4TH ICT STRATEGY

2021 - 2024



KEBS ISO 27001 REGISTERED FIRM

KENYA REVENUE AUTHORITY

Tulipe Ushuru, Tujitegemee!

KENYA VISION 2030



Foreword by the Commissioner General

The Authority has **rolled out** the 8th Corporate Plan 2021/22 -2023/2024 whose theme is **"*Revenue mobilization through tax simplification, technology driven compliance and tax base expansion*"**. The 8th Corporate Plan is fully anchored on the use of technology in Revenue Administration and achievement of excellent customer service. This 4th ICT Strategy 2021/22 -2023/2024 provides the technology initiatives that are geared towards actualization of the corporate strategy and business enablement through use of technology.

The 4th ICT Strategy will enable KRA to utilize modern technology in revenue administration, achieve integrated, simplified and cost-effective business processes, provide reliable and resilient IT infrastructure and strengthen use of big data analytics to drive compliance.

It's my hope that the successful rollout of the 4th ICT Strategy will ultimately enable KRA to realize the much needed revenue for the government, enable staff engagement and transit to an efficient and a truly customer centric organization.

FCPA Githii Mburu, MGH, CBS
Commissioner General

Remarks by Commissioner Corporate Support Services



This 4th KRA-Wide ICT Strategy is aligned to the 8th Corporate Plan and it is based on the four Balanced Scorecard (BSC) Perspectives. The 4th ICT Strategy will guide the technology investments in the Authority for the next three years.

In line with the 8th Corporate Plan, the theme of the strategy is '***A Simplified and Technology Driven Tax Administration***'. The People Pillar focuses on building an engaged and enabled workforce. The Business Perspective is geared towards improved quality of operations and services. This Strategy has also given special focus on the Customer Perspective on achieving exceptional customer services. In the Financial Perspective, the Strategy seeks to optimize IT spend and manage the overall cost of operations. We are confident that KRA will greatly benefit from the implementation of this Strategy.

Dr. David Kinuu, EBS

Commissioner, Corporate Support Services

Theme, Vision, Mission & Core Values

Theme: A simplified and technology driven tax administration

Vision: To be a leader among revenue authorities in the use of smart technology solutions in tax and customs administrations.

Mission: To develop smart, simple and secure IT solutions delivered creatively to offer a unique business experience to taxpayers

Corporate Core Values (TECHS)

Trustworthy: We interact with others in a way that gives them confidence in our intentions and those of the organization.

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 clients' needs in a timely, professional and courteous manner.

Simple: Our processes are straightforward and tax laws easy to understand.



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1. Introduction

1.1 About us

Kenya Revenue Authority was established by the Kenya Revenue Authority Act, an Act of Parliament, Chapter 469 of the laws of Kenya, which became effective on 1st July 1995.

The mandate of the KRA is to assess, collect and account for all revenues in accordance with Kenya's laws and regulations. KRA also advises the Government of Kenya on matters relating to administration and collection of revenue under Kenya's laws, regulations and tax policy.

Information and Communication Technology (ICT) of KRA promotes utilization of technology to innovate revenue collection and administration through process automation and business enablement. Anchored in Corporate Support Services Department, the ICT and Technology Innovation and Deliverables (TI&D) divisions plays the following roles;

i. Automation of business process to enhance operational excellence of KRA
ii. Provision of reliable, secure and resilient ICT infrastructure to support automation programmes
iii. To innovate and enable business operations to modernize tax administration and service delivery excellence.
iv. Fit-for-future technology solutions and enablement of data driven tax decisions

1.2 IT Governance

The governance of ICT starts from the KRA Board of Directors and then through KRA Leadership to Management and ultimately the Corporate Support Services Department. The Commissioner Corporate Support Services provides policy and strategic direction of the technology functions in KRA. The Deputy Commissioner ICT and Deputy Commissioner – TI&D are responsible for the operations and tactical direction on technology functions. The operation framework and process are anchored on Information Technology Infrastructure Library (ITIL), Control Objectives for Information & Related Technologies (COBIT) and International Organization for Standardization (ISO) 27001 best practices.

1.3 Focus of the 4th ICT Strategy

The 4th ICT Strategy is guided by, and aligned to, the 8th Corporate Plan, and focuses on the following:

i. Business process and services simplicity and agility for service delivery excellence
ii. Always-on and secure infrastructure & services
iii. Agile and fit-for-future technology infrastructure
iv. Integrated and agile digital services
v. Real-time analytics and insights for business enablement
vi. Optimized Total Cost of Ownership(TCO) of IT investment
vii. Project delivery at speed and quality
viii. Enabled, engaged and productive workforce

1.4 Critical success factors

The successful implementation of the 4th ICT strategy is subject to the following;

i. Continued leadership buy-in and support to technology roadmap execution
ii. Resources: adequate funding to deliver on the strategies, programs and projects.
iii. Technological environment: conducive IT policy and resilience to external impacts including pandemics.
iv. Recruitment and retention of skilled IT staff.

1.5 Organization of the 4th ICT Strategy

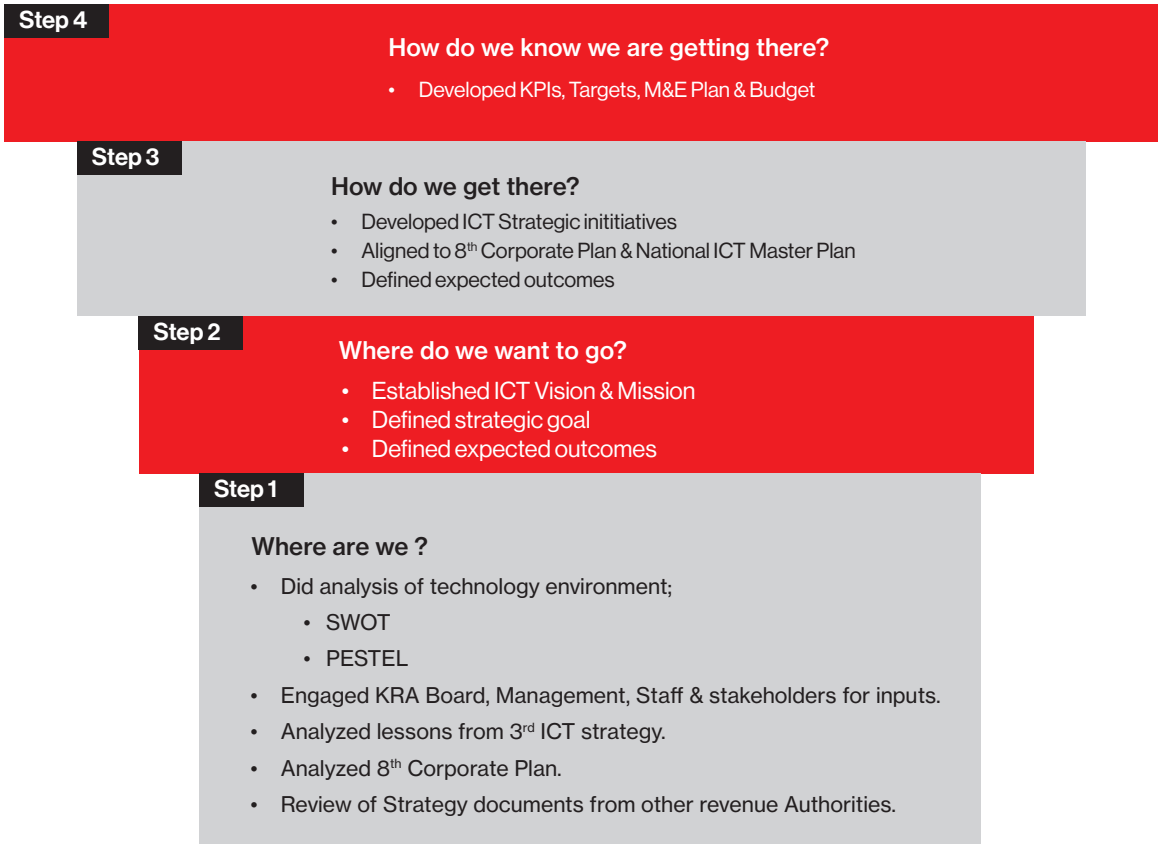
The next part of this Strategy document has been organized as follows:

i. Chapter 2 presents the approach and methodology used in developing the strategy
ii. Chapter 3 presents the review of the implementation of 3rd ICT Strategy, detailing achievements, challenges and lessons learned.
iii. Chapter 4 analyses both internal and external environments and identifies the strengths, weaknesses, opportunities and threats, by use of the SWOT and PESTEL analysis.
iv. Chapter 5 outlines strategic focus in terms of the strategic objectives, strategies and expected outcomes.
v. Chapter 6 outlines how the 4th ICT Strategy will be implemented, monitored and evaluated, budget implications and the proposed financing options for the strategy.

2. Approach & Methodology

A four (4)-tiered strategic design approach was used. The first step in the development of the strategy was to establish the status of the implementation of the 3rd ICT Strategy. This was followed by a review of the operating environment, through PESTEL (Political, Economic, Social, Technological, Environmental and Legal) and SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis with a view to ascertain where we are, where we want to go, how do we get there, how do we know that we are there. The process has been summarized in the diagram below.

Figure 2.1: 4-Tiered Strategic Design Approach used for developing the 4th ICT Strategy



The development of the 4th ICT Strategy was driven by internal ICT employees comprising a team from selected user departments/divisions, ideas exchanged through focus group discussions, workshops and use of questionnaires.

The draft 4th ICT strategy received inputs from ICT staff, business departments/divisions, KRA Management (KRA Team One), KRA Board of Directors, external stakeholders and partners. External stakeholders were involved through the questionnaires hosted on the KRA Website.

This 4th ICT Strategy document was presented to Team One and the Board for approval. This participatory approach was deemed most appropriate to ensure that the strategies developed are relevant and adequately address the business needs of both internal and external stakeholders.

3. Evaluation of Implementation of the 3rd ICT Strategy

3.1 Overview

The 3rd KRA-Wide ICT Strategy (2018/2019 – 2021/2022) was '***themed towards data driven and intelligence led decision making***.'

3.2 Performance of 3rd ICT Strategy

During the plan period, implementation of fifty-seven (57) strategic initiatives in the third KRA-Wide ICT Strategy recorded an achievement rate of 78.94%. This is a marginal improvement of 4.94% from 74% recorded in the second ICT Strategy.

Key achievements per perspective pillar are highlighted in figure 3.1 below.

Figure 3.1: Implementation of 3rd ICT Strategy

01 CUSTOMER	Online help, Regional Support, SLA's	Simple always available services over multiple digital channels, enhance self service, Innovation, ICT Research & Development.
02 PEOPLE	Recruitment, Training	Upscale technical skills & capacity to exploit technolgy and review supporting structures.
03 BUSINESS	Private Cloud, APIs, M-App, Data Migration, LAN/ WAN upgrade	Implement alternate DC, Upscale Cloud Computing, Implement SSO, Enhance Big Data Analytics and automate Business Support Process, Agile delivery, Adopt emerging technologies e.g. ML&AI, Block Chain, Collaberate with Progressive Revenue Authorities & industry players.
04 FINANCE	Infrastructure consolidation, Investment Policy, Project standards, ICT Maturity	Effective licensing model and license management, Enhance Portfolio Management, Improve ICT Governance, Operationalise Enterprise Architecture Planning.

3.3 Lessons Learnt

The implementation of the 3rd ICT Strategy was affected by the following challenges which provided lessons for the next planning cycle.

Table 3.1: Challenges and Way Forward

	Challenges	Lessons Learnt from the 3rd ICT Strategy	Way Forward of the 4th ICT Strategy
1.	Funding	Need to develop Strategy in line with the budgetary cycle	Timely development, approval and implementation of the strategy
2.	Over ambitious targets	Some of the targets were over ambitious	Incorporate realistic targets in the Plan
3.	Awareness	Need for frequent sensitization to business on ICT strategy	Effective stakeholder engagement/ collaboration
4.	Projects completion	Need to scale up project management to improve value realization and completion rate	Enforce project portfolio management framework
5.	Enterprise architecture	Undefined enterprise architecture governance	Operationalize the enterprise architecture function

The 4th ICT Strategy focuses on taking KRA to the next level in terms of adoption of fit-for-future technologies and solutions with a view to simplify processes, improve customer experience and compliance using real-time analytics and insights for business enablement.



4. Strategic Analysis of the Technology Environment

4.1 Overview

Strategic analysis of both the internal and the external environment is critical in understanding the conditions in which KRA and indeed ICT operates. In this analysis, PESTEL (Political, Economic, Social, Technological, Environmental and Legal) and SWOT (Strengths, Weaknesses, Opportunities and Threats) frameworks were used in addition to stakeholder analysis. The results have been critically reviewed and form the basis of the design, selection and scope for this ICT strategy.

The current operating environment is driven by COVID-19 Pandemic and Legislation such as the Data Protection Act which are impacting the technology landscape. In SWOT KRA has strengthened use of technology in revenue administration anchored by strong management support. However, the interlinking index of systems is low. We have opportunity on uptake of; automations in government, mobile phones, and emerging technologies which will spur technology use for tax administration. The 4th ICT Strategy cognizance of low funding levels that will impact the financing of automation initiatives. A proposal will be made seeking alternative funding from development partners to accelerate realization of the strategic vision.

4.2 PESTEL Analysis

PESTEL Analysis is a strategic framework used to evaluate the external environment of a business by breaking down the opportunities and risks into Political, Economic, Social, Technological, Environmental, and Legal factors.

4.2.1 Political Environment

The National elections will be expected in the second year of the plan period. This plan assumes the General elections will be peaceful and with little or no adverse impact on critical IT infrastructure and technology delivery supply chain.

4.2.2 Economic Environment

The 4th ICT strategy is being developed during the peak of the COVID-19 pandemic which has had major impact on the macro and micro economic environment, which is likely to affect the cost and funding opportunities for technology programs. The rising demand for funds to finance government programs has led to reprioritization of critical automation initiatives. The funding of the 4th ICT strategy will therefore leverage more on exchequer funds.

4.2.3 Social

There is massive proliferation of online trading and ecommerce transactions through social media platforms. The COVID-19 pandemic has also introduced a new social order of "social distancing" leading to limitations in physical access to KRA premises and demand for cashless transactions. During the strategy period, we shall upscale the digital channels and collaboration tools to meet this need.

4.2.4 Technological

The ever-changing technology landscape has brought new IT opportunities. Key technology advances include big data, data lake, data warehousing, data analytics, distributed ledger technology, cryptocurrency, artificial intelligence, cloud computing solutions, containerization of applications, micro services and Application Programming Interfaces (APIs).

KRA shall continue to build ICT skills capacity to deploy and manage the emerging technologies for business enablement. We shall also modernize the technology landscape for resilience to cyber security threats, and evolve the aging IT infrastructure for enhanced service availability.

4.2.5 Environmental

Management of electronic waste (e-waste) is a big challenge to many organizations across the globe. KRA being a user of electronic based solutions shall strengthen and collaborate with relevant government agencies on electronic waste disposals. In view of the level of automation, aging IT equipment and growing quantity of e-waste for disposal, we shall continually comply and enforce our e-waste management policy.

4.2.6 Legal

KRA's mandate is to collect revenue from all taxable activities from taxpayers. This requires dealing with personal data from all available sources. Kenya has enacted the Data Protection Act, No. 24 of 2019 that gives effect to Article 31 of the Constitution, which is 'to regulate the collection, retrieval, processing, storing, use and disclosure of personal data and for connected purposes'. This Act requires changes in the manner personal data is received, processed, shared and stored.

Inadequate legislative provisions to support usage of some of the emerging technologies by public sector organizations, e.g. blockchain, General Data Protection Regulations (GDPR) and cloud computing, may limit the exploitation of these emerging or new technologies by KRA. KRA will lobby to influence the development of favourable government policies and standards to support exploitation of these emerging technologies by public sector organizations.

4.3 SWOT Analysis

A review of ICT Strengths, Weaknesses, Opportunities and Threats (SWOT) is paramount in understanding the current situation and ensure full exploitation of the strengths and opportunities to address existing and potential problems that can hinder achievement of the KRA' s goals.

Strengths	Weaknesses
a. High levels of automation and improved system reliability b. Increased investment on core IT infrastructure c. Committed Government through The National Treasury, Taxpayers, Board and Management d. Relative maturity of Service Level Management function e. Adoption of various IT best practices frameworks f. Competent ICT Workforce g. KRA has control over the iTax System	a. Partial integration across tax systems b. IT systems and applications not keeping pace with rate of change in business needs c. Piecemeal enhancements of business systems due to capacity gaps in requirement management d. Limited capacity to exploit emerging technologies e. Weak projects portfolio management f. Aging IT Infrastructure at the Data Centre and in regional offices g. Inadequate monitoring of IT Services
Opportunities	**Threats**
a. Up scaled automation in MDAs & private sector b. Readily available local ICT talent c. Maturity of local telecoms d. Ongoing e-Government projects & partnerships e. Unexploited emerging technologies e.g. Blockchain, ML&AI, cloud, big data analytics f. Automation of key corporate processes	a. Complexity of cyber-crime and attacks b. High cost of technology & licenses c. Covid-19 impact d. Rapid technological changes leading to obsolesce.



4.4 Confrontation Framework

A review of ICT Strengths, Weaknesses, Opportunities and Threats (SWOT) is paramount in understanding the current situation and ensure full exploitation of the strengths and opportunities to address existing and potential problems that can hinder achievement of the KRA's goals.

Table 4.2: Confrontation Matrix

	Strengths	Weaknesses
Opportunities	**(We will use existing strengths to take advantage of opportunities)** a. Increase investment in IT and utilize locally available ICT workforce to increase uptake of unexploited modern technologies b. Take advantage of our high levels of automation to integrate with stakeholder systems (MDAs) to achieve simplicity, agility and improve tax compliance c. Push KRA services onto mobile and online platforms, increase uptake of local telecoms to meet the increasing demand for accessible, reliable and efficient tax services from taxpayers d. Develop/support systems in-house to minimize the cost of software licenses from outsourced systems	**(We will tackle our weaknesses to prevent us from missing opportunities)** a. Implement ICT Strategy to reengineer business systems and exploit increased digitization for tax simplicity b. Utilize existing agency partnerships to increase integration of our tax systems with ongoing e-government projects and private sector. c. Train ICT staff on emerging technologies, platforms and tools in order to develop innovative solutions that enhance data driven compliance and widen the tax base d. Strengthen project portfolio management to enhance value realization on corporate automation processes.
Threats	**(We will use existing strengths to reduce probability and impact of threats)** a. Leverage on IT best practices frameworks and collaborate with other agencies to tackle cyber-attacks b. Use automation to minimize operating costs c. Take over control of key business systems to mitigate high cost of technology and maintenance d. Guarantee business continuity and resilience by leveraging on increased investment on core IT infrastructure and available mature telecoms sub sector.	**(We will act on our weaknesses to mitigate threats)** a. Implement measures to secure KRA against cyber-attacks b. Expand the scope of IT services monitoring to proactively address technological obsolesce and keep pace with rapidly changing business needs c. Build capacity in new skills and specialized technology solutions to exploit the benefits d. Implement improved customer Service Delivery Model to improve quality of ICT services to customers e. Implement and enforce project portfolio management standards to reduce cost of projects

4.5 Stakeholder Analysis

The analysis presented in Table 4.2 below enables ICT to understand expectations from technology stakeholders and to develop strategies to meet them.

Table 4.2: Confrontation Matrix

Stakeholder	Stakeholder Expectations	Expectations that ICT has of its stakeholders
The Kenya Government through The National Treasury	a. Resilience and availability of KRAs' technology solutions to support revenue mobilization b. Adoption of innovative solutions to improve tax compliance	a. Funding for technology initiatives b. Support on policy matters affecting implementation of technology in the Authority
KRA Leadership	a. Alignment to the Business strategy b. Adoption of modern technology c. Integrated systems to provide single view of taxpayer	a. Continued support for technology programmes b. Timely availability of resources c. A conducive and secure working environment
KRA Staff	a. Resilience and availability of KRAs' systems b. Prompt and effective response to user requests for ICT services c. Self-services and Single Sign On capability d. Adequate tools and support for remote working	a. Feedback for improvement b. Strategic partnership and collaboration
KRA ICT Staff	a. Talent Management b. Technical Training c. Systems availability d. Adoption of Agile delivery of IT services	a. Inter process collaboration
Taxpayers	a. Simplified and easy to use technology solutions b. Resilience and high availability of KRA's automated services c. Integrated systems that provide a single view of taxpayer d. Prompt resolution and feedback on technology issues affecting taxpayers	a. Feedback on areas of improvements b. Compliance with the security requirements on appropriate of use technology solutions.
External/Public Stakeholders	a. Integrations of systems b. Provision of Data c. Increased Resilience and availability of KRAs' automated services d. Simple processes and systems e. Availability of prompt resolution and feedback to taxpayer issues	a. Feedback for improvement b. Integrations of systems c. Provision of data

4.6 Alignment with 8th Corporate Plan

KRA has published the 8th Corporate Plan 2021/2022 – 2023/2024 themed. 'Revenue mobilization through tax simplification, technology driven compliance and tax base expansion'. The overarching goals are; realization for government targets, exceptional, customer service, optimized cost of collection and building a performance driven and ethical workforce aligned in six (6) strategic focus areas. 70% of these areas are anchored in technology.

The 4th ICT Strategy in cognizant of the corporate thrust, envisions a simplified integrated process, a fit for future technology infrastructure, real time analytics, project delivery at speed and engaged and enabled workforce. Consequently, the strategic initiatives have been aligned to springboard the realization of the corporate goals.



5. Strategic Objectives, Strategies, Outcomes & Key Initiatives

5.1 Financial Perspective

The Financial Perspective aims at defining strategies to optimize the total cost of ownership of providing technology services while guaranteeing the Authority value for money. The Authority shall take measures to optimize the total cost in providing technology services. The overarching goal in the 4th ICT Strategy is to ***'reduce the overall cost of collection'***.

5.1.1 Strategic Objective 1: "Optimize Total Cost of Ownership (TCO) of IT investments"

Expected outcome: - "Optimal Cost of Operations"

In order to achieve this objective, the Authority will pursue the following set of strategies

Table 5.1.1: Financial Perspective Strategies and Initiatives

Strategies	Initiatives
S1.1 Optimize the cost of IT operations	S1.1.1 Reduction of old infrastructure and applications foot-print S1.1.2 Leverage on government shared services S1.1.3 Technology contracts & license optimization
S1.2 Enhance IT governance	S1.2.1 Review and implement IT projects portfolio and investment policy S1.2.2 Benchmark on IT financial management with other Revenue Authorities (RAs) and technology entities S1.2.3 Implement IT investment and ROI Audit to guarantee value for money

5.2 Business Process Perspective

The Business Perspective entails strategies that will enable utilization of modern technologies relevant to the KRA business needs. The overarching goal of the business pillar in the 4th ICT Strategy is "to improve quality of operations and services". KRA will enhance business applications through robust APIs integrations, upscaling mobile applications development, adoption of emerging technologies (big data analytics and risk-profiling solutions, Machine Learning & AI, robotic process automation, blockchain).

This will enable rollout of simple, smart and secure services for easier tax compliance. In addition, KRA will adopt agility in project delivery to enhance project completion rate and value realization.

5.2.1 Strategic Objective 2: "Business process and services simplicity and agility for service delivery excellence"

Expected outcome: - "Enhanced user experience"

In order to achieve this objective, KRA will pursue the following set of strategies:

Table 5.2.1: Business Perspective Strategies and Initiatives

Strategies	Initiatives
S2.1 Reengineer and automate business process and services	S2.1.1 Reenginering of identified core business processes
	S2.1.2 Implement simplified online services (including self service)
	S2.1.3 Enhancing capacity for end-end business process re-engineering
	S2.1.4 Build capacity for end-to-end solution design
	S2.1.5 Automation of requirements management process through a workflow-based solution
	S2.1.6 Identify candidate systems for retirement & Migrate data

5.2.2 Strategic Objective 3: "Agile and fit-for-future technology infrastructure"

Expected outcome: - "Reduced time to market"

In order to achieve this objective, KRA will pursue the following set of strategies:

Table 5.2.2: Business Perspective Strategies and Initiatives

Strategies	Initiatives
S2.2 Modernize IT infrastructure and platforms	S2.2.1 Upgrade IT infrastructure to meet emerging business needs
	S2.2.2 Total infrastructure evolution – compute, storage and networks
	S2.2.3 Develop & Implement enterprise architecture
	S2.2.4 Implement an enterprise integration platform
	s2.2.5 Implement identified enterprise integrations
	S2.2.6 Implement iTax 2.0
	S2.2.7 Implement Enterprise Document Management System
	S2.2.8 Implement containerized infrastructure to support cloud native applications

5.2.3 Strategic Objective 4: "Always-on and secure IT infrastructure & services"

Expected outcome: - "99.99% service availability"

In order to achieve this objective, KRA will pursue the following set of strategies:

Table 5.2.3: Business Perspective Strategies and Initiatives

Strategies	Initiatives
S2.3 Achieve holistic cyber resilience	S2.3.1 Implement alternative power where applicable
	S2.3.2 Implement network access security control. (End point security solutions)
	S2.3.3 Undertake independent Information Security Assurance
	S2.3.4 Implementation of digital forensic laboratory, Security Operation Centre (SOC)
	S2.3.5 Implement single sign on solution and Identity Access Management
	S2.3.6 Enhance 24/7 security surveillance and monitoring
S2.4 Enhance service resilience and continuity	S2.4.1 Complete implementation of secondary data centre refurbishment
	S2.4.2 Implement phase 1 of the 3rd disaster recovery centre (Colocation)
	S2.4.3 Implement Network redundancy across all the KRA sites (Upgrade, extend network (VOIP, LAN/WAN, VPNs, Backup links, backhaul)
	S2.4.4 Implement total capacity planning
	S2.4.5 End to end systems and service monitoring and alerts

5.2.4 Strategic Objective 5: "Solution delivery at speed and quality"

Expected outcome: - "Timely benefit realization on projects"

In order to achieve this objective, KRA will pursue the following set of strategies:

Table 5.2.4: Business Perspective Strategies and Initiatives

Strategies	Initiatives
S2.5 Enhanced projects completion rate and benefit realization	S2.5.1 Adopt agile and iterative delivery of projects
	S2.5.2 Implement integrated project delivery framework that includes project change and M&E
	S2.5.3 Quality end to end automated service delivery
	S2.5.4 Business Systems take –over for in-house support and maintenance
	S2.5.5 Develop and implement a right sourcing framework (in/outsourcing)

5.3 Customer Perspective

Our customers mainly comprise of internal KRA staff, taxpayers, service delivery partners (clearing agents, financial providers, Ministries, Departments and Agencies (MDA's) and other stakeholders). Therefore, this perspective concentrates with how best ICT will provide services to the business. The overarching goal of the Customer Pillar in the 4th ICT Strategy is to '***achieve exceptional customer service'***. In this regard, we shall improve IT services to meet customers' expectations.

5.3.1 Strategic Objective 6: "Integrated and agile digital services"

Expected outcome: "Increased customer satisfaction"

In order to achieve this objective, KRA will pursue the following set of strategies:

Table 5.3.1: Customer Perspective Strategies and Initiatives

Strategies	Initiatives
S3.1 Achieve Do-it-for me approach in delivery of customer services	S3.1.1 Deliver an omni-channel experience for all key services (mobile, USSD, chat, staff super App)
	S3.1.2 Review and implement SLAs for all customer facing services
	S3.1.3 Build capacity for UI/UX for business systems
	S3.1.4 Simplify customer authentication and access to services
S3.2 Improve customer journey maps	S3.2.1 Review and upscale IT service management to reduce calls to call Centre.
	S3.2.2Implement Queue management system in TSOs
	S3.2.3 Implement ChatBots to handle information queries
	S3.2.4 Enhance customer awareness sessions on ICT offerings, service delivery channels, incidents resolution

5.3.2 Strategic Objective 7: "Real-time analytics and insights for business enablement"

Expected outcome: - "Data and insights led operations"

In order to achieve this objective, KRA will pursue the following set of strategies:

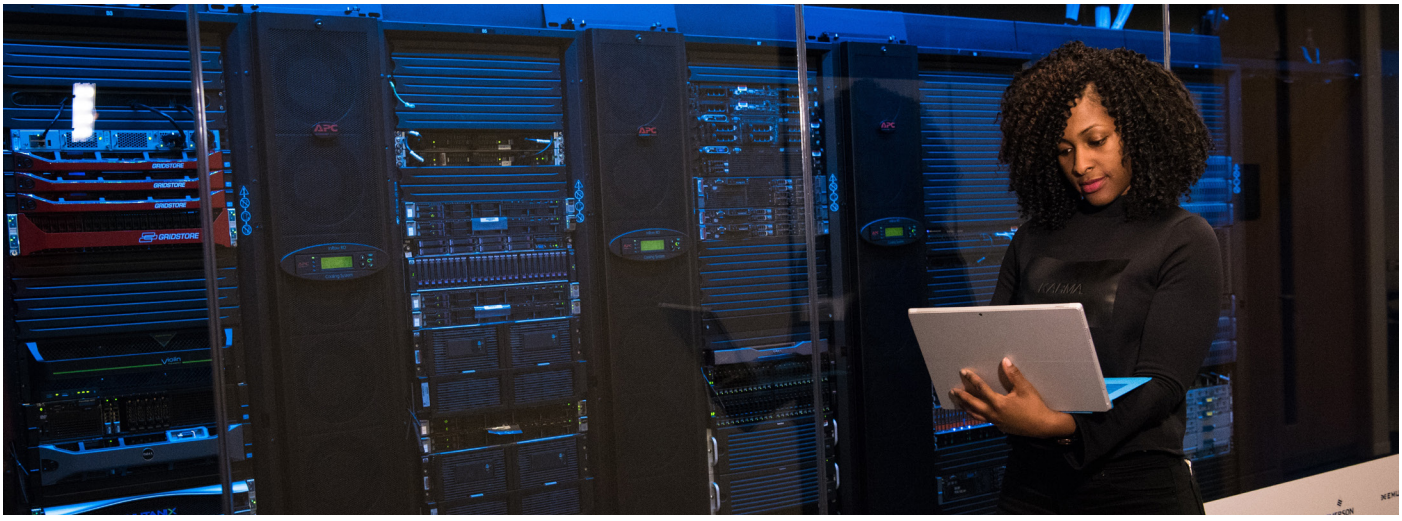
Table 5.3.2: Customer Perspective Strategies and Initiatives

Strategies	Initiatives
S3.3 Build advanced big data analytics capability	S3.3.1 Implement real-time data processing and analytics capabilities
	S3.3.2 Complete implementation of data warehouse
	S.3.3.3 Implement data lake and automate data lifecycle and cleaning process
	S3.3.4 Build staff capacity and tooling on big data analytics, data science, ML and AI
S3.4 Enhance utilization of data and analytics	S3.4.1 Acquisition of data analytics and visualization self-service tools (visual mapping/Geographical Information System (GIS), social network, and textual data)

5.4 People Perspective

The People Perspective refers to the ICT staff. The overarching goal of the People Pillar in the 8th Coprorate Plan is ***'continue to build a performance driven and ethical workforce'***.

We shall build ICT staff capacity to drive technology innovations for business enablement and providing the tools and capability that enable staff mobility via telecommuting and virtual workspaces.



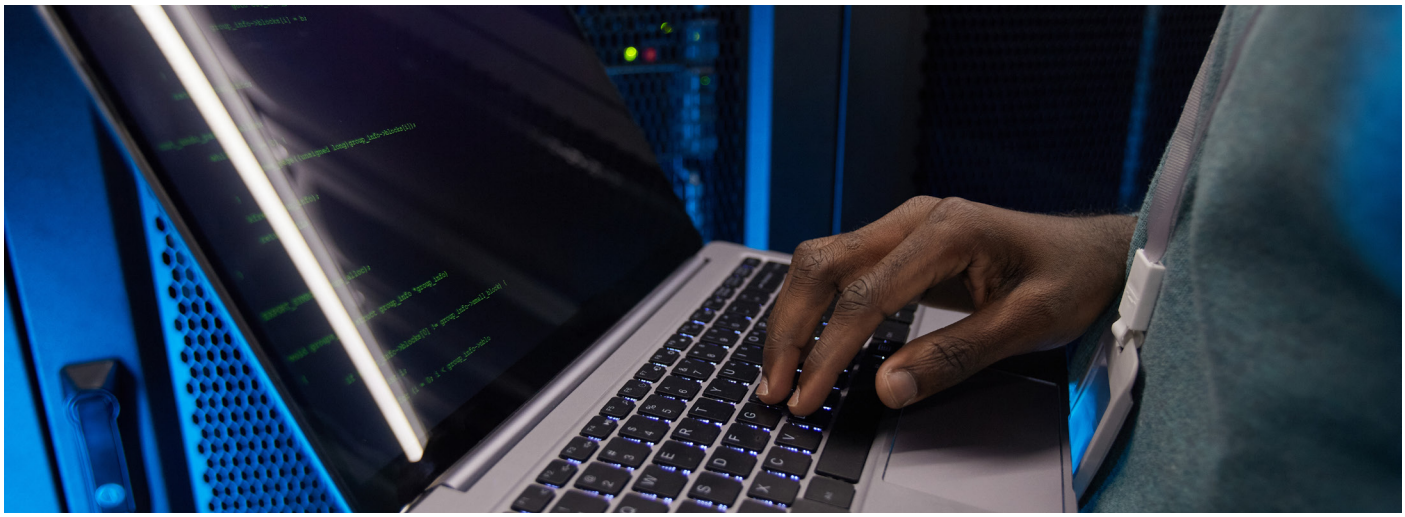
5.4.1 Strategic Objective 8: "Enabled, Engaged and productive workforce"

Expected outcome: - "Productive and satisfied IT staff"

In order to achieve this objective, KRA will pursue the following set of strategies:

Table 5.4.1: People Perspective Strategies and Initiatives

Strategies	Initiatives
S4.1 Align the operating model and build IT staff capacity	S4.1.1 Review and align ICT and TI&D structures to improve service delivery
	S4.1.2 Match technology staffing level with business demand (additional capacity)
	SS4.1.3 Enhance ICT skill-set on existing and emerging technologies and acquire digital leadership skills
	S4.1.4 Develop and Implement IT talent pipeline and flexi short-term sourcing framework
	S4.1.5 Implement a structured industry and academia engagement programme on technology innovation and R&D
S4.2 Improve Work environment	S4.2.1 Implement remote work enabled productivity & collaboration tools (Acquire additional 500 VPN licenses to improve & secure work environment)
	S4.2.2 Attain 1:1 staff to computer ratio
S4.3 Strengthen engagements and innovation culture	S4.3.1 Implement knowledge sharing sessions to foster innovations
	S4.3.2 Development innovation reward framework
S4.4 Entrench agile performance management system	S4.4.1 Identify, entrench and implement technology role specific KPIs to drive commitment and accountability
	S4.4.2 Implement Annual IT process maturity assessment to optimize IT processes



6. Strategy Implementation

6.1 Implementation Plan

The 4th ICT strategy will deliver the expected results if it is successfully implemented. The implementation plan for this Strategy is shown in Annex 1 detailing the outcomes, performance indicators for each outcome, targets to be achieved over the plan period, the key initiatives and the offices responsible for achieving them. The ICT and TI&D Divisions will develop annual work plans, derived from the three-year implementation plan.

6.2 Alignment with IT Governance

Successful Strategy implementation requires congruence or alignment with the various other internal components of the Divisions. Key among these are structure, budget, systems, leadership, staff (their skills, attitudes and behavior) and shared values.

6.2.1 Budget Alignment

There is need to maintain alignment between the annual budget and the annual ICT work plan derived from the three-year ICT Strategy. Annual work plans should be completed in time to inform the relevant annual budgets.

6.2.2 Structure Alignment

For effective delivery of the 4th ICT strategy, the Department will seek to harmonize the ICT and the TI&D divisions organization structures. This will ensure an integrated mechanism that coordinates various units of the Divisions so that they can work together to support and facilitate business and achieve goals proposed.

The current structure where staff growth is based on managerial structure needs to change to allow critical technical skills that would be crucial to exploit ICT and re-position KRA in its primary business. The recommendation is to implement a technical career path for ICT staff.

In line with the practice in other Revenue Authorities, KRA will implement framework contracts in order source for specialized skills e.g. GIS specialists, blockchain developers, etc. in order to complement the existing business need.

In harmonizing the organizational structures of ICT and TI&D for right sizing, it will be important to consider the following;

i. The technology staff to total KRA staff ratio will be used as a key measurement/ parameter when compared to comparable tax administrations;

ii. Review the harmonized governance structure to ensure clear and defined room for growth.

iii. Introduce the Enterprise Architecture framework to ensure more efficient business optimal costs, more shared capabilities, more flexible workforce, less duplication and redundancies, and improved business productivity.

6.3 Communication of the Strategy

Staff in KRA, technology staff and relevant IT service providers involved in implementing the ICT Strategy will be sensitized and engaged in the strategy execution. This calls for effective mechanisms for communicating the ICT Strategy to all staff in KRA.

6.4 Risk Management Framework

Risk-taking in a Strategy is inevitable as the strategies contained therein are enablers of change. Change introduces uncertainty, hence risk. Management of risk is the proactive identification, assessment and control of risks that may affect the delivery of the Strategy's objectives. Bold objectives and attendant strategies are required to ensure risks are managed to minimize their impact, and ensure that the stated objectives are realized.

A key tenet of ISO 9001:2015- Quality Management Systems, on which KRA is certified, is the identification of risk, and delineation of mitigation measures. Risk management, therefore, is a continuous activity that must be carried out throughout the life of the Strategy, accounting for changes in the internal and external environments.

The objectives of risk management are to increase the probability and positive impactful events occurring while decreasing the negative events. The team identified a number of risks that are likely to impact the Strategy;

i. Strategic IT investment push vs budget, therefore the Department shall align the budgetary cycle with the ICT Strategic Plan.
ii. Expensive nature of technology, increased automation and software license costs.
iii. Exploitation and adoption of emerging technologies raises fear of disrupting the business environment and increased regulatory pressure.
iv. Slow adoption of agile approaches to IT operations to meet the ever-changing business expectations impedes the user experience of the planned customer centric initiatives.
v. Our project management culture of numerous scope creeps, leads to low completion rate and delayed value realization from IT projects; and,
vi. Loss of critical ICT skills that are required to drive the implementation of the ICT strategy due to market dynamics and lack of a structured approach to retain and motivate ICT talents and innovative skills.

Table 6.1: Risk Analysis

Risk	Mitigation Objective/Strategy
a. Resource constraints for strategic IT initiatives against business demands	i. Division shall align the budgetary cycle with the ICT Strategic Plan ii. Resource mobilization from development partners (TMEA, JICA, World Bank, etc.) to fund ICT initiatives iii. Lobby National Treasury for more sustainable funding
b. Inadequate ICT skills required to drive strategy implementation	i. Structured approach to retain and motivate ICT talents
c. Legislative/Regulatory constraints on adoption of emerging technologies	i. Constant engagement with regulators to influence new legislations and policies
d. IT initiatives overload resulting in costly productivity, quality problems and employee burnout	i. Effective portfolio management to vet projects before they begin ii. Robust IT governance structure to match demand with resources iii. Acquire adequate capacity to match projects demand

6.5 Monitoring and Evaluation

Monitoring and Evaluation (M&E) assess if the progress being made is in line with expectations of the strategic plan. Monitoring and evaluation of performance shall be the responsibility of those who are involved in the implementation of the Strategy.

In this regard, the ICT and TI&D Division Heads and identified stakeholders shall carry out quarterly self-assessment of performance which will be consolidated to annual progress, and provide proofs of compliance. They will be expected to have the capacity to conduct self-assessment of performance and will be given the responsibility to undertake performance measurements and reporting.

The Divisions and their constituent sections will implement the Strategy through performance contracts. The agreed performance indicators and targets at all levels will be used for benchmarking of this evaluation. The outcome of the annual evaluation will form a basis for the following year's plan.

6.6 Budget Implications

Table 6.2 shows the total financial implications of the selected key initiatives for each balanced score card perspective. The cost of each key initiative is shown in the Implementation Plan (Annex 1).

Table 6.2: Budget Requirements 2021/2022 - 2023/24 (Kshs. Million)

Balanced Score Card Perspective	2021/22	2022/23	2023/24	Total
1. People	265.3	367.7	417.6	1,050.6
2. Business process	2,429.5	2,596.5	1,926.5	6,952.5
3. Customer	305	302.5	302	909.5
4. Financial	7.8	7.1	6.6	21.5
Total	**3,007.6**	**3,273.8**	**2652.7**	**8,934.1**

6.7 Proposed Financing Options

In order to ensure full realization of the objectives and benefits envisaged in 4th ICT Strategy, Management plans to engage The National Treasury as well as development partners with a view to finance the identified initiatives.



Annex II: Strategy Initiatives Aligned to Business KPIs

Strategic outcome: Improvwed tax compliance (Raise Tax to GDP Ratio from 13.7% in 2021/22 to 16.1% in 2023/24)								
Strategy	**Initiative**	**KPI**	**Measure**	**Baseline**	**Target**			**Category**
Tax base expansion (1)		Active taxpayers	No.(M)	6.55	6.8	7.5	8.2	
	i)Acquire and Implement GIS tool	Implementation status/Blocks Mapped	%					Technology
	ii) Implement Block Management System	Landlords recruited	No.	92308	15000	15000	15000	Business
	iii) Implement County Revenue system	% implementation of county revenue system/w# of counties on boarded	No.	1	1	1	1	
	iv) Implement Tax Information Management system (TIMS)	% implementation	%					
Risk based audit (2)		Revenue Yield	KSH (M)					
	i) Undertake Risk profiling by use of DWBI for effective case selection	Risk profilesw	No.	N/A	8	10	12	Business
	ii) Develop a pool of multi-disciplinary experts (Build capacity, Recruitment of non-traditional professionals, provide sponsorship on area of study)	Experts in place	No	N/A	Identify areas and gaps and build capacity	No. of Staff trained	No. of officers trained	Business
	iii) Establish Mombasa scientific Lab to decrease the turnaround time for Laboratory results	Utilization of Scientific Laboratory Reports to reduce tariff misclassification and enhance compliance.	%	100	100	100	100	Business
	ii) Enhance Post Clearance risk-based audit	Post Clearance risk based audits	No.	288	317	349	384	Business
	iii) Establish a centralized audit quality review program	Audit quality review program established	Time	N/A	Establish a centralized audit quality review program	Implementation	Implementation	Business
Optimize debt management (3)		Collectible debt to revenue ratio	%	10	9	8	7	
	1.Data cleaning - Identify candidate systems for retirement and data migration	Records cleaned	%					Technology
	2. Fully automate the debt function in iTax and iCMS - Reengineering of identified core business processes	Automation status	%	80	86	94	100	Technology

Strategic outcome: Improved tax compliance (Raise Tax to GDP Ratio from 13.7% in 2021/22 to 16.1% in 2023/24)								
Strategy	**Initiative**	**KPI**	**Measure**	**Baseline**	**Target**			**Category**
Simplified tax processes and services (4)		Automation level	%	95.7	96.2	97	97.1	Business
	1. Enhance iTax to iTax 2.0	Implementation status	%	0	100	100	100	Technology
	2. Systems integration	Systems processes (Internal and External) integrated	No.	28	3	3	3	Technology
	3. Roll out simplified online self-services	Automation Level	%	95.7	96.2	97	97.1	Technology
	4. Implement an enterprise integration platform	Enterprise integration platform	1	0	30%	50%	100%	Technology
		Tax simplification index	Index	N/A	45	48	51	
	i) Provide an upload functionality in iTax for return amendments	Activation of upload functionality	Time	N/A	Roll out of the return amendment functionality	N/A	N/A	Business
	ii) iTax system enhancement to allow for prepopulation of VAT Returns. By June 2022	Pre populated returns	Status	N/A	Develop requirements for VAT return pre-population	Testing and pilot	Roll out of the pre-populated VAT return	Technology
	iii) Identify and implement processes that require auto approval in the system	Processes identified	No.	N/A	Three (3) Processes 1. Simplified Taxpayer registration process 2. Simplified PAYE return 3. Simplify identified DEBT and Enforcement process	1. Development and Rollout (20% of ≠≠PAYE return simplification) 2. Scoping and requirement analysis (20% of DEBT module simplification)	1. Development and Rollout (20% of PAYE return simplification)	Technology
	iv) Simplify import declaration entry for small scale traders under direct assessments at the borders in iCMS	Import declaration form simplified	Time	N/A	Strategy paper developed	TBD	TBD	Business
	v)Simplify customer authentification and access to KRA service	Innovations developed and implemented	No.	TBD	1	2	3	Technology
	vi) Reengineering and automate of identified core business process	Implementation status of BPR Plan	%	50	60	70	80	Technology
	vii)Enhance capacity for end - end business process reengineering	Implementation status of BPR Plan	%	0	30	40	50	Technology

Annex II: Strategy Initiatives Aligned to Business KPIs

Strategic outcome: Improved tax compliance (Raise Tax to GDP Ratio from 13.7% in 2021/22 to 16.1% in 2023/24)								
Strategy	**Initiative**	**KPI**	**Measure**	**Baseline**	**Target**			**Category**
Strengthen Big Data Analytics (5)		Data Utilization index	%	71	73	75	77	
	i) Recruit and train staff on data analytics	Staff recruited	No	N/A	15	5	5	Business
		Staff trained	No	N/A	15	5	5	Business
	ii) Develop and deploy predictive and prescriptive models for risk management and service delivery	Use cases developed	No.	N/A	4	4	4	Business
	iii) Implement a data lake for analysis of unstructured data	Implementation status	%	N/A	100% Development and Sign off of System Requirements, and Resource Mobilisation	100% Implementation of the Data Lake	100% Rollout of Data Lake	Technology
	iv) Adopt Real Time Analytics Streaming	Adoption level	%	N/A	100% Research and Development in Real Time Analytics Streaming	100% Implementation of Real Time Analytics Streaming	N/A	Technology
	v) Complete implementation of data ware house	Implementation status	%	82	91	95	100	Technology
Utilization of modern and secure technologies (6)		Automation level	%	95.7	96.2	96.7	97.2	
	ii) Enhance business systems with Mobile apps, Artificial Intelligence (AI), Machine Learning (ML), Geospatial Information System (GIS) and blockchain technologies	Rollout status of new technologies	No.	0	Phase 1: Pilot 5 ML and AI use-cases for: i) Revenue leakage detection, ii) Customer Service, iii) Tax Compliance Simplification, iv) Business operational efficiency, v) IT Delivery & Operations	Phase 2: i. Scale the deployment of successful ML, AI & BC use-cases from Phase 1 including the technology infrastructure, ii. Implement additional ML & AI Use-cases	Phase 3: i. Scale integrations for real time actioning service fulfilment based on deployed ML, AI & BC use-cases ii. Enhance the KRA virtual assistant, and iii. Implement additional ML & AI Use-cases	Technology
	iii) Build staff capacity in modern emerging technologies – recruit and train staff on mobile app and web app development; Artificial Intelligence, Machine Learning, Geospatial Information System and Block Chain Technologies	Staff trained	No.	20	100	100	100	Technology
	iv) Reliable and resilient IT infrastructure - Upgrade IT infrastructure to meet emerging business needs	Implementation status	%	30	50	60	80	Technology

Strategic outcome: Improved tax compliance (Raise Tax to GDP Ratio from 13.7% in 2021/22 to 16.1% in 2023/24)								
Strategy	**Initiative**	**KPI**	**Measure**	**Baseline**	**Target**			**Category**
	v) Total infrastructure evolution - compute, storage, networks	Automation level	%	95.7	96.2	97	97.1	Technology
	vi)Implement network redundancy across all KRA network	Number of sites upgraded	Number	120	80	20	20	Technology
	vii) Complete implementation of secondary data centre refurbishment	Implementation status	%	51	70	80	100	Technology
	viii) Implement Enterprise records and document management system	Implementation status	%	TBD	0	50	100	Technology
		Critical services with tested plans	%	N/A	22	22	22	Business
	i) Establish an alternate (Third) Disaster Recovery site	Establishment status	%	5	30 i) Obtain necessary approvals and secure funding ii) Prepare requirement documents, terms of reference and technical specs and commence procurement. iii) Procurement of required items and services. iv)Commence deployment for year 1 deliverables.	50	70	Technology
	ii) Implement network access security control. (End point security solutions)	Implementation status	%	N/A	50 i) Obtain necessary approvals and secure funding ii) Prepare requirement documents, terms of reference and technical specs and commence procurement. iii) Procurement of required items and services. iv)Commence deployment for year 1 deliverables.	80	100	Technology
	i) Establish a Security Operation Centre	Implementation status	%	Tender Evaluation report of SOC - 40%	Award, contract & partitioning - 50% • Partition works/Construction & kitting of the SOC facility of SOC project • Delivery and install hardware, Tools and Technologies	Implement SOC Cyber threat intelligence solution - 70%	Tune up and optimization of SOC - 90%	Technology
	ii) Configure and rollout Multi-factor authentication	Implementation status	%	Tender process - 20%	50% • Overall Review and Gap Analysis-Signed off documentation • Design and architecture-Signed off Design and architecture documentation • Base configuration to achieve technical requirements -Technical documentation and signed off UAT • Integrations -Technical documentation and signed off UAT for SSO, MFA, RBA & SS	70% • Training and Capacity Building for Internal staff - Pre & post implementation • QA/UAT for the entire solution • Go Live	Enhancements, Fine Tuning, Skills Transfer, Capacity Building, Support & Maintenance - 90%	Technology
	iii) Scale up cyber forensic for proactive and preventive detection	Implementation status	%	40	50	70	90	Technology

Annex II: Strategy Initiatives Aligned to Business KPIs

Strategic outcome: Improved tax compliance (Raise Tax to GDP Ratio from 13.7% in 2021/22 to 16.1% in 2023/24)								
Strategy	**Initiative**	**KPI**	**Measure**	**Baseline**	**Target**			**Category**
Implement tax policy reforms (7)								
	i) Collaborate with National Treasury on development and implementation of a National Tax Policy (NTP)	National Tax Policy	%	N/A	100	100	100	Business
	ii) Implement recommendations arising from Medium-Term Revenue Strategy (MTRS)	Proposal developed	Time	N/A	Engagements with the National Treasury	Work with the NT MTRS taskforce	Work with the NT MTRS taskforce	Business
	iii) Streamline the policy units to facilitate taxpayers from a single point	Policy units streamlined	Time	N/A	Project Initiation	TBD	TBD	Business
	iv) Develop simplified tax policy education materials for awareness campaigns	Simplified tax policy education materials	No.	N/A	2	2	2	Business
	v) Formulate regulations and guidelines in line with changes in tax laws.	Regulations	%	N/A	100	100	100	Business
Strategic outcome: Increase cus–tomer satisfaction (from 72.2% in 2021/22 to 77% in 2023/24)								
Strengthen the alternative dispute resolution (3)		Cases resolved out of suitable disputes received	%	77	80	TBD	TBD	
	i) Sensitize stakeholders on the ADR process	External stakeholders sensitized	No	29	30.16	31.03	31.9	Business
	ii) Interdepartmental collaboration and support to the ADR mechanism	Interdepartmental engagements	No	29	30.16	31.03	31.9	Business
	iii) Pursue full time operations of tax appeal tribunal							Business
Offer a multichannel service to enhance service accessibility to taxpayers (2)		Channels in use	No.	3	1	1	1	Technology
	) Establish a fully-fledged alternate contact centre	Alternate contact centre	No	1	100% of Year 1 milestones achieved	N/A	1	Business

Strategic outcome: Improved tax compliance (Raise Tax to GDP Ratio from 13.7% in 2021/22 to 16.1% in 2023/24)								
Strategy	**Initiative**	**KPI**	**Measure**	**Base-line**	**Target**			**Category**
	ii) Expand taxpayer Self-service options i.e., USSD service for filing, Registration for feature-based phones and TCC application on mobile	Self-Serve Service Options	No.	3	• Android phones - Rollout of IT1 filing for employment income only • Apple phones - Mobile app development and rollout on IOS platform for apple products (Development, testing and deployment to apple-store)	1	1	Business
	iii) Upscale and expand the scope of KRA M-service	No. of services	No.	13	5 services	5 services	5 services	Business
	iv) Diversify customer engagement through implementation of additional channels, such as, WhatsApp for business, Digital assistant/ Chat Bot & Bulk SMS for Push and Pull messaging	Level of Implementation	%	N/A	30	70	100	Business
	iv) Enhance website functionality	Visitors to the website	No. (million)	15	17	19	21	Business
	v)Implement queue management system in TSOs	Implementation status	%	0	30	70	100	Technology
	vi)Review and upscale IT service management to reduce calls at the call centre	Implementation status	%	3	1	1	1	Technology
	vii) Establish additional service centre	New service centres established	# of new SCs established		Conduct feasibility study	Estbalishement of SCs based on the study recommendations	Establishment of SCs based on the study recommendations	Business
Transition to Kenya Revenue Service (1)								
	i) Undertake gap and needs analysis	Needs & gaps analysis report	%	N/A	100	N/A	N/A	Business
	ii) Develop and implement KRS Transition strategy	Implementation status	%	N/A	N/A	100	100	Business
Strategic outcome: Improved trade facilitation (Reduce cargo clearance time from 146 hours in 2021/22 to 110 hours in 2023/24)								

Annex II: Strategy Initiatives Aligned to Business KPIs

Strategic outcome: Improved tax compliance (Raise Tax to GDP Ratio from 13.7% in 2021/22 to 16.1% in 2023/24)								
Strategy	**Initiative**	**KPI**	**Measure**	**Baseline**	**Target**			**Category**
	ii) Expand taxpayer Self-service options i.e., USSD service for filing, Registration for feature-based phones and TCC application on mobile	Self-Serve Service Options	No.	3	• Android phones - Rollout of IT1 filing for employment income only • Apple phones - Mobile app development and rollout on IOS platform for apple products (Development, testing and deployment to apple-store)	1	1	Business
	iii) Upscale and expand the scope of KRA M-service	No. of services	No.	13	5 services	5 services	5 services	Business
	iv) Diversify customer engagement through implementation of additional channels, such as, WhatsApp for business, Digital assistant/Chat Bot & Bulk SMS for Push and Pull messaging	Level of Implementation	%	N/A	30	70	100	Business
	iv) Enhance website functionality	Visitors to the website	No. (million)	15	17	19	21	Business
	v)Implement queue management system in TSOs	Implementation status	%	0	30	70	100	Technology
	vi)Review and upscale IT service management to reduce calls at the call centre	Implementation status	%	3	1	1	1	Technology
	vii) Establish additional service centre	New service centres established	# of new SCs established		Conduct feasibility study	Estbalishement of SCs based on the study recommendations	Establishment of SCs based on the study recommendations	Business
Transition to Kenya Revenue Service (1)								
	i) Undertake gap and needs analysis	Needs & gaps analysis report	%	N/A	100	N/A	N/A	Business
	ii) Develop and implement KRS Transition strategy	Implementation status	%	N/A	N/A	100	100	Business
Strategic outcome: Improved trade facilitation (Reduce cargo clearance time from 146 hours in 2021/22 to 110 hours in 2023/24)								

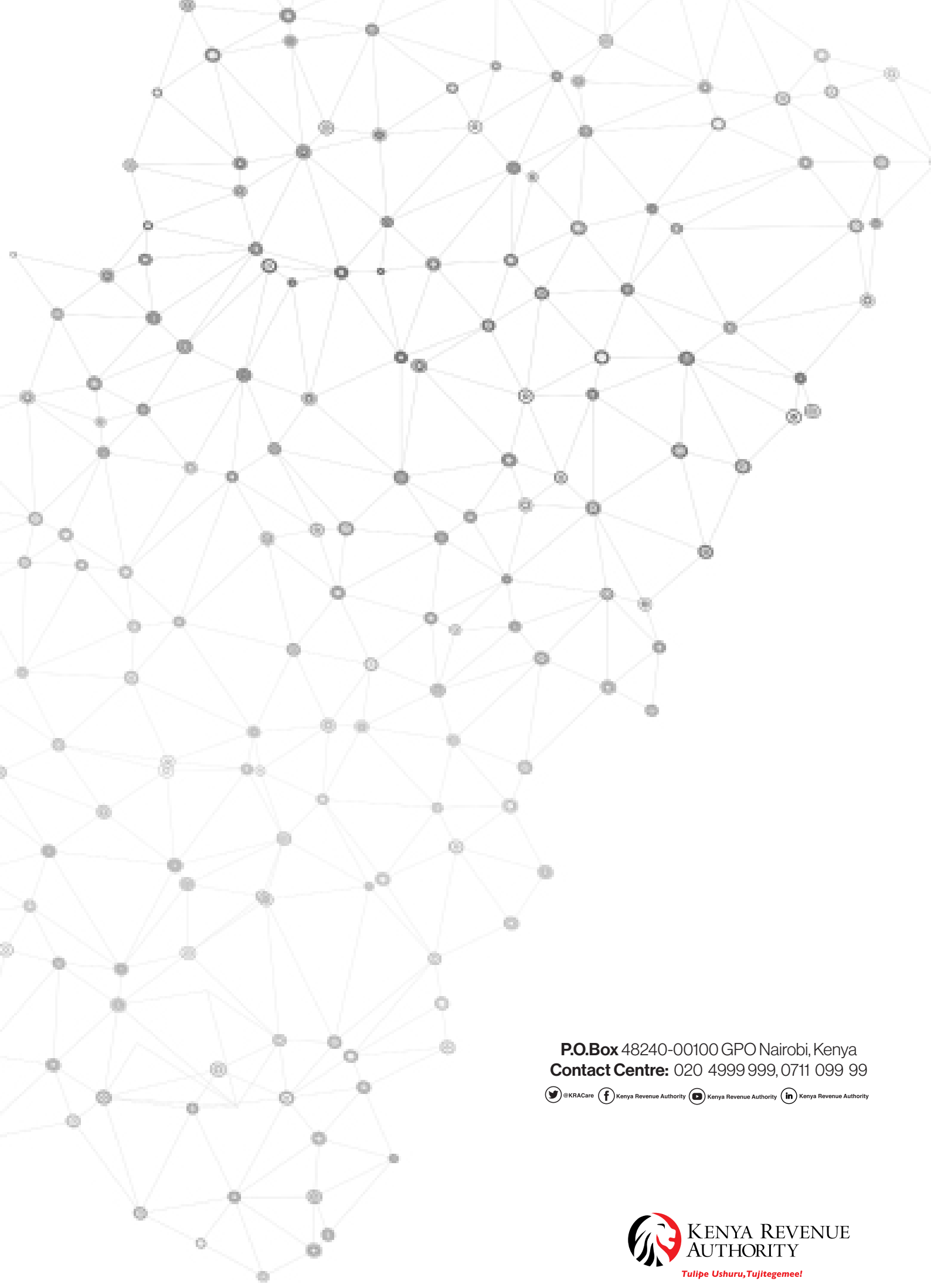
Strategic outcome: Improved tax compliance (Raise Tax to GDP Ratio from 13.7% in 2021/22 to 16.1% in 2023/24)								
Strategy	**Initiative**	**KPI**	**Measure**	**Baseline**	**Target**			**Category**
Facilitate legitimate trade	Implement Mombasa Port Community charter	Pre-arrival Cargo Clearance	%	20.03	27	38	40	Business
		Time taken to release (Port of Mombasa, ICD-N, KR Shed)	Time in hours	146	134	122	110	Business
	v) Develop and implement Export Consolidation Framework	Export consolidation framework	Time	Draft done	Approval, circulation and sensitization of staff	Implementation	Review and implementation	Business
	iii) Centralize exports verification area	Exports verification area centralized	Time/%	N/A	Operationalize 1 center	Operationalize 1 center	Operationalize 1 center	Business
	iv) Strengthen the Rules of Origin office to handle AfCFTA rules among others	Strengthened Rules of Origin office	Status	N/A	1. Staff capacity building 2.Procure instruments of trade	Open 4 regional rules of origin offices at Malaba,Busia,Isebania and Namanga OSBP.	TBD	Business
	v) Review Authorized Economic Operator (AEO) framework to include multi agency vetting	Reviewed AEO framework	Status	N/A	Review the AEO Framework	Re-vetting of AEO's	Re-vetting of AEO's	Business
	vi) Facilitate trade along the Lamu Port-South Sudan-Ethiopia-Transport (LAPSSET) - Ethiopia Corridor	Time taken to clear goods at Port of Lamu.	Time (HRS)	N/A	100	72	48	Business
	vii) Undertake a time release study and implement outcomes to provide faster services	Develop the time release study report	Status	N/A	Approved proposal	TRS study	Final Report	Business
Effective and efficient refunds management		Average refunds processing and payment time	Days	102	90	75	60	Business
	i) Propose legislative amendments to cater for offsetting tax liabilities across tax-heads in view of limitations caused by Public Finance Management Act, 2012 and Tax Procedures Act, 2015	Tax proposals	No./Time	N/A	Proposal development	N/A	N/A	Business
	ii) Enforce punitive measures in the law for taxpayers who make fraudulent refund claims	Proportion of taxpayers prosecuted for making fraudulent refund claims	%	N/A	100	100	100	Business

Strategic outcome: Improved tax compliance (Raise Tax to GDP Ratio from 13.7% in 2021/22 to 16.1% in 2023/24)								
Strategy	**Initiative**	**KPI**	**Measure**	**Baseline**	**Target**			**Category**
	iii) Establish an effective refunds audit function	Audit unit established	Time	N/A	TBD	TBD	TBD	Business
	iv) Reengineer the Business Process for refunds to ensure debt validation	Reenginered Process	Time	N/A	Fully operational Debt repository functionality	implementation	implementation	Business
	v) Engage National Treasury to enhance refunds allocation of funds for making valid refunds	Amount released for refunds	Time	N/A	Make request for funding	Make request for funding	Make request for funding	Business
	vi) Operationalize the automated refunds function on iCMS	Automated refunds function on iCMS	%	N/A	Roll out of refunds Module	100	100	Business

Acronyms & Abbreviations

AMC	Annual Maintenance Cost
API	Application Programming Interface
BCM	Business Continuity Management
BET	Business Enablement through Technology
BSC	Balanced Score Card
BPR	Business Process Engineering
BS&D	Business Solution & Delivery
BYOx	Bring Your Own anything
CAK	Communications Authority of Kenya
CBK	Central Bank of Kenya
CCMS	Contact Centre Management System
CCTV	Closed Circuit Television
CMS	Content Management System
COBIT	Control Objectives for Information and Related Technologies
COTs	Components Off the Shelf
COVID-19	Corona Virus Disease
CRM	Customer Relationship Management
CSP	Content Service Provider
CSS	Corporate Service Support
DC	Deputy Commissioner
DevOps	Development & Operations
DR	Disaster Recovery
DW&BI	Data Warehouse and Business Intelligence
EA	Enterprise Architecture
ECTS	Electronic Cargo Tracking System
EDMS	Enterprise Document Management System
EGMS	Excise Goods Management System (Smart Stamps)
ePG	Electronic Payment Gateway
ePMO	Enterprise Project Management Office
ERP	Enterprise Resource planning
EUP	Economic and Upside Potential
GDC	Government Data Centre
GDPR	General Data Protection Regulation
GIS	Geospatial Information System
HoD	Head of Department
I&E	Income & Expense
ICD	Inland Container Depot
iCMS	Integrated Customs Management System
ICT	Information and Communication Technology
ICTA	Information and Communication Technology Authority
IFMIS	Integrated Financial Management Information System
IGS	Intelligence Gathering System
IPPD	Integrated Product and Process Development
ISO	International Organization for Standardization
IT	Information Technology
iTax	Trade Mark for the Integrated Tax Management System
ITI	Information Technology Infrastructure

ITIL	Information Technology Infrastructure Library
ITMS	Integrated Tax Management System
ITSM	IT Service Management
KESRA	Kenya School of Revenue Administration
KPA	Kenya Ports Authority
KRA	Kenya Revenue Authority
KRS	Kenya Revenue Service
LAN	Local Area Network
M&E	Monitoring & Evaluation
MDAs	Ministries Department Agencies
ML&AI	Machine Learning & Artificial Intelligence
MOICT	Ministry of Information and Communication Technology
NEMA	National Environment Management Authority
NTSA	National Transport and Safety Authority
OEMs	Original Equipment Manufacturers
PC	Personal Computers
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PIT	Project Implementation Team
PKI	Public Key Infrastructure
R&D	Research & Development
RECTS	Regional Electronic Cargo Tracking System
RPA	Robotic Process Automation
RPO	Recovery Point Objectives
RST	Revenue, Strategy and Technology Committee of the KRA Board of Directors
RTO	Recovery Time Objectives
SDC	Software Development Center
SDDC	Software Defined Data Center
SDWAN	Software Development Wide Area Network
SGR	Standard Gauge Railway
SIPM	Strategy Innovation & Project Management
SLA	Service Level Agreement
SLM	Service Level Management
SMS	Short Message Service
SOC	Security Operations Center
SOC	Security Operations Centre
SSO	Single Sign-On
SWOT	Strengths, Weaknesses, Opportunities and Threats
TA&D	Technology Architecture & Design
TBD	To Be Determined
TECHS	Trustworthy Ethical Competent Helpful Simple
TI&AI	Technology Innovation & Artificial Intelligence
TIMS	Tax Information Management System
UI	User Interface
USSD	Unstructured Supplementary Service Data
UX	User Experience
VoIP	Voice over Internet Protocol (IP)
VPN	Virtual Private Network
WAN	Wide Area Network



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