6: Operational efficiency							
SO8: Scale up infrastructure to meet business demands	Reliable systems	% system uptime	99.2	99.4	99.6	99.8	99.8
SO9: Attain a fully integrated and simplified revenue administration	Seamless revenue administration	Automation level (%)	97.3	97.4	97.4	97.5	97.5

5.2 Strategic Choices

The strategic objectives listed above will be achieved through implementation of twenty-two (22) strategies as tabulated in Table 5.2 below:

Table 5.2: Strategic Objectives and Strategies

Perspective	KRA	Strategic Objective	Strategies
Revenue	Revenue mobilisation	Enhance tax and customs compliance	Optimise Domestic Taxes Revenue
			Revolutionise debt management
			Enhance Customs compliance
			Implement Intelligence led and prosecution guided investigations
	Tax Base Expansion	Expand the tax base focusing on MSMEs	
Customs border management	Improve border management	Strengthen border security and management of border processes	
Customer	Tax simplification	Simplify tax and customs processes	Streamline the taxation process
	Taxpayer education and engagement	Enhance Taxpayer Education	Revamp corporate tax education
			Enhance citizen engagement
		Attain Service Excellence	Implement customer service improvement programmes
	Trade facilitation	Improve Trade facilitation	Increase accessibility to KRA services
			Ease clearance of imports and exports
Business Process	Operational efficiency	Scale up infrastructure to meet business demands	Enhance IT infrastructure, network, security and back-up
		Attain a fully integrated and simplified revenue administration	Enhance and integrate core business systems
		Enhance data management maturity	Strengthen data management and analytics
		Improve quality standards and operations	Streamline quality standards
People	Human resource management	Optimise human resource capacity and capability	Talent management
			Position KESRA as premier training institution
			Enhance Staff productivity
		Improve work environment	Expand and modernise equipment and facilities
Enhance integrity	Mainstream ethics and integrity in the Authority		



CHAPTER 6

IMPLEMENTATION & COORDINATION FRAMEWORK

6.0 Overview

This Chapter highlights the framework for implementation and coordination of the Ninth Corporate Plan.

6.1 Implementation of the Plan

The Ninth Corporate Plan will be implemented through an elaborate action plan indicating responsibility for each key activity. Annual targets will be set and these targets will form the basis for annual budgets and performance contracting.

6.2 Coordination Framework

The Authority will strengthen its institutional capacity and put in place the requisite coordination framework for successful implementation of the Ninth Corporate Plan. To effectively implement the Corporate Plan, a review of the organisation's structure and optimal staffing levels is currently ongoing.

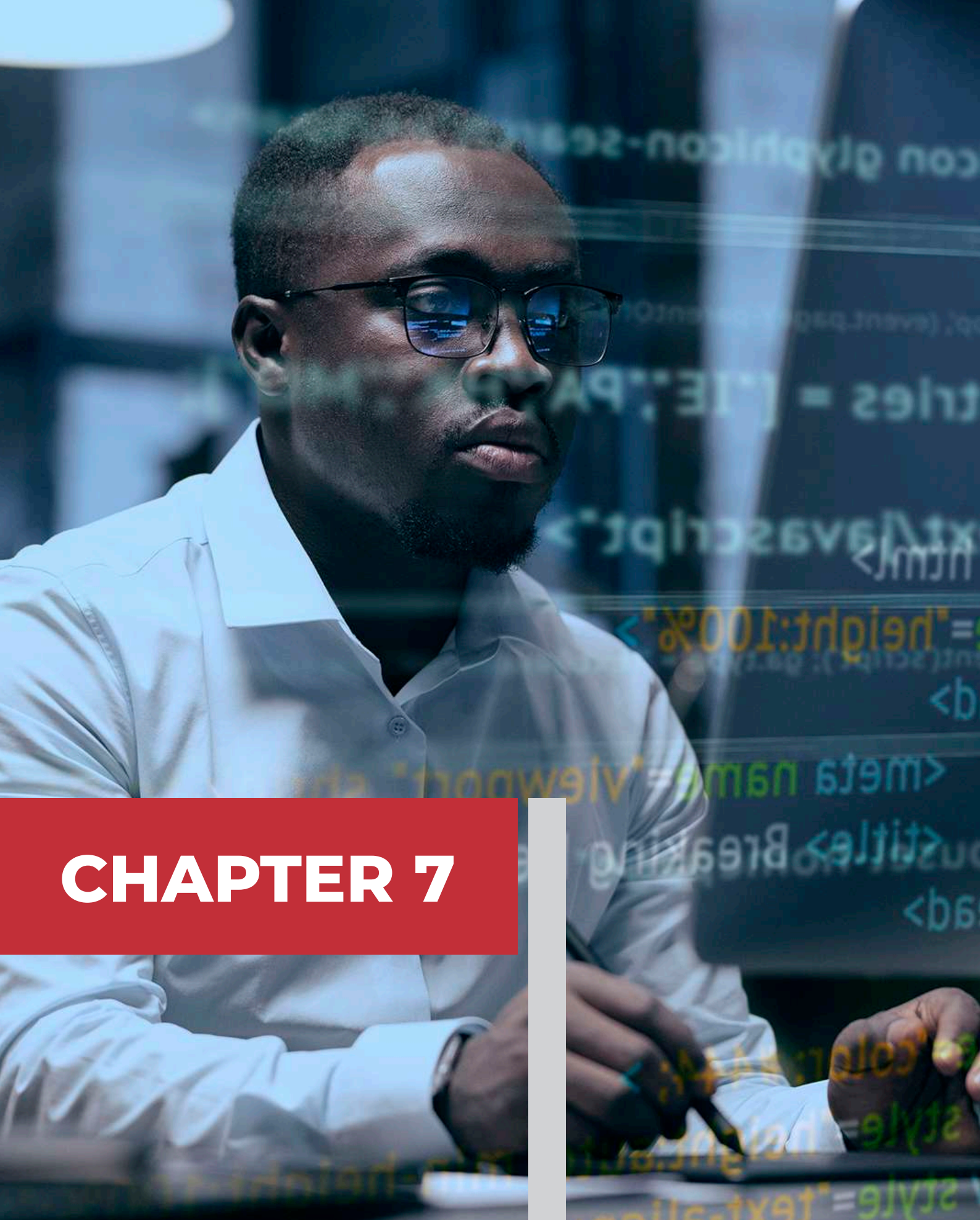
The Board of Directors will oversee the overall implementation of the Corporate Plan, while the Commissioner General will lead the management and Strategic Theme Team leaders in implementing the planned strategies and activities. The Strategic Theme Teams will be accountable for each Strategic Issue, leading and coordinating the execution of the strategic activities relevant to respective Key Result Areas (KRAs). The Strategy, Innovation and Risk Management Department will be responsible for reporting the status of implementation. The composition of the Strategic Theme Teams is shown in Table 6.1.

Table 6.1: Accountability of Strategic Theme Teams

Strategic Issue	Key Result Area	Lead	Membership
Tax and customs compliance	KRA 1: Revenue mobilisation KRA 2: Customs border management	DTD C&BC	SIRM I&SO I&E CSSD - HR CSSD - ICT
Customer-centric service delivery	KRA 3: Tax simplification KRA 4: Taxpayer education and engagement KRA 5: Trade facilitation	M&C	DTD C&BC SIRM - RKM&CP & CPU I&SO I&E CSSD - HR, F&LS & ICT SCM
Automation and integration of business systems and processes	KRA 6: Operational efficiency	CSSD-ICT	DTD C&BC SIRM - CDO CSSD - HR, F&LS SCM
Staff capacity and integrity	KRA 7: Human resource management	CSSD-HR	I&SO All departments

The terms of reference for the Strategic Theme Teams are as follows:

- i. Leading and coordinating the execution of key activities relevant to the KRAs
- ii. Providing subject matter expertise regarding delivery of the KRAs
- iii. Assigning roles and responsibilities for key activities
- iv. Coordinating meetings to evaluate progress
- v. Preparing reports with recommendations to management.



CHAPTER 7

RESOURCE REQUIREMENTS & MOBILISATION STRATEGIES

7.0 Overview

The Authority will allocate resources for the identified key result areas on an annual basis over the Plan period.

7.1 Financial Requirements

The Authority's budget during the Plan period is estimated at **Kshs 283,548 million**, of which **Kshs 260,128 million (92%)** is recurrent and **Kshs 23,420 million (8%)** development, as summarised in Table 7.1.

Table 7.1: Financial requirements for implementing the Plan

Cost Item	Projected Resource Requirements (Kshs mn)					
	2024/25	2025/26	2026/27	2027/28	2028/29	Total
KRA 1: Revenue mobilisation	4,266	4,883	5,812	6,420	7,062	28,443
KRA 2: Management of border processes.	551	1,000	1,200	1,404	1,659	5,814
KRA 3: Tax simplification	55	61	67	80	88	351
KRA 4: Taxpayer education and engagement	393	403	247	267	294	1,604
KRA 5: Trade facilitation	50	54	60	68	75	307
KRA 6: Operational efficiency	1,072	1,229	1,914	2,109	2,375	8,699
KRA 7: Human resource management	38,741	41,981	46,512	52,331	58,767	238,332
Total	45,127	49,611	55,811	62,680	70,319	283,548

7.2 Resource Mobilisation Strategies

It is estimated that KRA will receive full funding for recurrent expenditure, **Kshs 260,128 million** and seek grants for capital expenditure, **Kshs 23,420 million**.

In order to ensure full realisation of the planned activities, the following will be done:

- i. Negotiate with The National Treasury for the allocation of at least two per cent (2%) of previous year revenue collected,
- ii. Engage development partners to fund selected projects/initiatives,
- iii. Seek loans to fund capital projects as per section 16 (1)(c) of the Kenya Revenue Authority Act.



CHAPTER 8

MONITORING, EVALUATION AND REPORTING FRAMEWORK

8.0 Overview

This Chapter presents the Monitoring and Evaluation Framework that KRA will follow to track implementation of various initiatives and thereby the achievement of the identified objectives.

8.1 Monitoring Framework

Monitoring and evaluation is central in KRA's planning process in order to track implementation of various initiatives and provide feedback necessary in decision-making. Monitoring will be conducted on a quarterly basis and will focus on implementation of the Annual Work Plans that will be developed in collaboration with departmental representatives. Key Performance Indicators (KPIs) with baseline data and monthly targets will be determined during preparation of the Annual Work Plans.

The Planning, Monitoring and Evaluation (PME) section within the Strategy Department will coordinate all monitoring and evaluation activities. Performance on the KPIs will be provided by the relevant departments through the iPlanner monitoring and evaluation system. The system allows for departments to review and verify the information captured before submission to PME for collation. The data in iPlanner will be analysed and presented to Management for decision-making and further guidance.

Table 8.1: Outcome Matrix

Key Result Area	Outcome	Outcome indicator	Baseline		Target	
			Value	Year (FY)	Mid-term	End-term
KRA 1: Revenue mobilisation	Improved compliance	Total revenue collected (Kshs bn)	2,407	2023/24	8,681	20,485
		On-time filing rate	81	2023/24	87	90
		On-time payment rate	82	2023/24	83	85
	Increased active taxpayers	Number of active taxpayers (mn)	9.699	2023/24	10.04	13.07
KRA 2: Customs Border Management	Eradicate smuggling	Illicit trade perception Index (%)	N/A	2023/24	x-2	x-4
KRA 3: Tax simplification	Simplified tax and customs processes	Tax simplification index (%)	49.1	2022/23	57	61
KRA 4: Taxpayer education and engagement	Increased taxpayer literacy	Tax literacy score (%)	N/A	2023/24	60.69	62
	Reduced taxpayer effort	Customer satisfaction index (%)	73.8	2023/24	76	77
KRA 5: Trade facilitation	Reduced clearance time	Time taken to release goods (hours)	65	2023/24	56	50
KRA 6: Operational efficiency	Reliable systems	% systems uptime	99	2023/24	99.6	99.8
	Seamless revenue administration	Automation level (%)	97.3	2023/24	97.4	97.5
	Data-driven decision-making	Data Management Maturity level	Level 2	2022/23	Level 2	Level 3
	Increased compliance to standards	ISO 9001: 2015-recertification	Recertification	2023/24	Recertification	Recertification
KRA 7: Human resource management	Improved staff productivity & satisfaction	Employee satisfaction index (%)	76.7	2023/24	77.7	78.7
	Conducive work environment	Work environment index (%)	76	2023/24	77	78
	Improved public confidence	Corruption perception index (%)	30.99	2023/24	29	28



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