



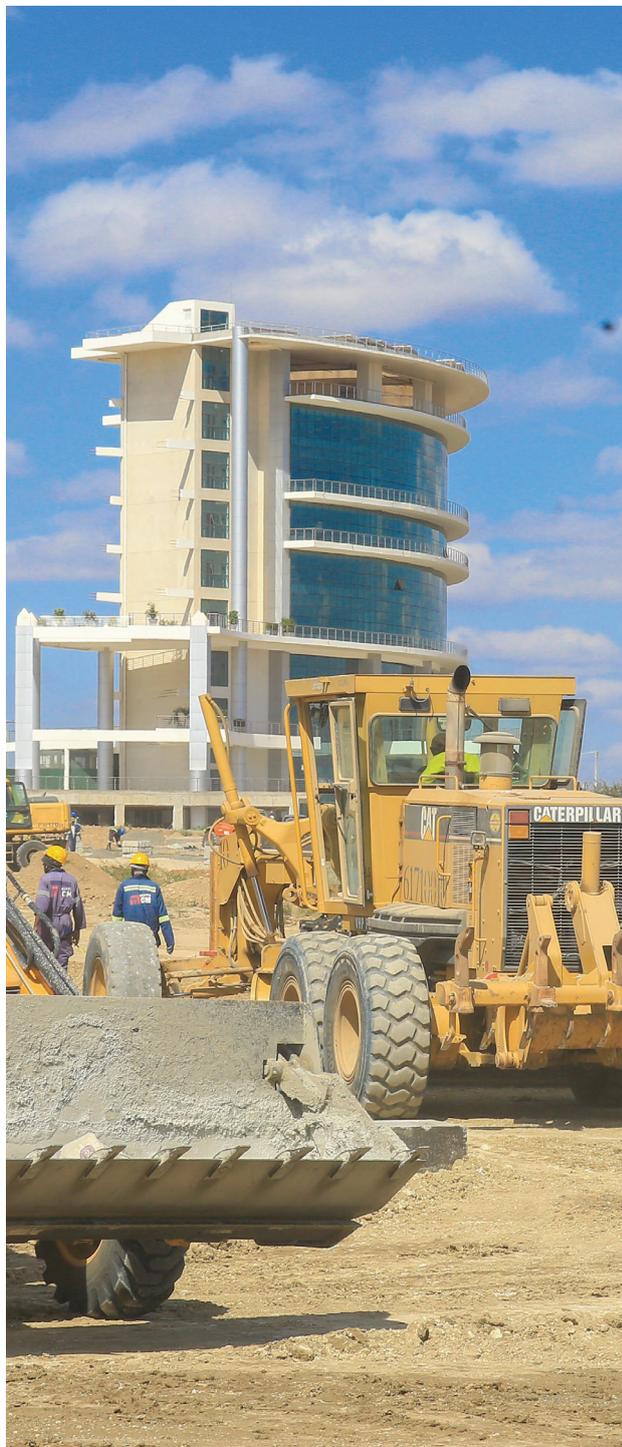
Konza Technopolis Development Authority

Strategic Plan: 2021 – 2025

Accelerating the impact of Konza Technopolis



CONTENT



Ongoing construction works at the Konza Technopolis.

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FOREWORD



Goals (SDGs), Africa's Agenda 2063, the Big 4 initiatives focusing on 100% Food and Nutrition Security, Manufacturing, Affordable Housing and Universal Health Coverage; the Third Medium Term Plan (MTP III), Digital Economy blueprint among other global and local strategic policy documents. This ambitious Strategic Plan focuses on the acceleration of the efforts aimed at unlocking the true potential of Konza Technopolis as a Key economic project. In this regard, the strategic plan is themed 'Accelerating the impact of Konza Technopolis.

The Authority's second strategic plan is anchored on seven strategic focus areas aimed to propel Konza Technopolis to become an emerging global Innovation Hub. Key amongst these priorities is to attract, onboard and retain key investors and create a strong brand. The Strategy also seeks to Convene, Connect and Catalyze a conducive environment for technology start-ups and enterprises to thrive and scale in partnership with other actors in the Innovation Ecosystem and to plan and develop smart and Sustainable "World Class" infrastructure for the combined 3100 areas to open the city's true potential.

On behalf of the Board of Directors, Management and Staff of Konza Technopolis Development Authority (KoTDA), it is my great pleasure to present to you the Authority's second strategic plan for the period 2021-2025.

The Authority's 2nd strategic plan comes into effect at a time when the world is facing a major economic disruption occasioned by the COVID-19 pandemic which has led to an acceleration of digital technologies to support business in a world adjusting to the new normal. Konza Technopolis has witnessed the initial benefit of the transformation and is poised to ride the wave towards future success.

The 2nd strategic plan builds on the successes of the Authority's 1st strategic plan, which was aptly themed laying a foundation for an area of innovation contained in a smart city.

The Authority's second strategic plan aligns to the Government of Kenya's Vision 2030; United Nations (UN) 2030 Agenda for Sustainable Development

The Authority has put in place robust strategies to ensure continued institutional capacity, governance, and effective risk management frameworks to ensure the strategic plan is effectively implemented. Additionally, KoTDA has identified Culture as a key foundation to ensure and will develop and institutionalize the principles and practices espoused in the NICE (Nurturing, Innovation, Collaboration and Excellence) culture for the achievement of the Authority's vision.

Finally, I would like to appeal to all key stakeholders from the government, private sector, development organization and civil society to join the Board, Management, and staff to work together towards a successful implementation of this strategic plan.

Together we can realize our vision of developing A leading global technology and innovation hub, Africa's Silicon Savanna.

Arch. Dr. Reuben M. Mutiso, MBS

Chairman, Konza Technopolis Development Authority (KoTDA)



PREFACE



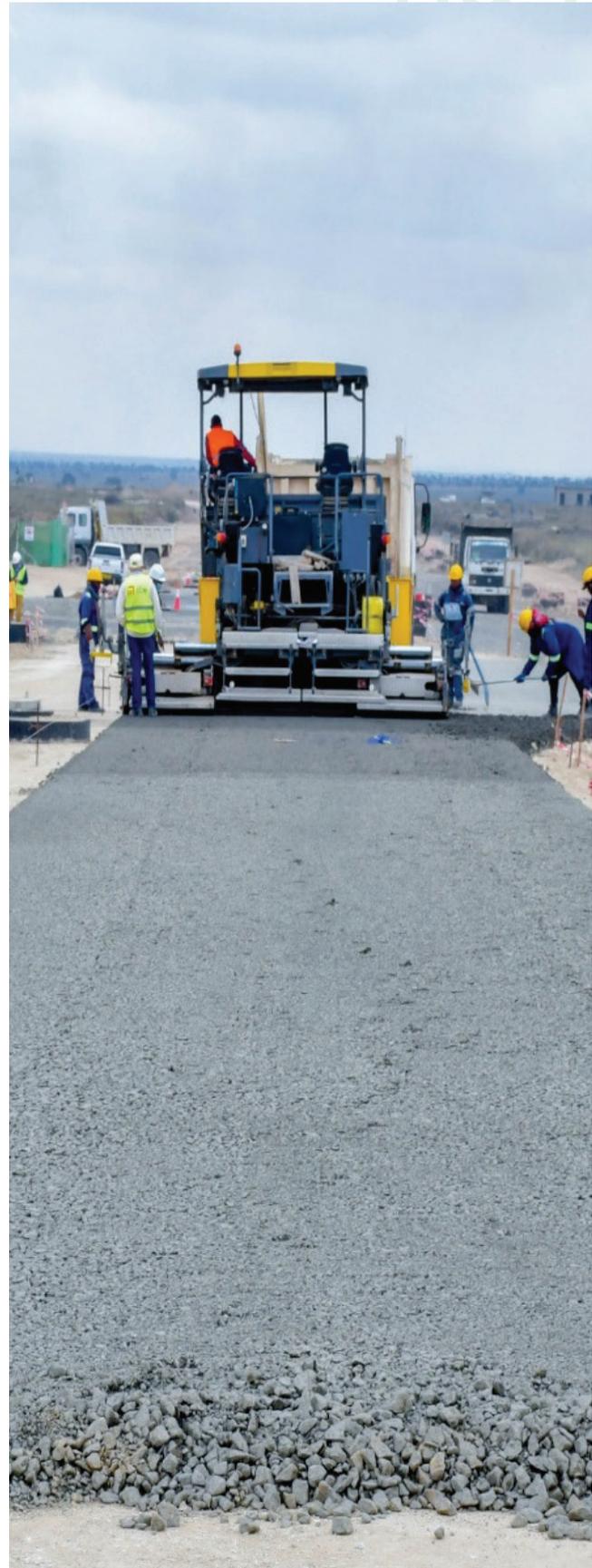
I am pleased to present this strategic plan which comes at a time when the world is undergoing rapid digital transformation occasioned by a global pandemic. As the world adapts to the new normal, the need for innovation and the adoption of technology in all facets of life has become a necessity rather than a want.

This strategic plan is the outcome of an extensive consultative process involving internal and external stakeholders working together to aspire towards the successful implementation of Konza Technopolis. The strategic plan development provided an opportunity to reflect and re-energize for the task ahead as reflected in the strategic focus areas and strategies developed.

The strategic plan will steer the Authority in the fulfilment of our core mandate; To develop Konza Technopolis as a globally competitive smart city by creating an enabling environment through the utilization of ICT for socio-economic development. The Authority will continue to work with all stakeholders to ensure their involvement in the execution of this ambitious yet solid strategic plan.

We aim to develop a thriving sustainable smart city and a vibrant innovation ecosystem contributing to Kenya's Knowledge Economy.

Eng. John Tanui, MBS
Chief Executive Officer, Konza Technopolis
Development Authority (KoTDA)



*Ongoing tarmacking works at the
Konza Technopolis.*

ACRONYMS AND ABBREVIATIONS

4IR	4 th Industrial Revolution
AfDB	African Development Bank
AI	Artificial Intelligence
AIA	Appropriations in Aid
AU	African Union
AWP	Annual Work Plan
BPO	Business Process Outsourcing
BRT	Bus Rapid Transit
CBD	Central Business District
CEO	Chief Executive Officer
CM	Chief Manager
CSR	Corporate Social Responsibility
CTO	Chief Technology Officer
CV	Curriculum Vitae
DMC	Digital Media City
DMCC	Dubai Multi Commodities Centre
EIA	Environmental Impact Assessment
EMEA	Europe, Middle East and Africa
EPCF	Engineering, Procurement, Construction and Finance
ERP	Enterprise Resource Planning
ESG	Environmental, Social, and Governance
FAQ	Frequently Asked Questions
FY	Financial Year
GDP	Gross Domestic Product
GOK	Government of Kenya
HQ	Head Quarters
IASP	International Association of Science Parks
ICT	Information Communications and Technology
IFC	International Finance Corporation
IoT	Internet of Things
IP	Intellectual Property
ISO	International Standards Organization
IT	Information Technology
ITES	IT Enabled Services
KAIST	Kenya Advanced Institute of Science and Technology
KEBS	Kenya Bureau of Standards
KEMRI	Kenya Medical Research Institute
KeNIA	Kenya National Innovation Agency
KEPROBA	Kenya Export Promotion and Branding
KHRC	Authority Kenyan Human Rights Commission
KIPI	Kenya Intellectual Property Institute
KoTDA	Konza Technopolis Development Authority

KPI	Key Performance Indicator
KT	Konza Technopolis
LEED	Leadership in Energy and Environmental Design
MDP2	Master Development Partner 2
MICT&YA	Ministry of ICT & Youth Affairs
MITED	Ministry of Industry, Trade and Enterprise Development
MNC	Multi-national Corporation
MoE	Ministry of Education
MOU	Memorandum of Understanding
MTP	Medium Term Plan
NEMA	National Environment Management Agency
OSS	One-Stop-Shop
PEA	Project Executing Agency
PESTEL	Political, Economic, Socio-cultural, Technological, Environmental and Legal
PPP	Private Public Partnership
S&T	Science and Technology
SASRI	South African Sugarcane Research Institute
SEZ	Special Economic Zone
SFA	Strategic Focus Area
SMME	Small, Micro and Medium Enterprises
STP	Science and Technology Park
UAE	United Arab Emirates
R&D	Research & Development
R&S	Research & Strategy
REITs	Real Estate Investment Trusts
ROI	Return on Investment
SEA	Sustainability Excellence Associate
SDGs	Sustainable Development Goals
SGR	Standard Gauge Railway
SME	Small & Medium Enterprises
ST&I	Science, Technology & Innovation
STEM	Science, Technology, Engineering and Mathematics
SWOT	Strengths, Weaknesses, Opportunities and Threats
The Authority	Konza Technopolis Development Authority
TV	Television
UN	United Nations
USA	United States of America
VAT	Value Added Tax
VR	Virtual Reality

EXECUTIVE SUMMARY

At Konza Technopolis, we believe that we must accelerate and scale the collective impact of this strategic project over the next 10 years towards the achievement of Kenya Vision 2030 and contribute to delivering a strong economic output to our country by delivering a robust sustainable business and innovation ecosystem to enable positive change.

We are confident that by accelerating and scaling our impact, we will catalyze the growth of the country and region's ICT output leveraging technology to contribute towards a digitally-enabled economy.

We are convinced that we will achieve our ambition if we work together, in the spirit of SDG17- partnerships for the goals, and as espoused in our core value of Collaboration. We, therefore, will strive to develop and nurture partnerships for the achievement of our collective ambition.

Over the last strategic period, the Authority made significant progress laying the foundation of Konza Technopolis; an area of innovation contained in a smart city. As we launch the second strategic plan, we are motivated by the bustling activity with approximately 2,500 individuals working to deliver on the promise of Africa's Silicon Savanna. The Konza Innovation Ecosystem initiative is starting to make its impact as noted from the thriving innovators supported by Konza Technopolis all over the country. Strategic projects such as the National Data Center, Kenya Advanced Institute of Science and Technology, the Digital Media City, Vaccine Facility, Konza Conference Facility, Furnished Apartments and Konza Hotel are primed to activate the city's vibrancy in the coming strategic period.

Looking into the future, our strategic ambition is to accelerate and scale the collective impact of Konza Technopolis towards developing a thriving sustainable smart city and a vibrant innovation ecosystem contributing to Kenya's Knowledge Economy. To deliver on this ambition, the Authority will focus on 7 thematic areas, those being business development, advancement of efforts towards knowledge economy and innovation, delivery of smart city services, and the advancement of city planning and construction into the remaining 3,100 acres. Additionally, the Authority will invest in the development and institutionalization of strong operating and governance frameworks and a strong culture to drive the ambition to deliver on the strategic goals.

Over time, our goal is to become a leading global technology and innovation hub, making our impact at a global level and providing pathways for economic transformation and better quality of life.

We are mindful that this strategy will be implemented during a COVID-19 recovery period, and a strong focus of the Authority's engagement with its stakeholders will involve an emphasis on the need for a wholesome recovery with a focus on collaboration towards building a better future.

We are optimistic about Konza Technopolis's capability to leverage this unique moment to elevate our ambition, to heighten and seize the urgency to act and to accelerate and scale our impact by delivering on our key result areas to enable positive change.



A crane crew at work at the Konza Technopolis.

CHAPTER 1

INTRODUCTION



Beautification of the Konza Technopolis Water Reclamation Facility (WRF).

CHAPTER 1: INTRODUCTION

Konza Technopolis is a key flagship project of Kenya's Vision 2030 economic development portfolio. The Authority is envisioned to develop a thriving sustainable smart city and a vibrant innovation ecosystem contributing to Kenya's knowledge Economy. Konza Technopolis Development Authority (KoTDA) is the implementing agency under the Ministry of Information Communications and Technology (MoICT).

Konza Technopolis is envisioned to be Kenya's first smart city with integrated smart urban infrastructure facilities that supports the delivery of connected urban services to enable Kenya's knowledge economy ambition.

Konza Technopolis 2nd Strategic Plan has been developed to guide the Authority in the execution of its mandate for the period 2021-2025/26. The plan builds on the Authority's achievements on its first strategic plan 2016-2020 that sought to Lay the Foundation for Konza; an Area of Innovation Contained in a Smart City.

This strategic plan is aligned to the Government's Vision 2030; United Nations (UN) 2030 Agenda for Sustainable Development Goals (SDGs), Africa's Agenda 2063, the Big 4 initiatives focusing on food and nutrition security, manufacturing, affordable housing and universal health coverage; the third medium-term plan (MTP III), Digital Economy blueprint among other global and local strategic policy documents.

The plan incorporates inputs from both internal and external stakeholders specifically their feedback on the performance of the Authority and their expectations of Konza Technopolis in fulfilling its mandate as a project of economic significance to the country.

1.1 Background

The establishment of Konza Technopolis stemmed from an analysis of the global trends in Business Process Outsourcing and Information Technology-Enabled Services (BPO/ITES) that were generating massive revenues during the first decade of this millennium while at the same time creating unprecedented opportunities for employment in this sector.

To take advantage of this global trend, and in keeping with its Vision 2030 strategy of creating the Konza Technopolis, the government of Kenya commissioned a feasibility study in 2009 to determine its viability with advice from the International Finance Corporation closely followed by a business plan and master plan for Konza phase 1 prepared with assistance from HR&A, an American consultancy firm. From the outset, these plans would emphasize a PPP approach to developing Konza Technopolis.

The objective of the government was to position Kenya as a knowledge-based economy by fostering the growth of the technology industry that would help generate approximately 17,000 direct jobs at the end of phase one of the Konza flagship project.

In 2013, the government of Kenya approved a master plan for the development of a smart city of global significance at Konza, approximately 60 kilometers south of Nairobi along the Nairobi-Mombasa highway. Among the features of the new urban project would be, a smart city with highly advanced integrated infrastructure, sustainable development and information technology enabled services.

The Mandate of Konza Technopolis Development Authority as derived from KoTDA Legal Notice No. 23 of 5th April 2012 is to develop Konza Technopolis as a globally competitive smart city by creating an enabling environment through the utilization of ICT for socio-economic development.

1.1.1 Role and Functions of Konza Technopolis Development Authority

In fulfilling its mandate, the Authority performs the following functions:

- 1) Plan and develop smart and Sustainable "World Class" infrastructure,
- 2) Attract, onboard and retain key investors and create a strong brand for the Technopolis,
- 3) Convene, Connect and Catalyze a conducive environment for technology start-ups and enterprises to thrive and scale in partnership with other actors in the Innovation Ecosystem,
- 4) Deliver effective, responsible, and efficient smart services for enhanced quality of life,
- 5) Ensure effective, efficient, and transparent city coordination, stewardship, and agile governance,
- 6) Develop adequate institutional capacity for efficiency, effectiveness, and sustainability, and
- 7) Develop and institutionalize KOTDA values, principles and practices for the achievement of the Authority's vision.

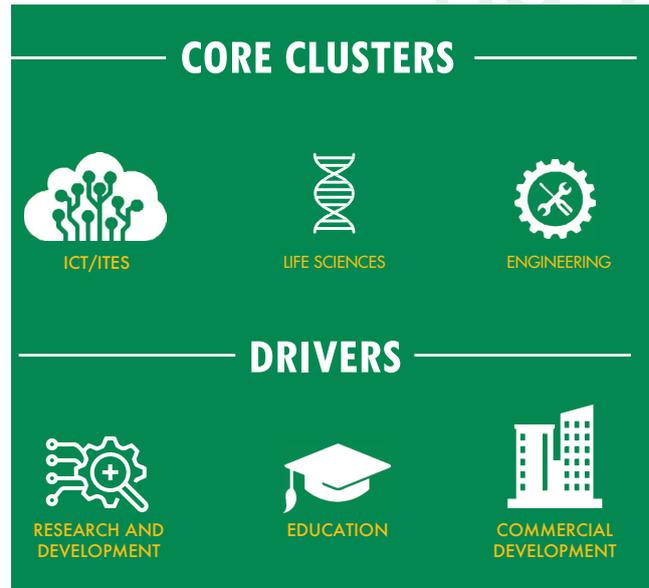
1.1.2 Konza Technopolis Growth Clusters

The development of the Konza Technopolis is predicated on three critical clusters that define the functional specialization of Konza as a “Technopolis”. Both the Konza master plan as well as its economic development plan refer to these foundational clusters upon which the city’s vision is to be achieved.

The core clusters are ICT/ITES, Life Sciences and Engineering.

1.1.3 Konza Technopolis Clientele for Phase I

Konza Technopolis’s objective is to develop a smart city serving as a strategic area of innovation and development of a knowledge economy. As a Vision Kenya 2030 flagship project, Konza aims to enable Kenya to increase its human capacity in science, technology, engineering, and mathematics (STEM) by enabling an innovation ecosystem that will nurture technology enterprises, research and investments while supporting urban services and amenities predicated on a technology platform.



The local physical development plan (Master plan) for Konza phase one defines the Konza investment pathway in detail. It elaborates on the key clusters that are targeted for development during this period. Similarly, the feasibility study, as well as its economic development plan provided insights into the development pathway for the Technopolis.



1.2 Konza Phase I Development

Public Infrastructure Plan

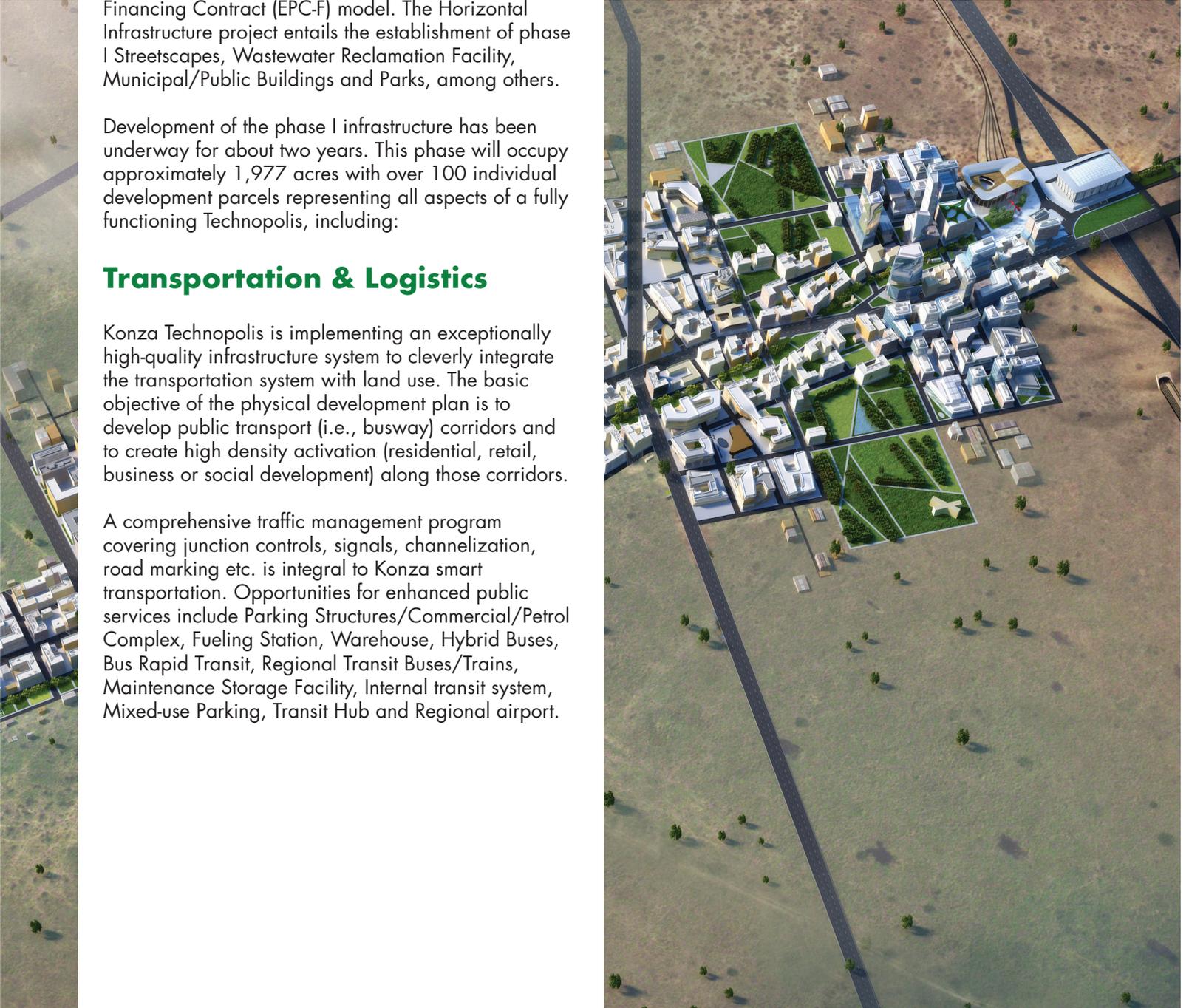
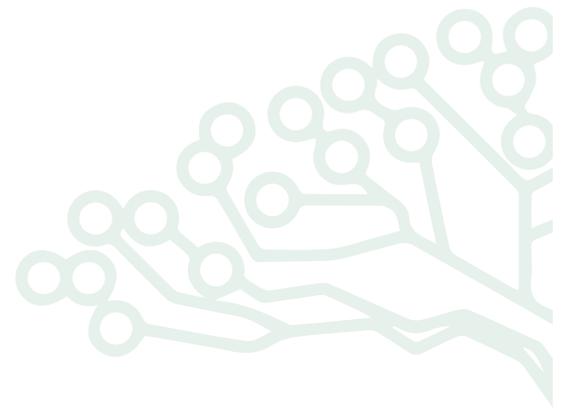
To enable the development of Konza Technopolis, the Government is investing in the Horizontal Infrastructure project which is being implemented through Engineering, Procurement, Construction and Financing Contract (EPC-F) model. The Horizontal Infrastructure project entails the establishment of phase I Streetscapes, Wastewater Reclamation Facility, Municipal/Public Buildings and Parks, among others.

Development of the phase I infrastructure has been underway for about two years. This phase will occupy approximately 1,977 acres with over 100 individual development parcels representing all aspects of a fully functioning Technopolis, including:

Transportation & Logistics

Konza Technopolis is implementing an exceptionally high-quality infrastructure system to cleverly integrate the transportation system with land use. The basic objective of the physical development plan is to develop public transport (i.e., busway) corridors and to create high density activation (residential, retail, business or social development) along those corridors.

A comprehensive traffic management program covering junction controls, signals, channelization, road marking etc. is integral to Konza smart transportation. Opportunities for enhanced public services include Parking Structures/Commercial/Petrol Complex, Fueling Station, Warehouse, Hybrid Buses, Bus Rapid Transit, Regional Transit Buses/Trains, Maintenance Storage Facility, Internal transit system, Mixed-use Parking, Transit Hub and Regional airport.



Energy

The Authority is on course to deliver sustainable energy solutions to power the city's commercial and residential usage. In this regard, The Authority is working with the other government agencies to establish reliable sustainable energy sources at the Technopolis. The Authority is implementing a 400/132/66kV Substation at Konza Technopolis, including two lines supplying the Technopolis with power at commercial standards for reliability of energy supply.

Additionally, renewable energy investment opportunities are being implemented such as the planned installation of a solar power plant on approximately 30 hectares to be implemented as a single project with a capacity of 10MW. Commercial solar installations on individual buildings across the Technopolis provide additional investment opportunities.

Sports and social infrastructure

The smart sports and events complex is envisioned to deliver smart seating, parking, ticketing, connectivity, retail facilities, classrooms, automated building systems, venue controls, water conservation, and energy efficiency to provide an enhanced fan and community experience.

Equally, the Technopolis master plan has provided dedicated social amenities, recreation parks and a wildlife corridor that will provide for natural integration of the smart city to the nature, fauna and flora at Konza Technopolis, providing opportunities for residents and visitors to enjoy the unique spaces for recreational activities.

Building Parcel Plan

Konza Technopolis is offering a variety of development solutions that are notably different from the typical parcels found in many urban development initiatives. The commercial and residential parcels constitute the bulk of the land use activities. Konza Technopolis' commercial, life science and university catalytic programs target the attraction of 7,500 knowledge workers and 6,500 students by the end of phase I, requiring 725,000 m² of prime commercial and educational space.

Commercial Office/Technology Development

The business district is planned to host some of the tallest buildings in the Technopolis. These special tall buildings, located closest to the A109 Mombasa Highway, serve as iconic structures that announce

the arrival to Konza Technopolis from the highway gateway. Housed in these edifices will be the operations of local as well as international banks, local blue-chip companies, the regional headquarters of multinational corporations, United Nations agencies and many governments of Kenya parastatal agencies in the technology sector.

Life Science – Technology Parcels

Parcels in the life sciences band provide the enabling environment required for the scientific research laboratories and international health care providers to make the breakthroughs associated with Research and Development. Investment opportunities in health care, as well as biomedical research facilities is given top priority in this band. The emphasis in the planning of these parcels has been given to preparation of sites for both local as well as globally reputable health/med-tech businesses, international research hospitals and health services providers. Information Technology companies can also set up data centers in this band to complement the enabling facilities the government of Kenya has already implemented in the tier 3 National Data Center at Konza.

Like all the other bands, there are opportunities for a broader spectrum of businesses to thrive in Konza, especially the support service providers who may also invest in parcels particularly those that intersect with the mixed-use band. These include worship centers along with technology, serviced hotels, boutique hotels, and restaurants.

Residential Development Parcels

The Konza plan for phase I for housing development was structured to deliver the following categories of housing, medium density employee housing, medium density residential complex complete with primary neighbourhood centres where applicable. Around 40 parcels are available for the execution of this housing plan.

Overall, phase I will include workers across a wide income spectrum translating to 5,000 housing units out of a target of 12,960 required in this phase to create a community of 30,000.

These workers and their families will require housing in Konza Technopolis. Families living in Konza Technopolis will demand several ancillary services such as schools, retail accommodations and entertainment venues.

University Development Band

The University Band will provide a minimum floor area of 420,000 m² and will accommodate a minimum of 6500 students, 520 staff and 260 faculty. It is anticipated that approximately 75% of the students, faculty and staff will live on campus. Therefore, investment opportunities will be made available within the University Band to include the construction of laboratory facilities, classrooms, administration buildings, together with faculty and student housing facilities. Provisions have been made for boutique hotels to locate in this band as well to provide accommodation to visiting faculty as well as researchers.

As a step towards implementing the master plan, the Government of Kenya received funding from the Export-Import Bank to support the establishment of the Kenya Advanced Institute of Science and Technology (KAIST). Modelled after the Korean Advanced Institute of Science & Technology, KAIST will be an institution of national strategic importance and will be expected to provide intellectual guidance to all educational partners in Konza. It will also raise the standards of graduate education in Science and Technology (S&T) in Kenya.

Data centers, and local and international private and public universities will be the main clients of the university band in the master plan.

Mixed Use Development Band

Parcels in this band will provide the space for setting up retail, primary and secondary neighborhood centers as well as civic parks. The mixed-use band is the most flexible of the land use bands in Konza. It cuts across all the other bands and provides an inviting melting pot for each of the other single activity bands. Hotels and Convention Centers that provide accommodation, meals and other services for tourists are planned to be situated in the mixed-use districts. Hotel typologies constitute Full Services Hotels, which are characterized by high density, larger floorplates, and more rooms than extended stay; and Extended Stay Hotels, which are characterized by lower density, smaller overall building area, and a lower room count.

Light Industrial Zone

The light industrial zone in Konza Technopolis' phase I will host warehouses, hi-tech manufacturing assembly enterprises, incubators, workshops, and prototyping facilities focusing around thematic areas that meet Konza Technopolis sustainability framework and technology enhancement objectives.

Notably, all bands and clusters will be serviced by retail, food and beverage, business amenities and hotels, from boutique through to international chains.

It is projected that phase I of the city upon completion is expected to generate 17,000 jobs and contribute an additional USD 1 Billion to Kenya's GDP.

1.3 Second Strategic Plan

The Authority's first strategic plan focused on "Laying the foundation for an area of innovation." This was evidenced by the extensive engagement in infrastructure development and the establishment of the knowledge economy and innovation pillar that is expected to drive the Technopolis's economic objectives.

Significant progress was achieved in the last 5 years. In the strategic plan for 2021/22 to 2025/26, the Authority will focus its attention on the activation of the ecosystem to create a thriving economic environment contributing to Kenya's knowledge economy, the zone's primary purpose. The Authority's Second Strategic plan will focus on transitioning to physical planning and development for phase II infrastructure, upscale business development efforts to attract key investors and rendering Konza Technopolis financially sustainable.



CHAPTER **2**

VISION, MISSION, CORE
VALUES AND VALUE
PROPOSITION

*An innovation idea by the Ukulima Tech Startup which participated in the COVID-19
Innovation Acceleration Challenge.*

CHAPTER 2: VISION, MISSION, CORE VALUES AND VALUE PROPOSITION

VISION

A leading global Technopolis and innovation hub



MISSION

To develop a thriving sustainable smart city and a vibrant innovation ecosystem contributing to Kenya's knowledge Economy

2.3 Core Values

Our Core Values: NICE

<h4 style="color: #006633;">Nurture</h4>  <ul style="list-style-type: none"> We celebrate and invest to grow a diverse set of talents and skills to achieve our vision. We see possibilities ahead of us and are committed to develop the Smart city to its true potential, 	<h4 style="color: #006633;">Innovation</h4>  <ul style="list-style-type: none"> We choose to transform and continuously improve in everything we do, we are curious, creative, and constantly look for better ways to deliver our products and services to our customers 	<h4 style="color: #006633;">Collaboration</h4>  <ul style="list-style-type: none"> We optimize results by working smarter together. We multiply our contribution through strategic partnerships and deliver value to all parties 	<h4 style="color: #006633;">Excellence</h4>  <ul style="list-style-type: none"> We are passionate on delivering a better Konza to live, work and play through flexible and creative solutions inspired by outstanding services in time. We conduct our business with integrity in a transparent, accountable and ethical manner
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2.4 Our Brand Promise

Dream, Achieve and Thrive.

2.5 Value Proposition

There are six main value propositions offered by Konza:

 <p>One of the Africa's most stable investment opportunities</p>	 <p>East Africa's most dynamic economy</p>	 <p>The heart of Kenya's entrepreneurial spirit</p>
 <p>Diversity of Cultures and Lifestyle</p>	 <p>Tax Incentives</p>	 <p>Master Plan City and development control buffer zone</p>

2.5 Value Proposition

a) **A Global innovation hub, One of Africa's most stable investment opportunities.**

Konza is positioned to be a global innovation hub. As such we offer a competitive option to international investors looking to establish a presence in the African continent. When comparing Kenya to other competitors in Africa, such as Egypt, Morocco, Nigeria and South Africa, Kenya offers the most stable investment opportunity on the continent. Higher contributions by the services and manufacturing sectors, and less from commodities, holds sway at a time when commodities have experienced volatility resulting in depressed growth for many countries. Furthermore, with the upheaval of the political environment at a global level, Kenya's recent track record provides added confidence related to its stability.

b) **East Africa's most dynamic economy.**

Within East Africa, Kenya has carved out a niche as the Centre of the regional economy. The country gains strong marks for innovation, a diverse economy that is supported by a high proportion of small businesses, and an economy that has provided new access to financial services through mobile technology. These factors cement Kenya as a regional power, with Nairobi as the region's undisputed capital.

c) **The heart of Kenya's entrepreneurial energy.**

Kenya's growing reputation, as the Silicon Savannah has been much publicized and is evidenced by the country's significant contribution in the global innovation space, with innovations such as the pioneer mobile money service (M-PESA). Investments in innovation continue to increase with many local and international investors seeking to tap into the innovation ecosystem of the country. Konza Technopolis presents an ecosystem to support the growth of these innovators. As the largest planned technology park in Africa, Konza offers a promise of harnessing the Kenyan business drive as it directs the economy toward a knowledge-based future.

d) **Diversity of Lifestyle.**

Kenya offers a diverse lifestyle comprising of local, regional and international cuisines, diversified tourism products including beautiful beaches and natural flora and fauna, diverse culture and entertainment, and a global communication hub to travel to any global destination.

e) **Tax incentives.**

In 2015, the Special Economic Zones (SEZ) Act was passed to guide the establishment and running of SEZs in the Country. As a special economic zone, Konza Technopolis extends SEZ incentives to both local and international investors guided by the Economic Zones Authority (SEZA) and the national policy regulatory environment.

f) **Master-planned City and development-controlled buffer zone**

A Memorandum of Understanding (MOU) between the Konza Technopolis Development Authority and the Ministry of ICT, Innovation and Youth Affairs, the Ministry of Lands and Physical Planning, the Ministry of Tourism and Wildlife, the Kajiado County, the Machakos County, and Makueni to cooperate and partner to contribute to the consolidation and harmonization of the efforts on buffer zone development has been signed. This presents a huge opportunity to ensure the Smart city seamlessly integrates to its adjacent area and effectively expands the area of growth to approximately 73,000 acres. The opportunities associated with this development include attracting investments in the two areas; drawing on the synergy in and benefiting the three counties and ability to attract more funding; improving Konza Technopolis' value proposition; and elevating the Technopolis to one of the largest cities in Africa in terms of land area.

2.5.1 Unique Selling Proposition

Konza Technopolis presents a competitive investment destination characterized by the following key attributes.

- a) Clean, reliable, affordable services and good governance.** Konza Technopolis is an investment destination that offers reliable, high quality and low-cost utilities and services. It is a clean and vibrant community where it is an equally pleasant, predictable, and reliable experience whether residents elect to walk, ride bicycles or use public transport. Konza will deliver redundant and reliable electricity at affordable prices compared to all other destinations in Kenya. Solid and waste-water management is based on the latest advanced technology. All the services are information technology enabled (ITES).
- b) Fully serviced parcels.** Konza will provide niche fully serviced parcels connected to fibre internet and the city's brand-new Data Centres that form part of its ITES enabled services, and its ubiquitous security surveillance system. All the walkways and streets are paved to deliver standards that enable its clients to enjoy some of the world-class infrastructures that it has to offer.
- c) Technopolis built for technology companies and STEM universities.** Konza's technological advantage strongly pre-disposes it to various global, regional and local investors and partnerships. Konza offers parcels for universities to locate their STEM-based schools in Konza. The Kenya Advanced Institute of Science and Technology, KAIST has already been approved as the anchor tenant for the city. Other universities are under negotiation to settle in what is poised to become a leading research hub for the region.
- d) Sustainability.** The new city's streetscape designed to a high environmental sustainability standard will offer pleasant tree-lined boulevards and facades that only smart cities can deliver. The deliberate emphasis on environmental quality is aimed at making the total experience of working and living in Konza attractive to both local as well as international investors. Low carbon footprint development is the express policy of the city, with emphasis on green and energy efficient solutions. Climate change and biodiversity is central to the concept of this city, as is recycling and reusing.
- e) Livability and walkability in a smart city.** Konza Technopolis offers schools within 600 meters of residential properties and no child needs to commute by bus or car to attend school except by choice. It is a liveable community without comparison in the entire East African

region. By offering pedestrian thoroughfare within a mixed-use zone complete with restaurants, malls, schools, and entertainment facilities all within proximity to schools, offices and residences, Konza's Green Boulevard offers a one-of-a-kind experience in Eastern Africa. This allows families to enjoy the city's best facilities around the clock in the most secure environment.

The internet enabled public space encourages robust communication and exchanges in real-time that is a remarkable feature of this futuristic urban development. This feature is expected to be a huge attraction to youth as well as adults who wish to experience a different high-quality lifestyle without leaving the country. Most services are available on a digital platform, and no one needs to go to the city hall for municipal services.

- f) Smart City services.** Konza Technopolis offers the following smart city services: Comprehensive ICT and smart city services, including high-speed broadband. Smart parking, lighting, waste management systems, smart grid, environment, health solutions etc all which are currently being developed. These will be complemented by high quality walkways and cycling paths, parks and spaces to facilitate work, live and play environment.
- g) Investor services.** KoTDA provides:
- Ease of doing business through the provision of a one-stop shop with integrated smart technology.
 - Business incentives – Konza is a Special Economic Zone with attendant fiscal incentives.
 - All-inclusive support infrastructure to help businesses set up, innovate and grow.
 - Support effective networking for companies to help them develop effective supply chain relationships, driving for extensive market reach for national and international marketing success.
- h) Innovation ecosystem. KoTDA:**
- Provides an environment that enhances innovation, creativity, and quality.
 - Assists client businesses innovate more successfully or better exploit their existing technology-based products and services.
 - Offers or induces others to offer relevant services needed to enhance the development prospects of client companies, while such services may be absent or weak in the local innovation ecosystem.
 - Enables networking and collaboration through well-structured processes and networks between educational, research and commercial partners for innovation.
 - Provides pre-incubation, incubation, acceleration, investments and technology transfer services, both virtually and onsite.

CHAPTER 3

STRATEGIC MODEL



Tree planting season at the Konza Technopolis.

CHAPTER 3: STRATEGIC MODEL

3.1 Strategic Focus Areas – (SFAs)

Building on the progress achieved over the last strategic period, Konza Technopolis will focus on seven strategic Focus areas.

SFAs shown in table 5.1 below in the next five years (FY 2021/22 – 2025/26).

Table 5.1: Strategic focus areas in 2021 – 2025

Strategic Focus Area	Key deliverables
1. Business development	<ul style="list-style-type: none"> • Brand Development • Investor attraction • Investor on-boarding • Investor retention
2. Knowledge economy and innovation	<ul style="list-style-type: none"> • Triple helix partnerships • Accelerating start-ups to commercialization • Effective platform to leverage on smart city infrastructure. • Competitive innovation platform
3. Smart city services	<ul style="list-style-type: none"> • Business model for commercialization of city infrastructure • Technology enabled infrastructure. • Open data solutions • Customer service • Community digital literacy program
4. Governance	<ul style="list-style-type: none"> • Legal framework for smart city services • Robust Governance framework • Stakeholder management • Management of developments in the Konza Planning Belt • Project management • Strategic leadership and advocacy on key areas of focus
5. Physical planning, infrastructure development and environment	<ul style="list-style-type: none"> • Phase I infrastructure development • Phase I development control and enforcement • Phases II and III development guidelines, physical planning, and survey • Phases II and III infrastructure design and development • Environmental conservation and sustainability.
6. Institutional development	<ul style="list-style-type: none"> • Talent acquisition, development, and retention • Organization Processes maturity • Technology adoption • Innovative financing mechanisms
7. Organizational culture	<ul style="list-style-type: none"> • Development and implementation of the KoTDA Culture program • Institutionalization of new culture

Appendix 4: shows how the strategic focus areas were derived by giving the reasons for their selection as detailed in the strategic analysis in Chapter Two.

3.2 Strategic Objectives and Strategies

Our strategic objective spells out our picture of success and how we will deliver the success. The Authority will focus to deliver on its ambition by executing strategic initiatives aimed to deliver on seven strategic focus areas aimed to propel Konza Technopolis to become an emerging global Innovation Hub. Key amongst these priorities is to Attract, Onboard and Retain key investors and create a strong brand. The Strategy also seeks to Convene, Connect and Catalyze a conducive environment for technology start-ups and enterprises to thrive and scale in partnership with other actors in the

Innovation Ecosystem and to plan and develop smart and Sustainable “World Class” infrastructure for the combined 3100 areas to open the city’s true potential.

The Authority has put in place robust strategies to ensure continued institutional capacity, governance, and effective risk management frameworks to ensure the strategic plan is effectively implemented. Additionally, KOTDA has identified Culture as a key foundation to ensure, develop and institutionalize the principles and practices espoused in the NICE (Nurturing, Innovation, Collaboration and Excellence) culture for the achievement of the Authority’s vision. Table 3.2 shows the strategic objectives and strategies, for each of the seven strategic focus areas.

Table 3.2: Strategic objectives and strategies

	Strategic Focus Areas	Strategic Objectives	Strategies
1	Business Development	To attract, onboard and retain key investors and create a strong brand.	<ol style="list-style-type: none"> 1. Operationalize SEZ and other incentives that would attract investors in the core clusters of KT 2. Implement new ways of ease-of-doing-business, including operationalization of a physical and virtual One-Stop-Shop (OSS) 3. Implement a streamlined digital lead management system to ensure that the leads pipeline in ITES, Engineering and Life Sciences is well structured, and all actions are tracked and measured. 4. Utilise existing government, private sector, development organisations, professionals and professional networks and other channels to attract international investors e.g. with KenInvest, KEPROBA, MICT&YA, MITED and other Government agencies. 5. Identify and recruit innovative marketing and communication channels for lead generation. 6. Develop, monitor, and evaluate investor relationships 7. Review and implement the marketing and brand strategy. 8. Review and implement the economic development plan.
2	Knowledge Economy and Innovation	Convene, Connect and Catalyze a conducive environment for technology start-ups and enterprises to thrive and scale in partnership with other actors in the Innovation Ecosystem,	<ol style="list-style-type: none"> 9. Develop and implement an acceleration program to attract start-ups in the three priority clusters and provide cluster marketing and market linkage opportunities to drive growth. 10. Provide an effective platform for entrepreneurs to leverage smart city infrastructure to innovate and create businesses. 11. Leverage Government, industry, academia and other innovation actors to develop an innovation framework that benefits enterprises In Konza. 12. Develop and implement a Konza Technopolis idea management system



Table 3.2: Strategic objectives and strategies

	Strategic Focus Areas	Strategic Objectives	Strategies
3	Smart City Services	Deliver effective, responsible and efficient smart services for enhanced quality of life.	<ul style="list-style-type: none"> 13. Develop and implement an operating business model to commercialize city services. 14. Implement technology enabled infrastructure to enhance efficiencies and the liveability of Konza. 15. Develop and implement a strategic approach to open data to enhance transparency and enable data-driven decision making. 16. Improve customer service delivery by developing and implementing customer service standards and manuals that deliver on ease of doing business. 17. Provide permits and enforce smart city infrastructure standards. 18. Develop and implement a community digital literacy program and ensure inclusion and equitable access to technology and its benefits 19. Continuously participate in smart city ranking exercises
4	Physical Planning, Infrastructure Development and Environment	Plan and develop smart and Sustainable "World Class" infrastructure	<ul style="list-style-type: none"> 20. Complete phase I pending horizontal and vertical infrastructure 21. Develop and enforce controls necessary for timely completion of planned development 22. Engage the national government for a partnership for the development of social infrastructure at Konza. 23. Carry out preparation of physical planning, standards/guidelines 24. Prepare an integrated master plan for the development of Technopolis horizontal infrastructure 25. Collaborate with relevant national government departments and agencies to develop critical offsite infrastructure 26. Ensure environmental conservation 27. Develop and implement a climate resilient management plan
5	Governance	Ensure effective, efficient and transparent city coordination, stewardship and agile governance.	<ul style="list-style-type: none"> 28. Develop and implement the Konza Technopolis legal framework 29. Ensure proper coordination of the stakeholders within the Technopolis 30. Develop and implement a governance framework that fosters the achievement of smart city objectives 31. Ensure there are controls in the developments and management of the Konza Planning Belt to correspond to the Smart city 32. Develop and implement project management policy and framework
6	Institutional Development	Develop adequate institutional capacity for efficiency, effectiveness, and sustainability.	<ul style="list-style-type: none"> 33. Recruit, develop and retain a highly skilled talent pool to drive the organisation strategy 34. Evolve and mature the institution to deliver on strategy. 35. Attain institutional process maturity 36. Adopt innovative financing mechanisms to mobilize adequate financial resources to meet the Authority's mandates and changing needs of the business community and residents! 37. Leverage on technology to enhance process efficiency and effectiveness
7	Organizational Culture	Develop and institutionalize KOTDA values, principles and practices for the achievement of the Authority's vision.	<ul style="list-style-type: none"> 38. Establish the Konza Technopolis Culture anchored on the shared core values 39. Institutionalize the new culture in all operational practices and systems

3.3 One-page Strategy Summary

Konza Strategic plan 2021/22 – 2025/26 will be based on 3 pillars, outlining our commitment to support and deliver on the Authority's collective impact on the Kenyan economy, 3 enablers focussing on the development of the infrastructure, policy and institutional leadership needed to deliver on the smart city standards and 1 foundation that will establish a strong culture to drive strategic achievement - The Konza Technopolis culture. The strategy is summarised in the strategy house shown below.



Our Strategy



Vision:
A leading global Technopolis and innovation hub



Mission:
To develop a thriving sustainable smart city and a vibrant innovation ecosystem contributing to Kenya's knowledge economy

7

Strategic Focus Areas

39

Strategies

19

Outcomes

Pillars - 3

Business Development



SO 1:
Attract, onboard and retain key investors and create a strong brand

Knowledge Economy and Innovation



SO 2:
Convene, Connect and Catalyze a conducive environment for technology start-ups and SMEs to thrive and scale in partnership with other actors in the Innovation Ecosystem,

Smart City Services



SO 3:
To deliver effective, responsible and efficient smart services for enhanced quality of life.

Enablers - 3

Physical Planning, Infrastructure and Environment

SO 4:
Plan and Develop smart and Sustainable "World Class" infrastructure

Smart Governance

SO 5:
Ensure effective, efficient and Transparent City Coordination, stewardship and agile governance

Institutional Transformation and growth

SO 6:
Develop adequate institutional capability for efficiency, effectiveness and sustainability

Foundation (1)

Organizational Culture

SO 7: Develop and institutionalize KoTDA Values, principles and practices for the achievement of the Authority's vision.
Our Core Values:
NICE - (Nurturing, Innovation, Collaboration, Excellence)

Outcomes

- Increased Investments
- Enhanced Konza Technopolis Brand
- Ease of Doing business
- Enhanced capacity for innovation
- Enhanced capacity for commercialization of innovation
- Fully operationalized city services
- Improved smart city ranking
- Developed public infrastructure
- Planned Technopolis
- Controlled Development at Konza Technopolis
- Sustainable environment
- Successful collaborations with other Agencies
- Improved institutional Governance
- Improved financial sustainability
- Enhanced efficiency of internal processes
- Enhanced perception of Konza Technopolis as a responsible corporate citizen
- Increased productivity and performance
- Enhanced employee motivation
- Great place to work



Key Performance Indicators

- Investments (Ksh. B)
- Technopolis Residents (Number)
- Brand Equity
- Investor onboarding turn around time
- Startups established at Konza Technopolis (Number)
- Licences and Agreements (Number)
- Spin-offs (Number)
- Range of City Services provided (Number)
- City Services Revenue (Ksh. B)
- Resources Mobilized (Ksh. B)
- Critical infrastructure completed (%)
- Stakeholder satisfaction index (NPS)
- Procurement Turn around Time (Days)
- Employee Engagement index (%)
- Average staff appraisal rating (%)



Summary of Strategic Focus Areas, Strategies, Strategic initiatives, KPIs and Outcomes

Strategic Focus Area I	Business Development	
Strategic Objective	To attract, on board and retain key investors and create a strong brand	
Outcomes	<ol style="list-style-type: none"> 1. Increased investments 2. Enhanced brand 	
Strategies	Strategic Initiatives	KPIs
<ol style="list-style-type: none"> 1. Operationalize SEZ and other incentives that would attract investors in the core clusters of KT 2. Implement new ways of ease-of-doing-business, including operationalization of a physical and virtual One-Stop-Shop (OSS) 3. Implement a streamlined digital lead management system to ensure that the leads pipeline in ITES, Engineering and Life Sciences is well structured, and all actions are tracked and measured. 4. Utilise existing government, private sector, development organisations, professionals and professional networks and other channels to attract international investors e.g. with KenInvest, KEPROBA, MICT&YA, MITED and other Government agencies. 5. Identify and recruit innovative marketing and communication channels for lead generation. 6. Develop, monitor, and evaluate investor relationships 7. Review and implement the marketing and brand strategy. 8. Review and implement the economic development plan 	<ol style="list-style-type: none"> 1. Develop a One-Stop-Shop (OSS) and Experience Centre 2. Develop a virtual OSS embedded in Konza’s website. 3. Operationalize the tax incentives and other SEZ benefits 4. Review and implement the Economic Development Plan 5. Review and automate the investor onboarding process. 6. Develop and implement an investor outreach program to enhance uptake of all phases, balancing between local companies and international investors (Fortune 500 companies) 7. Establish programs for investor centristm 8. Develop a business development model that can be replicated across different target sectors 9. Review and implement the Konza marketing plan. 10. Implement the Konza Brand Strategy 11. Continuously refine and communicate Konza’s unique value proposition to attract and retain investors 12. Develop a loyalty program that rewards parties for directing companies toward Konza 13. Implement an integrated partnerships portal to support partners management 14. Develop new partnerships and brand assets and sponsorships with revenue generation potential 	<ol style="list-style-type: none"> 1. Investments (Ksh., B) 2. GDP contribution (Ksh. B) 3. Total jobs created 4. Brand awareness in the target markets 5. Investors (international, regional, and local large corporations) calling Konza home 6. Revenue from brand events/ sponsorships (Ksh. M) 7. Total start-ups and SMEs resident in Konza 8. High-Tech companies’ resident in Konza 9. R&D centres set up in Konza. 10. Total ST&I and digital jobs created 11. IPs filed that are linked to Konza 12. Licensing agreements

Summary of Strategic Focus Areas, Strategies, Strategic initiatives, KPIs and Outcomes

Strategic Focus Area 2	Knowledge Economy and Innovation	
Strategic Objective	Convene, Connect and Catalyse a conducive environment for technology start-ups and enterprises to thrive and scale in partnership with other actors in the Innovation Ecosystem,	
Outcomes	<ol style="list-style-type: none"> 3. Enhanced capacity for innovations 4. Enhanced capacity for commercialization of innovations 	
Strategies	Strategic Initiatives	KPIs
<ol style="list-style-type: none"> 9. Develop and implement an acceleration program to attract start-ups in the three priority clusters and provide cluster marketing and market linkage opportunities to drive growth. 10. Provide an effective platform for entrepreneurs to leverage smart city infrastructure to innovate and create businesses. 11. Leverage Government, industry, academia and other innovation actors to develop an innovation framework that benefits enterprises in Konza. 12. Develop and implement a Konza Technopolis idea management system 	<ol style="list-style-type: none"> 15. Set up a framework for collaboration with Government, industry, and academia. 16. Establish collaboration with an association of innovation hubs and selected global innovation centres (e.g., Skolkovo (Russia), Cyber-Jaya (Malaysia), Yachay (Ecuador) & Research Triangle (USA) and AstroLabs (UAE) 17. Develop an idea management system to give internal and external stakeholders a forum to share innovative ideas 18. Set up and operationalize Digital Media City (DMC), partnering with key players in the creative industry 19. Fully operationalize the Vaccine Facility 20. Implement an enterprise open data portal to allow public access to the city data sets, in adherence to relevant data protection legislations 21. Establish digital work program/platform 22. Support innovation and collaboration through such vehicles as co-working places, business hubs, hackathons, bootcamps, on-line tools, learning, exhibitions, and access to data and other resources 23. Fully operationalize KAIST as an anchor tenant 24. Set up a second quality local university and research labs 25. Leverage on venture capitalists, local innovation and Konza start-up fund funds to scale up start-ups and SMEs based in Konza 26. Establish and operate a Small Enterprise Support Centre to develop and provide business advisory services to start-ups and small businesses 27. Set up a Konza technology transfer and commercialisation office to support SME scaling 28. Establish and operationalize Silicon Savannah Innovation Hub (with a virtual innovation platform) and tap into the large pool of innovators and industry challenges that need to be resolved. 29. Set up the Konza Science & Technology Park as envisioned by the Ministry of Education 	<ol style="list-style-type: none"> 1. Total start-ups and SMEs resident in Konza 2. High-Tech companies' resident in Konza 3. R&D centres set up in Konza. 4. Total ST&I and digital jobs created 5. IPs filed that are linked to Konza <p>Licensing agreements</p>

Summary of Strategic Focus Areas, Strategies, Strategic initiatives, KPIs and Outcomes

Strategic Focus Area 3	Smart City Services	
Strategic Objective	Deliver effective, responsible and efficient smart services for enhanced quality of life.	
Outcomes	<ul style="list-style-type: none"> 5. Fully operationalized city services 6. Ease of Doing Business 7. Improved smart city ranking 	
Strategies	Strategic Initiatives	6. KPIs
<ul style="list-style-type: none"> 13. Develop and implement an operating business model to commercialize city services. 14. Implement technology enabled infrastructure to enhance efficiencies and the liveability of Konza. 15. Develop and implement a strategic approach to open data to enhance transparency and enable data driven decision making. 16. Improve customer service delivery by developing and implementing customer service standards and manual that deliver on ease of doing business. 17. Provide permits and enforce smart city infrastructure standards. 18. Develop and implement a community digital literacy program and ensure inclusion and equitable access to technology and its benefits. 19. Continuously Participate in smart city ranking exercises 	<ul style="list-style-type: none"> 30. Create a Services and Operations Department to provide or outsource the provision of smart city services 31. Develop and operationalize standards and guidelines for provision and management of city services 32. Develop the operating model for smart city services 33. Develop and operationalise the One Stop Shop 34. Develop the pricing model of city utilities/tariff systems for the smart city services (e.g., Electrical distribution, Water and sewerage, Solid waste, Smart traffic management, Smart parking, Transport management, Security, WIFI, and Asset management solution) 35. Implement and operationalize key smart city services directly or through outsourcing (e.g., Integrated Operation Center (IOC) & IOT, Smart Poles, Smart Parking, Public Safety and Emergency Services, IoT LAB services, Intelligent Transportation System, Video Surveillance, City network, Video conference, Public Wi-Fi, Asset management system with GIS capability, Wayfinding devices for route identification, and Smart meters for utilities) 36. Develop a partnership framework for provision of sustainable transport modes 37. Develop and implement repair and maintenance framework for smart city services 38. Undertake Konza Phase 1 digital Street/building Addressing System and Postal System 39. Implement the functional smart city services in the Technopolis (Electrical distribution, Water and sewerage, Solid Waste, Public safety (Fire station, Ambulance), Traffic management, Transport management, Security, WiFi, Data Centre services, Road maintenance, etc.) 40. Implementation of Revenue collection Mechanisms from smart city services 41. Develop and update the 'Konza App' for improved access to Technopolis services and information on the city 42. Implement an inclusive customer-centric city dashboard and municipal information management system for visualization of key city data relevant for residents and visitors 43. Develop and operationalize e-Government services portal for Konza residents 44. Implement alternative customer service channels to assist PWDs with language, hearing and other communication challenges 45. Benchmark with other smart cities. 46. Develop interlinkages with key players in the technology space such as ISPs, software vendors, data centers Implement relevant certifications for smart city services such as ISO, ITIL, Uptime, COBIT 	<ul style="list-style-type: none"> 1. Operational smart city services 2. Billable customers connected to the smart city services 3. City services revenue (Ksh. M) 4. Ease of Doing Business Index 5. Smart city global ranking index (rank)



Summary of Strategic Focus Areas, Strategies, Strategic initiatives, KPIs and Outcomes

Strategic Focus Area 4	Physical Planning, Infrastructure Development and Environment	
Strategic Objective	Plan and develop smart and Sustainable “World Class” infrastructure	
Outcomes	8. Developed public infrastructure. 9. Planned Technopolis 10. Controlled developments at Konza Technopolis 11. Sustainable Environment 12. Successful collaboration with other government bodies	
Strategies	Strategic Initiatives	KPIs
20. Complete phase I horizontal infrastructure development and initiate the development of phase 2 comprising the remaining area approx. 3,000 acres to open the entire city to investors. 21. Develop and enforce controls necessary for timely completion of planned development 22. Engage the national government for a partnership for the development of social infrastructure at Konza. 23. Carry out preparation of physical planning, standards/guidelines 24. Prepare an integrated master plan for the development of Technopolis horizontal infrastructure 25. Collaborate with relevant national government departments and agencies to develop critical offsite infrastructure	47. Design, Construct and Operationalize (50%) Streetscape and Subsurface Utilities comprising of: 47.1. Roadways, bike ways and pedestrian walkways. 47.2. Portable water and sewer treatment plants 47.3. Portable Water and Re use water Distribution Networks 47.4. Sewer and Automatic Solid Waste Collection Systems 47.5. Solid waste collection facility 47.6. Fire Fighting Network and facilities 47.7. ICT Infrastructure 47.8. Electrical power distribution network and Substations 47.9. Fiber Optic Network 47.10. Liquid Petroleum Gas (LPG) Network 47.11. Establish a renewable energy power source (solar or wind) as a redundancy. 47.12. Design and construct light rail for tram network on green transit corridor. 47.13. Design and construction of 3 access interchanges to KT on A8 47.14. Onboarding teams for operations and operations of the infrastructural utilities within the Technopolis 47.15. Intelligent Transport Management System Network 47.16. Drone Zone 48. Design and construct public buildings comprising of: 48.1. Konza Office Complex including office, conference facility and hotel. 48.2. Security command center with police and fire stations 48.3. Welcome center 48.4. Infrastructure utility management buildings 48.5. Public social amenities including public schools, parks, sports stadia, Public Ablutions, Portable water points, electric vehicle charging stations, bicycle parking racks etc. 49. Physical development Guidelines, standards and Codes covering the following: 49.1. Street Scape (roadways, bike ways, pedestrian walkways) 49.2. Utilities (Water, Energy, ICT, sewer, recycling, Telecommunication, LPG) 49.3. Physical development for Universities, Commercial, Mixed Use, residential, Industrial, Social Amenities 49.4. Sustainability on environment, social and economic issues 49.5. Integrated Transportation System. 50. Prepare and seek approval of Local Physical and Land Use Development Plan for the 5,000 Acres 51. Produce Cadastral Surveys with Registered Index Maps (RIMS) for the 5000 acres 52. Permitting of 3500 Acres of privately sponsored built space of vertical development 53. Review and approve designs through the below stages: 53.1. Pre-application consultations 53.2. Site plan review 53.3. Construction permits 53.4. Design and installation 50 % of Environmental Sensors for Quality measurement of Air, Noise, and Water for Konza Technopolis	1. Completion of 340 km of Streetscape and Subsurface utilities 2. Completion of public buildings 3. Completion of development guidelines, standards, and codes 4. Planned and surveyed acres of land 5. No of construction permits issued 6. M2 of Built space 7. Compliance to Environmental Standards for all initiatives implemented. 8. Successful completion of offsite infrastructure initiatives Development



Summary of Strategic Focus Areas, Strategies, Strategic initiatives, KPIs and Outcomes

<p>26. Ensure environmental conservation.</p> <p>27. Develop and implement a climate resilient management plan</p>	<p>54. Sustainable development and biodiversity initiatives</p> <p>54.1. Develop water features within nature parks.</p> <p>54.2. Planting Trees and Shrubs in the Berms, public parks, plazas, gardens and streetscape</p> <p>54.3. Recycle and reuse 100% materials produced at the site</p> <p>54.4. Develop ponds to harvest Surface water runoff to recharge natural aquifers</p> <p>54.5. Develop a Carbon Sink to obtain Carbon Credits for the Technopolis</p> <p>54.6. Develop and Operationalize Climate Resilient Water Management Plan</p> <p>54.7. To Identify and Address Climate Related Risks</p> <p>54.8. Collaboration with KWS to Establish either a conservancy or animal orphanage at Konza Technopolis</p> <p>54.9. Collaboration with KWS & KENHA to Develop overpass on A8 to facilitate migration of animals and wildlife in the wildlife corridor</p> <p>54.10. Enforce Green certification for horizontal infrastructure and buildings in the Technopolis</p> <p>54.11. Application for city scale green certification</p> <p>55. Strategic offsite infrastructure Development and collaborations</p> <p>55.1. Collaborate with the national government for the construction of Thwake-Konza pipeline</p> <p>55.2. Maintenance of the Nolturesh - KT connection</p> <p>55.3. Upgrading of 1.5km Konza station – Katumani Road to asphalt standard</p> <p>55.4. Feasibility, design and construction of 40 Km Commuter Rail Service linking Konza Technopolis to Nairobi JKIA</p> <p>55.5. Design and construction of 15 Km SGR spur Line Connectivity to Konza Technopolis</p> <p>55.6. Duallying 20 km A8 from Machakos junction to Konza Technopolis</p> <p>55.7. Support Develop and implementation of the Konza intercounty physical and land use development plan</p> <p>Support Development of guidelines, codes, and standards for the developments within the Konza Planning Belt</p>	<p>implementation of buffer zone plan (%)</p>
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Summary of Strategic Focus Areas, Strategies, Strategic initiatives, KPIs and Outcomes

Strategic Focus Area 5	Governance	
Strategic Objective	Ensure effective, efficient and transparent city coordination, stewardship and agile governance.	
Outcomes	<p>13. Improved institutional governance</p> <p>14. Enhanced perception of Konza as a responsible corporate citizen</p>	
Strategies	Strategic Initiatives	KPIs
<p>28. Develop and implement the Konza Technopolis legal framework</p> <p>29. Ensure proper coordination of the stakeholders within the Technopolis</p> <p>30. Develop and implement a governance framework that fosters the achievement of smart city objectives.</p> <p>31. Ensure there are controls in the</p>	<p>56. Enactment of the Konza Technopolis Act</p> <p>57. Work with the national and county assemblies for the development of specific laws for Smart City Management</p> <p>58. Benchmark with other Smart Cities on Smart City Legal Framework to inform the development of Smart City Regulations and By-Laws</p> <p>59. Develop structured stakeholder’s management plan based on the strategic initiatives</p> <p>60. Organise Konza stakeholders’ forum/Association</p> <p>61. Develop a sustainable CSR framework for the three counties</p> <p>62. Develop and institutionalize transparent and comprehensive KONZA Smart City information system</p> <p>63. Ensure ease of access to information and improved transparency in financial reporting and sustainability</p> <p>Participate in Smart City ranking</p>	<p>1. KoTDA legal framework enacted</p> <p>2. Stakeholder satisfaction index</p> <p>Stakeholders’ perception index</p>

Summary of Strategic Focus Areas, Strategies, Strategic initiatives, KPIs and Outcomes

developments and management of the Konza Planning Belt to correspond to the Smart city.		
32. Develop and implement project management policy and framework		
Summary of Strategic Focus Areas, Strategies, Strategic initiatives, KPIs and Outcomes		
Strategic Focus Area 6	Institutional Development	
Strategic Objective	Develop adequate institutional capacity for efficiency, effectiveness, and sustainability.	
Outcomes	15. Enhanced employee motivation 16. Increased productivity and performance 17. Enhanced efficiency of internal processes 18. Improved financial sustainability	
Strategies	Strategic Initiatives	KPIs
33. Recruit, develop and retain a highly skilled talent pool to drive the organisation strategy 34. Evolve and mature the institution to deliver on strategy. 35. Attain institutional process maturity 36. Adopt innovative financing mechanisms to mobilize adequate financial resources to meet the Authority's mandates and changing needs of the business community and residents! 37. Leverage on technology to enhance process efficiency and effectiveness	64. Review HR Instruments and establish optimal staff level with a projected growth to 100 staff in the next 5 years. 65. Staff incentive programs, team buildings, and optimal reward systems and wellness programs 66. Undertake employee satisfaction survey 67. Develop and implement a human resource management plan 68. Review staff remuneration/reward system and implement recommendations 69. Develop and implement a staff development, mentorship and coaching program 70. Implement a mortgage and car loan staff scheme 71. Implement a succession and change management program 72. Recruit and retain a highly skilled talent pool to drive the organization strategy 73. Develop and implement a performance management system to support strategic plan and performance contract implementation management 74. Procure, Implement and maintain the E-procurement system to strengthen supply chain management 75. Enhance ERP implementation to automate all remaining functions and to allow for collaborations between departments 76. Revamp the Konza website and implement the Konza App to be a one-stop for all types of information for stakeholders 77. Implement the Konza Technopolis Resource Center portal 78. Obtain ISO certifications in critical business areas (Quality management, information security and smart city) 79. Review, develop and implement policies and procedures in all key areas of business operations 80. Work with Govt to increase budgetary allocation via the MTEF process 81. Mobilize financial resources through partnerships and grants 82. Collaborate with Treasury for PPP projects, Bonds, grants, etc. 83. Develop models for enhancing internal revenue generation (Rent, Data Center fees, service charge for utilities, Bank interests) 84. Establish KOTDA Research and Enterprise Services Unit	1. Employee engagement score 2. Employee Satisfaction index 3. Retention of top talent 4. Average corporate performance appraisal rating 5. Customer satisfaction level 6. Turnaround time to respond to customer queries/issues 7. Resources mobilised (KS. M)

Summary of Strategic Focus Areas, Strategies, Strategic initiatives, KPIs and Outcomes		
Strategic Focus Area 6	Organizational Culture	
Strategic Objective	Develop and institutionalize KOTDA values, principles and practices for the achievement of the Authority's vision.	
Outcomes	19. Great place to work	
Strategies	Strategic Initiatives	KPIs
38. Establish the Konza Technopolis Culture anchored on the shared core values 39. Institutionalize the new culture in all operational practices and systems	85. Carry out a culture assessment to establish the valued behaviours and motivators 86. Develop and implement the KOTDA culture program, anchored on the core values 87. Develop and institutionalize programs to inculcate and sustain the NICE core values 88. Continuously communicate the NICE corporate core values 89. Develop and implement staff engagement programs 90. Adopt digital output tracker tool 91. Implement coaching and performance feedback 92. Develop a robust reward and recognition mechanism based on Culture 93. Develop policy for hybrid working 94. Develop and implement tools for hybrid working and assessments 95. Develop and implement inclusion and diversity programs 96. Develop and implement employee innovation and creativity program 97. Implement robust employee wellness programmes 98. Evaluate impact and continually improve corporate culture	1. Employee Net Promoter Score eNPS

KoTDA's Sustainability Commitment

Sustainability is at the heart of the Authority's business focus. In this regard, the Authority has identified the following critical focus areas in its Sustainability agenda.

Social sustainability	Environmental sustainability	Economic Sustainability
The Authority is committed to the development of a Smart city that <ol style="list-style-type: none"> Promotes improved standards of living for its residents. Provides equitable access to quality education, health and other social amenities to its community. Provides equitable access and opportunity for all to Dream, Achieve and Thrive 	The Authority is committed to the development of a Smart city that. <ol style="list-style-type: none"> Promotes sustainable city development, biodiversity and smart environmental management practices. Promotes smart, sustainable and efficient energy generation and consumption. Reduces greenhouse gas emissions, conserve water, reduce waste and explore opportunities for reuse and recycling. 	The Authority is committed to the development of a Smart city that <ol style="list-style-type: none"> Promotes efficient use of resources both human and material resources to deliver long-term sustainable economic value. Maintains a productive, supportive and safe working environment for its Staff, contractors and city residents. Promotes ethical principles, good corporate governance and compliance throughout our business ecosystem

The Authority will institutionalize its sustainability objectives across all its business touchpoints. Additionally, the authority will endeavor to advance the sustainable development goals as identified in the next page.

3.5 Alignment to SDGs

The Konza Technopolis strategic plan aligns to the SDGs.

Our statement of Commitment to SDG

At Konza Technopolis, we are committed to develop a thriving sustainable (SDG12 and SDG13) smart city (SDG11) and a vibrant innovation ecosystem (SDG9) Contributing to Kenya's Knowledge Economy (SDG 8). We shall accomplish this by working together with our partners (SDG17) to develop centers of excellence (SDG3, SDG9), advancing relevant skills (SDG 4) and providing opportunities for all to Dream, Achieve and thrive (SDG10)

Figure 5.2: Relevant SDGs to which the Konza strategy will contribute.



CHAPTER 4

STRATEGIC IMPLEMENTATION



Konza Technopolis Wildlife Corridor

CHAPTER 4: STRATEGY IMPLEMENTATION

3.1 Implementation Plan

To implement the strategy, Konza Technopolis has developed an implementation plan aligned to the seven strategic focus areas and with 19 key expected Outcomes.

Strategic implantation commenced in July 2021 and will be aligned to the organization annual work plan to initiate implementation of key aspects of the strategy in parallel.

Cascading the strategic plan

To ensure the Authority aligns to the strategy, the CEO and management team will cascade the strategic plan to all staff and relevant regularly. The Leadership team will ensure the strategic plan is broken down into annual work plans that will be incorporated into the performance contract and cascaded to all employees.

The Authority will engage in a companywide strategy cascade activity immediately after launch and will include symbols and actions to signify appreciation, commitment and alignment of the daily work to the strategic plan. The management team will spearhead this cascading exercise and ensure every department can be held accountable for delivering its part of the strategy. Further cascading to the employees should take place at the department level so that employees execute aspects of the strategy in their day-to-day operational activities.

Internal consistency

Successful strategic plan implementation requires congruence between the various internal dimensions of an organization. Key among these are strategy, structure, systems, style (leadership), staff (skills, number, attitudes) and shared values. These will be aligned to support the implementation of the strategic plan and will be spearheaded by the leadership team.

Implementation plan as a basis for Annual Work Plans

The second Konza five-year implementation plan has been developed. It shows the outcomes, performance indicators for each outcome, targets to be achieved in the first and final of the plan period, the offices responsible for achieving these targets, the key initiatives to be implemented and their estimated budgets.

Annual Work Plan (AWPs) will be prepared every year based on the developed five-year implementation. The Authority's work plans will provide detailed activities planned for achievement in the specific year in review in line with the five-year strategic plan. The development of the AWPs will include a strategic review and adjustment as per the performance of the strategic plan over the strategic period.

For each year, the AWPs will be evaluated to gauge the extent of achievement and lessons learned that year that could be useful in the next year.



Ongoing construction of the Konza furnished apartments.

Budget alignment

For each year, the Authority will align the Konza Technopolis annual budget with the annual work plan for that year. This means that the budget must fund the prioritized key initiatives.

Communication of the Strategic Plan

The board, management, staff and stakeholders of Konza Technopolis will be actively involved in implementing this strategic plan. To enable a strong alignment to strategy, the Authority will conduct sensitization sessions on the strategic plan being implemented and their contribution towards the attainment of the strategic objectives developed. The Authority will ensure regular strategic review sessions to ensure the strategic plan becomes a living guide to the authority's performance priorities.

3.2 Monitoring and Evaluation

Periodic monitoring is a critical strategy in the implementation process. Monitoring of the strategic plan has the objective of ensuring that key performance indicators are achieved within the period stipulated in the plan in which the objectives and strategies are well spelt out. Monitoring strategic plans are very crucial for three key reasons:

- a) to ensure that the plan is executed within the set parameters.
- b) to assess if progress is being made in line with expectations in the plan and determine there is a need be change tact for better results, and
- c) to avail information periodically for decision making.

Monitoring and evaluation of performance shall be led by the CEO. In this regard, under the guidance and coordination of the CM/R&S, the Heads of Departments shall carry out quarterly self-assessment of performance and provide proofs of compliance in Management monthly meetings. Capacity building will be provided for effective assessment of performance and will be given the responsibility to undertake performance measurements and reporting.

The consolidated quarterly monitoring results will be reported by the CEO in all quarterly Board meetings. It is hereby recommended that the implementation of the strategic plan be a standing item in all quarterly Board meetings.

In addition, an independent consultant will carry out an evaluation after the first year of implementation, during mid-term and at the end of the strategic plan period (end-term evaluation).

M&E dashboard

Konza Technopolis will put in place an elaborate strategy execution process. Aligning the strategic

objectives to the Annual work plans and Authority's performance contract.

The Authority will put in place a strategic implementation dashboard to facilitate monitoring of the achievement of the KoTDA strategic plan. The strategy execution monitoring tool will provide real-time reporting on strategic plan implementation against its set target on a monthly, quarterly and annual basis. This approach will be in keeping with KoTDA's status as the smart city agency where technology informs everything that it undertakes.

For this approach to be successful, there will be a need for the ERP system to be configured to perform this function. There will also be a need for all managers to be inducted on the potential of this system as a dashboard that allows the integration of all the strategies that are contained in this plan and of its efficacy as a tool for monitoring the KPIs that are elaborated in this plan.



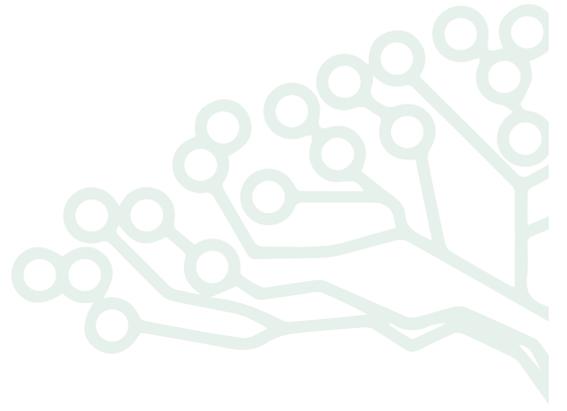


Ongoing Development of the Horizontal Infrastructure at Konza Technopolis.



Ongoing construction works of the Konza Furnished Apartments near the newly commissioned Konza Complex.





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