



KENYA
VISION 2030



STRATEGIC PLAN

2023/2024 – 2027/2028

Quality Energy Quality Life



STRATEGIC PLAN

2023/2024 – 2027/2028



Vision

A leading energy and petroleum regulator



Mission

To facilitate sustainability in the energy and petroleum sector for improved livelihoods through regulation

Core Values

Integrity
Responsiveness
Accountability
Innovativeness
Professionalism

FOREWORD

Our commitment extends to increasing energy access, bridging energy poverty, and ensuring cost-reflective and reliable energy services for everyone in Kenya, aligning with the government’s Bottom-up Economic Transformation Agenda (BETA).



On behalf of the Board, Management, and Staff, it's with great pleasure that we present the Energy & Petroleum Regulatory Authority's Strategic Plan for the period 2023/2024 – 2027/2028. The plan is aligned with our core mandate of ensuring equitable access to cost-reflective energy services in Kenya, which positions our nation for economic growth and improved social well-being. It underscores our dedication to fostering a future marked by innovation, sustainability, and resilience in the energy sector.

In pursuit of our vision of becoming a leading energy and petroleum regulator and our mission to facilitate sustainability in the energy and petroleum sectors through regulation for improved livelihoods, regulatory excellence remains our top commitment. This plan is more than a roadmap; it signifies our vision for a dynamic energy and petroleum sector that meets current needs while anticipating future challenges.

While acknowledging rapid technological advancements and increasing energy demand, we focus on strengthening the supply side and emphasize consumer protection and empowerment. Our commitment extends to creating an enabling regulatory environment that aligns with technological advancements, promotes innovation, and encourages competition in the sectors for economic growth. By fostering a mutually beneficial environment, we aim to create a thriving energy and petroleum market that enhances the quality of life for all Kenyans.

Our commitment extends to increasing energy access, bridging energy poverty, and ensuring cost-reflective and reliable energy services for everyone in Kenya, aligning with the government's Bottom-up Economic Transformation Agenda (BETA).

By incorporating diverse stakeholder perspectives, global best practices, and a focus on our nation's unique needs, this plan reflects our resolve to foster a regulatory environment that facilitates responsible sector development, investment, and environmental stewardship. Aligned with international, regional, and national priorities, we've considered UN Agenda 2030 on Sustainable Development, African Union Agenda 2063, East African Vision 2050, Kenya Vision 2030 and MTP IV, and BETA plans.

Recognizing the need for a skilled workforce in the face of technological advancements, we commit to improving organizational efficiency and building proficiency through capacity-building initiatives and partnerships. The successful implementation of this plan is our top priority, and we invite all of our stakeholders to join us on this transformative journey.

Thank you for your continued support and collaboration.

Hon. Justice (Rtd) Prof. Jackton Ojwang PhD
Chairperson
Board of Directors

PREFACE AND ACKNOWLEDGEMENT

Challenges are anticipated, particularly in adapting to fast-evolving energy technologies, which we are confident EPRA will embrace to foster sector growth.



I am delighted to present the Energy & Petroleum Regulatory Authority's (EPRA) strategic plan for 2023/2024 – 2027/2028, outlining our vision and mission for the sustainable energy development of Kenya. EPRA, mandated to regulate the energy and petroleum sector, aims to provide quality, affordable, reliable, and clean energy. This plan was developed by aligning our strategy with our core mandate, understanding the operating environment, defining clear outcomes, focusing on strategic objectives, aligning our institutional framework, reviewing core values, and designing an execution plan.

The strategic plan was developed through extensive research, internal and external consultations, and a thorough review of our opportunities and challenges. Stakeholder input has been invaluable in shaping this plan, and I express my gratitude for their contributions.

The articulation process identified strategic focus areas, including the mission, vision, core values, key issues, goals, result areas, and strategic objectives and activities. Core values of integrity, responsiveness, accountability, innovativeness, and professionalism were established to drive a conducive culture for the plan's implementation. The institutional framework, resource mobilization plan, risk management plan, and monitoring and evaluation framework were aligned to complete the 2023/2024 – 2027/2028 strategic plan, validated at management and stakeholder levels, and approved by the EPRA Board.

EPRA's strategic plan is guided by the mission "To facilitate sustainability in the energy and petroleum sectors through regulation for improved livelihoods" and the vision "to be a leading energy and petroleum regulator." The plan focuses on six Key Result Areas (KRAs): sector growth and development, applied research & innovation, data management, consumer protection & awareness, partnerships & collaboration, and institutional capacity & development.

In sustaining a conducive culture, EPRA will institutionalize the core values and monitor their impact through an organization-wide performance management framework. Challenges are anticipated, particularly in adapting to fast-evolving energy technologies, which we are confident EPRA will embrace to foster sector growth.

I extend my gratitude to the Board, management, and staff for making this plan a reality, with a special appreciation to the external stakeholders and the various development teams for their invaluable support throughout the process.

I eagerly anticipate the plan's implementation to meet Kenya's economic demands and create investment opportunities in the energy and petroleum sectors.

Daniel Kiptoo Bargarora, MBS, OGW
Director General

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DEFINITION OF KEY CONCEPTS AND TERMINOLOGIES

TERM	DEFINITION
Baseline	Is the initial state of an indicator before the commencement of a project or program, serving as a reference for assessing progress or making comparisons.
Indicator	A tool to gauge progress or change resulting from an intervention. It assesses shifts in a situation or condition and verifies progress towards the attainment of a specific result. Indicators measure the impact, outcomes, outputs, and inputs of a project that are monitored throughout its implementation.
Key Activities	Actions taken or work performed through which inputs are mobilized to produce outputs.
Key Results Areas	These are the broad areas that are expected to deliver results based on the highlighted Strategic Goals.
License	Any document or instrument in writing granted under the Energy Act CAP 314 and the Petroleum Act CAP 308, to any person or authorizing the importation, exportation, generation, transmission, distribution and supply of electrical energy or the exploration and production of geothermal energy, importation, exportation, refining, storage and sale of petroleum;
Outcome Indicator	This is a specific, observable and measurable characteristic or change that will represent the achievement of the outcome. They include quantitative and qualitative measures.
Outcome	The intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation as a result of an intervention output(s) such as changed practices as a result of a programme or project.
Output	Products, services, or immediate results, tangible or intangible resulting directly from the implementation of activities or applying inputs.
Performance Indicator	A measurement that evaluates the success of programmes, projects, or activities.
Strategic Goal	This is a general qualitative statement on what the Authority is hoping to achieve in the long term. Each Goal, linked to a Strategic Issue, is the foundation of this Plan and is set at the start of the planning process.
Strategic Issues	These are challenges or opportunities emanating from a situational analysis that an organization has to manage to fulfil its mandate and mission.
Strategic Objectives	These are what the organization commits itself to accomplish to achieve strategic goals. They should be SMART; they establish performance levels to be achieved on priority issues and measures of success in fulfilling critical mission statement elements.
Strategies	Broad abstractions which are descriptive of the means for achieving the strategic objectives.
Permit	Authorization granted to a person to enable the carrying out of any activity in the energy business in accordance with the Energy Act CAP 314 and the Petroleum Act CAP 308
Petroleum	All natural organic substances composed of carbon and hydrogen and includes oil and natural gas and all other mineral substances, products, byproducts and derivatives that are found in conjunction with such substances.

ACRONYMS AND ABBREVIATIONS

AU	Africa Union
BCMS	Business Continuity Management System
BETA	Bottom-Up Economic Transformation Agenda
CEO	Chief Executive Officer
COSSE	Cost of Service Study in Electricity
COSSOP	Cost of Service Study in Petroleum
COP	Cooperation of Parties
CSDLs	Corporation Secretary & Director Legal Services
CSR	Corporate Social Responsibility
DCS	Director Corporate Services
DDSCM	Deputy Director Supply Chain Management
DERE	Director Electricity & Renewable Energy
DERS	Director Economic Regulation & Strategy
DG	Director General
DIARA	Director Internal Audit & Risk Assurance
DPEACP	Director Public Education, Advocacy & Consumer Protection
DPG	Director Petroleum and Gas
EAC	East African Community
EAPP	Eastern Africa Power Pool
EHS	Environment, Health and Safety
ERB	Electricity Regulatory Board
ERC	Energy Regulatory Commission
ERM	Enterprise Risk Management
ESIA	Environmental and Social Impact Assessment
EPRA	Energy & Petroleum Regulatory Authority
FDP	Field Development Plan
GIS	Geographic Information System
GST	Global Stock Take
GWh	Gigawatt hour
HHI	Herfindahl–Hirschman Index
ICT	Information, Communication and Technology
ISMS	Information Security Management System
IVRS	Interactive Voice Response System
KEBS	Kenya Bureau of Standards

KPIs	Key Performance Indicators
KRAs	Key Result Areas
Kshs	Kenya Shillings
kWp	Kilowatt peak
LPG	Liquefied Petroleum Gas
MDACs	Ministries, Departments, Agencies and Counties
MEPS	Minimum Energy Performance Standards
MoEP	Ministry of Energy & Petroleum
MTEF	Medium Term Expenditure Framework
MTP IV	Fourth Medium Term Plan
NPDC	National Upstream Petroleum Data Centre
OECD	Organization for Economic Co-operation & Development
OMCs	Oil Marketing Companies
PDP	Petroleum Development Plan
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
QMS	Quality Management System
RIA	Regulatory Impact Assessment
RBM	Results Based Management
SDGs	Sustainable Development Goals
SMEs	Small and Medium-sized Enterprises
SO	Strategic Objective
SWOT	Strengths, Weaknesses, Opportunities and Threats
ToRs	Terms of Reference
UN	United Nations
UNECA	United Nations Economic Commission for Africa
UNFCCC	United Nations Framework Convention on Climate Change

EXECUTIVE SUMMARY

The Energy & Petroleum Regulatory Authority (EPRA) has developed its 6th strategic plan spanning the period 2023/2024–2027/2028, with the mission “to facilitate sustainability in the energy and petroleum sectors for improved livelihoods through regulation”, which aligns with its vision “a leading energy and petroleum regulator”. It has been developed in line with the revised guidelines for the preparation of the 5th Generation Strategic Plans 2023-2027.

The development of the strategic plan considered national development priorities, as well as regional and international development frameworks, including the United Nations 2030 Agenda on Sustainable Development, Africa Union Agenda 2063, East African Community Vision 2050, Constitution of Kenya, Kenya Vision 2030 and MTP IV, and Bottom-up Economic Transformation Agenda (BETA).

The preparation of the strategic plan included a comprehensive situational and stakeholder analysis. The external analysis explored the macro and micro-environmental factors, focusing on political, social, economic, technological, environmental, and legal dimensions. Internally, the governance structures, internal business processes, and the available resources and capabilities were evaluated. Additionally, 25 key stakeholders were analysed, including their roles and expectations and EPRA’s expectations.

An evaluation of the previous strategic plan (2020/2021-2022/2023) established that the Authority had achieved 92.4% of the set targets. The challenges faced in the implementation of the previous plan included volatility in petroleum product prices due to supply interruptions, increased costs of energy efficiency technologies hindering energy efficiency initiatives and high technical and commercial losses resulting from limited and ageing electricity and petroleum infrastructure. The lessons learned included involving stakeholders during the development and review of regulations and devolving services to enhance customer satisfaction and operational efficiency.

Evaluation of the situational analysis and the outcomes of the previous strategic plan’s performance identified four strategic issues for the 2023/2024-2027/2028 strategic plan: regulatory gap and quality of energy and petroleum products; regulatory research and data management; consumer and stakeholder management, protection and safety; and sustainable institutional capability. In response to these strategic issues, four strategic goals have been prioritized for the period: improvement of regulatory framework and promotion of sustainable energy and petroleum sector; enhancement of efficient and evidence-based decision-making in the sector; empowerment and protection of sector consumers & stakeholders; and enhancement of institutional capability, effectiveness and efficiency.



KRAs	Strategic Objectives					
	1	Sector growth and development	2	Applied research and Innovation	3	Data management
4	Consumer protection & awareness	5	Partnerships and Collaboration	6	Institutional capacity and development	

Six Key Results Areas (KRAs) have been defined, as illustrated in Figure 1, to prioritise the allocation of resources and efforts towards achieving the strategic goals. Moreover, core values have been defined to support the vision and shape the Authority's culture. These core values will be embedded in the Authority's performance management framework to ensure they are institutionalised.

The Authority recognizes the importance of effectively implementing the strategic plan. Consequently, a comprehensive implementation and coordination framework has been incorporated. Costed action plans have been devised for each Key Results Area (KRA), encompassing 12 strategic objectives, 19 strategies, 133 activities, and corresponding performance indicators, targets and responsibilities. These plans offer detailed guidelines for annual work plans and performance contracting development. A well-structured institutional framework, which includes institutional policies, rules and regulations, will ensure a robust governance structure, transparency, and accountability. Furthermore, an optimal staff establishment of 424 employees has been identified, with an in-post of 191. Regular reviews will be conducted to assess staffing levels, and adjustments will be implemented as necessary. In addition, a skills gap analysis was also undertaken, and a competence development plan was established.

The leadership, with the Board overseeing the strategic plan and the Management spearheading its execution, plays a pivotal role. The plan underscores the importance of cascading its components into specific targets, consistently reporting to the Board, and conducting regular review meetings to ensure

successful implementation. Potential risks that could impede the plan's successful implementation and the corresponding risk mitigation measures have been identified and rated based on their likelihood and severity, ensuring a thorough approach to risk management. These include disruption in the global space, demand and supply imbalances, regulatory non-compliance, legal and regulatory, operational, stakeholder management and research and innovation risks.

For the successful execution of this strategic plan, a total budget of Kshs. 26.26 billion is required over the next five years, with a projected revenue of Kshs. 25.72 billion, leaving a deficit of Kshs. 542 million. The Authority will actively pursue diverse resource mobilization strategies to broaden its revenue streams and ensure the acquisition of the required funds. These strategies include optimizing the collection of levies, diversifying revenue streams, fostering and strengthening strategic partnerships and leveraging on climate change investments and funding.

To successfully implement the strategic plan, the Authority has developed a robust monitoring, evaluation, and reporting framework to track progress, assess performance, and make evidence-based decisions. The KRAs, outcomes, and expected outputs will be measured through quarterly and annual progress reports, as well as mid-term and end-term evaluations. The results of the mid-term assessment will guide decision-making by ensuring remedial action is taken to bridge any gaps and a revision of the plan where necessary. In comparison, the end-term assessment will provide the building blocks for developing the subsequent strategic plan.

CHAPTER 1:
INTRODUCTION



CHAPTER 1: INTRODUCTION

Overview

This section introduces the strategic planning process, underscoring its importance for the Authority's success. It establishes the context for strategic planning by examining the broader landscape and factors that impact the Authority's fulfilment of its mandate. Furthermore, it explores the Authority's history and the methodology used in developing the strategic plan.

1.1 Strategy as an Imperative for Organizational Success

The Authority acknowledges the critical role of a robust Strategic Plan in achieving its success. A well-defined strategic plan is crucial for attaining goals and achieving its vision. This plan is a guiding framework, steering the Authority's direction and activities while consistently prioritizing strategic and business objectives. Since its establishment in 1999, the Authority has formulated and executed five (5) Strategic Plans. Figure 2 illustrates the Authority's strategic journey over the years.



Figure 2: EPRA's Strategic Journey

This sixth strategic plan considers the volatile, uncertain, complex and ever-evolving energy and petroleum environment within which the Authority operates. This ensures that the chosen strategies are responsive to the short-term, medium-term and long-term needs of the Authority's stakeholders.

The strategic approach for the upcoming five years is based on three fundamental principles: customer-centric approaches, ensuring quality supply, and implementing evidence-based practices. EPRA prioritizes addressing the needs of citizens by ensuring the accessibility, affordability, and distribution of energy and petroleum products and services to meet their evolving demands.

The Authority focuses on fostering a competitive market environment that encourages innovation, investment, and fair competition. To achieve this goal, decisions and policies are based on comprehensive data analysis, enabling well-informed choices that enhance efficiency, transparency, and effectiveness. Guided by these principles, the Authority aims to cultivate an energy and petroleum sector that empowers citizens, propels economic growth, and promotes development in Kenya.

1.2 The Context of Strategic Planning

The development of the Strategic Plan took into account national development priorities, as well as regional and international development frameworks such as the United Nations 2030 Agenda, Africa Union Agenda 2063, East African Community Vision 2050, Constitution of Kenya, Kenya Vision 2030 and MTP IV, and Bottom-up Economic Transformation Agenda (BETA).

1.2.1 United Nations 2030 Agenda for Sustainable Development

Energy plays a crucial role in meeting global development needs, offering essential societal benefits such as increased income, employment generation, improved security, enhanced health, and support for agricultural production. The United Nations' Agenda 2030 on Sustainable Development recognizes the pivotal role of energy in achieving Sustainable Development Goals (SDGs).

Linkage Between the SDGs Contributing to the Authority's Mandate

Goal 7: Ensure access to affordable, reliable, sustainable, and modern energy for all:

The goals outlined aim to improve Kenya's energy and petroleum sector comprehensively. These include ensuring affordable and reliable energy services nationwide, increasing the proportion of renewable energy sources, doubling the rate of energy efficiency improvement, fostering regional cooperation for clean energy research and technology, and enhancing infrastructure and technology for sustainable energy provision to all.

Goal 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all:

The objectives listed focus on creating a regulatory framework for the energy and petroleum sectors that align with development policies, promoting job creation, entrepreneurship, creativity, and innovation. These sectors create jobs directly and indirectly, attract investments, and drive economic growth through infrastructure development, electricity for industrial and domestic use, and ensuring the country's security of supply of petroleum products.

Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation:

The objectives outlined prioritize improving infrastructure, fostering inclusive and sustainable industrialization, and encouraging innovation. In the energy and petroleum sectors, the aim is to ensure widespread access to reliable and affordable energy and petroleum. Programmes such as expanding the petroleum products supply infrastructure and power distribution will enable the country to meet the growing demand for petroleum products, expand the electricity network and increase connectivity across the country. Additionally, there's an emphasis on promoting the development and implementation of innovative technologies across the sectors. This may result in new industries, such as e-mobility and petroleum upstream.

Goal 12: Ensure sustainable consumption and production patterns:

The objectives outlined include promoting sustainable management and efficient utilization of natural resources, ensuring the proper handling of chemicals in the energy and petroleum industries to conserve the environment, reducing the release of pollutants into air, water, and soil to protect human health and ecosystems, and implementing regulations to encourage energy and petroleum companies to adopt sustainable practices and include sustainability information in their reporting.

Goal 13: Take urgent action to combat climate change and its impacts:

The Authority contributes towards this goal by integrating climate change measures in the regulatory frameworks, strategies, and activities. In addition, facilitating transitioning towards renewable energy sources and adopting sustainable practices in the petroleum sector also addresses climate change concerns.

1.2.2 Africa Union Agenda 2063

The African Union Agenda 2063 sets energy development goals and objectives for the continent. Africa boasts substantial energy potential, encompassing crude oil, natural gas, hydropower, geothermal, solar, and wind power. With the effective utilization of these resources, the continent is positioned for elevated industrial and human

development. Aspiration 2 of the AU envisions a politically united, integrated continent rooted in Pan-African ideals. Since 1963, the pursuit of African Unity has been propelled by the spirit of Pan-Africanism, emphasizing liberation, political and economic independence, and self-reliant development.

The goal is a self-determined Africa with democratic, people-centred governance and world-class, interconnected infrastructure. The objective is to establish a continent with seamless borders and collaborative cross-border resource management. The Authority aligns with this aspiration by developing regulatory frameworks to facilitate energy mobility and regional integration.

1.2.3 East African Community Vision 2050

Energy and petroleum are vital for achieving the objectives outlined in the East African Community (EAC) Vision 2050. The EAC recognizes the energy and petroleum sectors as potential areas for integration among member countries, who are expected to actively participate in various initiatives as follows:

- a. Implementation of the EAC Power Master Plan:** Partner States are executing priority projects identified in the master plan.
- b. Establishment of a Regional Power Market:** Collaboration with the Eastern Africa Power Pool (EAPP) and other regional organizations aims to create a regional power market to facilitate power exchange among partner states and other regions.
- c. Power Interconnection Code:** The EAC and EAPP have jointly developed a regional grid code (Interconnection Code) governing the design and operation of power interconnections among partner states.
- d. Cross-Border Electrification Programme:** Border towns are electrified using the most economical grid. Candidate towns have been identified, and the EAC Cross-Border Electrification Policy guides project implementation and shared renewable energy resource development.
- e. EAC Energy Security Policy Framework:** In collaboration with the United Nations Economic Commission for Africa (UNECA), the EAC is developing an energy security framework to guide the region towards ensuring an energy-secure future.
- f. Oil and gas:** The region relies on imported petroleum products to satisfy its demand with only two major entry points, namely Mombasa and Dar es Salaam ports. Delivery of products, especially to the landlocked Partner States, depends on a smooth transit across Kenya and Tanzania. Additionally, given the discoveries of oil and gas in the region, there is a need to develop adequate petroleum production capacity and the petroleum and gas supply infrastructure to meet the regional market requirements and match the expected increasing regional demand.

EPRA, as the sector regulator, plays a pivotal role in implementing EAC's aspirations by enforcing government policies and granting licenses and approvals for regional projects hosted in Kenya.

1.2.4 Constitution of Kenya

The Constitution of Kenya safeguards fundamental rights, including the right to a clean and healthy environment. Article 69(1) mandates the State to ensure sustainable exploitation, utilization, management, and conservation of the environment, along with equitable sharing of benefits.

The introduction of a devolved system of government altered Kenya's governance structures, delineating functions for the national government and county governments within the energy sector. The Constitution's Fourth Schedule outlines the responsibilities of the national and county governments in the energy and petroleum sectors. EPRA, aligning with its mandate, implements government policies related to electricity, LPG, and petroleum. Collaborating with county governments in project planning and implementation is crucial to EPRA's operations.

In addition, the Authority also aligns with various constitutional provisions by:

- a. Promoting sustainable practices in energy and petroleum sectors to minimize environmental impact and conserve natural resources.
- b. Creating an environment conducive to economic activities by ensuring fair competition, attracting investment, and supporting energy security

- c. Ensuring public participation in the regulatory processes, fostering transparency, accountability, and inclusivity
- d. Implementing initiatives to promote access to affordable, reliable energy services, vital for improving social well-being and reducing disparities in access to basic services.
- e. Collaborating with county governments to regulate and foster sustainable development in the energy and petroleum sectors

1.2.5 Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and Fourth Medium Term Plan

Kenya Vision 2030 seeks to make the country globally competitive and prosperous by 2030 through economic, social, and political pillars supported by enablers like infrastructure and technology. The economic pillar targets a sustained 10% annual economic growth, identifying oil, gas, and mineral resources among the priority sectors. The energy & petroleum sectors, recognized as vital enablers, ensure the reliable and sustainable availability of energy and petroleum that are key to achieving the vision. The sectors contribute by increasing the national power networks and electricity generation through renewable sources, expanding the petroleum products supply infrastructure and aligning with international commitments to environmental conservation. This Strategic Plan aligns with Vision 2030, proposing specific activities and programs to realize the set goals effectively.

Vision 2030 has been implemented through successive five-year Medium Term Plans (MTPs): First MTP 2008-2012; Second MTP 2013-2017; and Third MTP 2018-2022. The implementation of MTP III came to an end on 30th June 2023, ushering in the implementation of the Fourth Medium Term Plan (MTP IV), which has been aligned with the aspirations of the Kenya Vision 2030 and the Bottom-Up Economic Transformation Agenda (BETA) planning approach and its key priorities.

Some of the key projects in MTP IV include quality assurance of petroleum products, development of LPG infrastructure, exploration and commercialization of oil and gas resources, national liquefied petroleum gas enhancement, regular quality testing of LPG to monitor compliance with LPG quality standards, expansion of petroleum products supply infrastructure, enhancing power network expansion, improvement of electricity access in both on-grid and off-grid areas and promoting generation and use of clean, affordable and quality renewable energy.

The Bottom-Up Economic Transformative Agenda (BETA) proposes interventions for the energy and petroleum sector, including transparency enforcement, establishing a legal framework for the fuel stabilization fund, strengthening consumer protection, and promoting e-mobility for energy transition.

The energy and petroleum sectors contribute to the achievement of BETA as follows:

- a. Agricultural Transformation and Inclusive Growth- The use of energy for irrigation, processing, and storage enhances productivity, reduces post-harvest losses, and fosters inclusive growth in agriculture.
- b. Micro, Small, and Medium Enterprise (MSMEs) Economy- Ensuring MSMEs have access to reliable energy and petroleum that enable efficient operations and business expansion and contributes to economic growth and job creation.
- c. Housing and Settlement- Promoting sustainable energy and petroleum solutions for heating, cooking and lighting in residential areas supports affordable and sustainable housing.
- d. Healthcare-Ensuring uninterrupted quality and reliability of energy and petroleum for medical facilities improves service delivery in the healthcare sector.
- e. Digital Superhighway and Creative Economy- Providing reliable energy and petroleum to support ICT and the growth of the creative economy.

This Strategic Plan aligns with Vision BETA, proposing specific activities and programs to realize the set goals effectively.

1.2.6 Sector Policies and Laws

The sector policies and laws guide the Authority in fulfilling its mandate. They include the Energy Act CAP 314 and Petroleum Act CAP 308, other sector and ministerial guidelines and relevant regional and international instruments to which Kenya is a signatory. Despite changes introduced by the Energy Act CAP 314 and the Petroleum Act CAP 308, Sessional Paper No. 4 of 2004 on Energy remains relevant. The strategic plan is cognizant of the requirements and is aligned with the applicable clauses.

The plan also considers relevant regional and international agreements to which Kenya is a signatory.

a. Legal, policy and regulatory framework in the energy and petroleum sectors

The legal, policy, and regulatory framework in the energy and petroleum sectors has evolved with significant developments:

- i. Previous policies, such as Sessional Paper No. 4 of 2004 and the National Energy Policy 2018, currently under review to align it with the Energy Act CAP 314.
- ii. The Ministry of Energy Strategic Plan (2018–2022) aligns with Kenya Vision 2030 and emphasizes UN SDGs and Africa's Agenda 2063.
- iii. Ministry of Petroleum and Mining Strategic Plan (2018-2022) include key priorities for the petroleum sector.
- iv. The separation of roles in the energy and petroleum sector is facilitated by the newly enacted laws, which designate national policy and oversight functions to the Cabinet Secretary.
- v. The 2023/2024–2027/2028 strategic plan incorporates instruments like the Least Cost Power Development Plan, Kenya National Electrification Strategy, and Feed-in Tariff to enforce sustainable development.
- vi. Various legal instruments, including the Environmental Management & Coordination Act 2015, Public Private Partnership Act 2013, Climate Change Act 2016, and others, provide essential guidance on environmental protection, private sector participation, climate resilience, public procurement, land administration, financial management, construction oversight, tax incentives, grid codes, and gender policy in the energy sector.
- vii. Additional frameworks like the National Climate Change Action Plan, County Governments Act 2012, and Kenya Green Economy Strategy further contribute to comprehensive energy planning and implementation.

b. International instruments pertinent to the energy sector regulation

Kenya is actively engaged in international energy cooperation through various treaties and policies, including:

- i. United Nations Framework Convention on Climate Change (UNFCCC) ratified in 1994.
- ii. Kyoto Protocol ratified in 2005.
- iii. Sustainable Development Goals (SDGs) - a set of 17 global goals under the United Nations 2030 Agenda for Sustainable Development.
- iv. Paris Agreement was ratified in 2016, with Kenya's Nationally Determined Contribution submitted the same year.
- v. International Energy Charter was signed in 2017 to foster cooperative energy relationships globally.
- vi. East African Community (EAC) Climate Change Policy and EAC regional Climate Change Master Plan (2011-2031) guiding regional climate response measures.
- vii. Eastern African Power Pool (EAPP) was established in 2005 to facilitate energy resource development and power exchanges in East Africa.
- viii. African Union Agenda 2063, driving energy and infrastructure projects such as the Grand Inga Dam for electricity generation.
- ix. The Cooperation of Parties (COP)28 marked the conclusion of the first Global Stock Take (GST), the main mechanism for assessing progress under the Paris Agreement. The first GST aimed to help align efforts on climate action, including measures to be implemented to bridge the gaps in progress.

1.3 History of Energy & Petroleum Regulatory Authority (EPRA)

The governance of the electricity sector was initially defined by the Electric Power Act No. 11 of 1997, establishing the Electricity Regulatory Board (ERB). Simultaneously, the downstream petroleum sector operated under the Petroleum Act, Cap 116, with the Ministry of Energy as the licensing authority. Upstream petroleum activities were regulated by the Petroleum (Exploration and Production) Act, Cap 308.

Changes unfolded with the comprehensive energy policy framework introduced by the Ministry of Energy through Sessional Paper No. 4 of 2004 on Energy, resulting in:

1. Enactment of the Energy Act No. 12 of 2006 to address electricity and downstream petroleum issues;
2. Establishment of the Energy Regulatory Commission (ERC) as the single-sector regulator, succeeding the Electricity Regulatory Board;
3. Unbundling of the electricity sector.

To align with the Constitution of Kenya 2010, the Energy Act 2006 was revised to the Energy Act CAP 314. The Petroleum Act CAP 308 followed to regulate upstream, midstream, and downstream oil and gas activities, prompting the transformation of the Energy Regulatory Commission to the Energy & Petroleum Regulatory Authority (EPRA). This transformation included EPRA regulating the upstream and midstream petroleum sub-sector. The Energy Act CAP 314 repealed the Energy Act of 2006 and annulled the Geothermal Resources Act of 1990 and the Kenya Nuclear Electricity Board Order No. 131 of 2012.

1.4 Methodology of Developing the Strategic Plan

The Authority recognized the importance of setting strategic direction for the EPRA's 2023/2024 – 2027/2028 period and initiated the strategic planning process by defining its purpose and scope. The development of the strategic plan was undertaken through the following process.

Step One: Initiation of the Strategic Planning Process

- The rationale and scope for developing the Strategic Plan were defined.
- Terms of Reference (ToRs) for developing the Authority's Strategic Plan were finalised.
- A technical committee for the development process was constituted.

Step Two: Strategic Plan Development

- A situational analysis of the external and internal environment was conducted.
- Strategic issues arising from situational and stakeholder analyses were identified.
- Strategic goals were formulated, and Key Result Areas (KRAs) were determined to address the identified issues.
- An implementation matrix and coordination framework were developed.
- A comprehensive risk management framework was established.
- The Resource Requirements and Mobilization Strategies were determined.
- A monitoring, evaluation, and reporting framework was developed.

Step Three: Strategic Plan validation

- The draft plan was shared with internal and external stakeholders for validation and feedback to ensure inclusivity.
- The validated draft was submitted to the State Department for Economic Planning at the National Treasury and the Ministry of Energy and Petroleum for comprehensive review and consideration.

Step Four: Finalizing and Disseminating the Strategic Plan

- The Strategic Plan was finalized and communicated in readiness for its implementation.



CHAPTER 2:

STRATEGIC DIRECTION



CHAPTER 2: STRATEGIC DIRECTION

Overview

This chapter outlines the Authority’s strategic orientation, encompassing its mandate, functions, vision, mission, strategic goals, core values, and quality policy statement. These components offer a comprehensive framework to steer the Authority’s activities and shape its future path in the energy and petroleum sectors.

2.1 Mandate

The Energy & Petroleum Regulatory Authority is established under the Energy Act CAP 314 as Kenya’s energy and petroleum sector regulatory agency with the responsibility for economic and technical regulation of electricity, renewable energy, petroleum and coal. Additionally, the Authority is tasked with implementing the Petroleum Act CAP 308.

The Authority is mandated with, inter-alia,

1. Regulate the generation, importation, exportation, transmission, distribution, supply, and use of electrical energy except for licensing of nuclear facilities;
2. Regulate importation, refining, exportation, transportation, storage and sale of petroleum and petroleum products;
3. Regulate, monitor and supervise upstream petroleum operations and relevant petroleum agreements in Kenya;
4. Set, review and approve electricity and petroleum tariffs;
5. Monitor the conditions of contractors’ operations and their trade practices in consultation with the relevant agencies;
6. Protect consumer, investor and other stakeholder interests;
7. Work with the relevant statutory authorities to formulate, enforce and review environmental, health, safety and quality standards;
8. Collect and maintain energy and petroleum data; and
9. Ensure that only energy efficient and cost effective appliances and equipment are imported into the country in collaboration with relevant agencies.

2.2 Vision Statement



“A leading energy and petroleum regulator.”

2.3 Mission Statement



“To facilitate sustainability in the energy and petroleum sector for improved livelihoods through regulation”

2.4 Strategic Goals

Strategic goals play a crucial role for the Authority, serving as a well-defined roadmap to ensure the delivery of high-quality energy and petroleum products and services for everyone.

The Authority has established a strategic direction based on four key strategic goals, outlined as follows:

1. Improvement of regulatory framework and promotion of sustainable energy and petroleum sector.
2. Enhancement of efficient and evidence-based decision-making in the sector.
3. Empowerment and protection of sector consumers & stakeholders.
4. Enhance institutional capability, effectiveness and efficiency.

2.5 Core Values

The Core Values that represent the principles and beliefs that define the Authority's common behaviour and culture are summarized below:



2.6 Quality Policy Statement

EPRA is committed to providing quality regulatory services to the energy & petroleum sectors in compliance with global best practices, legal and policy requirements and the needs and expectations of its stakeholders. The Authority shall achieve this by: -

1. Understanding our stakeholders' needs and expectations;
2. Ensuring there is a competent team of employees;
3. Providing resources required to meet or exceed our stakeholders' expectations;
4. Ensuring that quality objectives are established and reviewed annually;
5. Ensuring that the quality policy is communicated, understood and applied within the Authority;
6. Ensuring improvement of the Quality Management System; and
7. Ensuring processes are climate resilient.

CHAPTER 3:

**SITUATIONAL AND
STAKEHOLDER
ANALYSIS**



CHAPTER 3: SITUATIONAL AND STAKEHOLDER ANALYSIS

Overview

This section provides a comprehensive situational and stakeholder analysis. The external analysis explores the macro and micro-environmental factors, focusing on the political, social, economic, technological, environmental, and legal and dimensions. Internally, the analysis extends to governance structures, internal business processes, and the available resources and capabilities. Additionally, the analysis evaluates key stakeholders and their expectations, facilitating the Authority to address their requirements and oversee the corresponding relationships.

3.1 Situational Analysis

This segment offers an overview of the external and internal environments within which EPRA operates and analyses its historical performance.

3.1.1 External environment

This section provides an assessment and clarification of the external environment and its implications to EPRA's mandate. The analysis is valuable for evaluating the macro-environmental factors influencing the Authority and the sector.

3.1.1.1 Macro-environment

A Political, Economic, Social, Technological, Environmental, and Legal (PESTEL) analysis was performed to identify and outline certain external factors that might impact EPRA's capability to execute the Strategic Plan. These factors are outlined below:

1. **Political Factors** – The government's transformative agenda and development plans positively influence Energy & Petroleum programs and initiatives. This creates an opportunity for the Authority to build goodwill and collaborate with the government to achieve common objectives and expedite the realization of its vision. The collaboration extends to project implementation, processes and establishing a robust integrated national energy & petroleum planning and implementation framework.
2. **Economic Factors** – The country's economic landscape has implications for investors and consumers within the energy and petroleum sector. Various economic factors that might influence EPRA's mandate include inflation, market instability, fluctuations in exchange rates, interest rates, and government economic policies.
3. **Social Factors** – This encompasses consumer preferences and attitudes towards energy and petroleum products and services, significantly shaped by demographics, social license to operate, and cultural influence. The impact is evident through the increased use of social media, elevated literacy levels, and evolving lifestyle changes.
4. **Technological Factors** – assesses advancements in all sectors, focusing on innovations, including emerging technologies, renewable energy, automation, and data analytics. The impact of these technologies on operations and regulatory requirements is considered. Rapid advancements may challenge existing infrastructure and practices, necessitating adjustments for regulation and safety. Utilizing technologies like artificial intelligence, smart grids, petroleum and gas tracking, digitalization, and cybersecurity can improve sector efficiency and reliability.
5. **Environmental/Ecological Factors** – Global commitments to environmental sustainability influence Kenya's energy and petroleum sector. Regulations on emissions, climate change, and renewable energy goals are crucial. The increasing global awareness of environmental issues provides an opportunity to promote sustainable energy practices, thus attracting international investment. Kenya's dedication to renewable energy sources, such as geothermal, wind, and solar power, offers regulatory support and innovation opportunities. EPRA must address environmental threats from natural disasters and human behaviour to fulfil local and international commitments.

6. **Legal Factors** – Examines the legal and regulatory framework of Kenya’s energy and petroleum sector, including licensing, contracts, environmental, health and safety, import and export, competition, and consumer protection laws. Changes in international and national policies, safety standards, and compliance requirements affect EPRA’s mandate. Evolving legal frameworks offer opportunities for enhanced regulation and enforcement, ensuring safe and environmentally responsible practices. Frequent changes in legal and regulatory frameworks demand adaptability in the operations and regulation of the sectors.
7. **Ethical factors** – This perspective involves promoting the realization of the National Values and Principles of Governance outlined in Article 10 of the Constitution, 2010 through the execution of various regulatory responsibilities. EPRA has developed a core values charter to catalyze the achievement of national values and institutionalize a conducive organizational culture.

3.1.1.2 Micro-environment

The Authority analyzed its micro-environment to identify factors directly impacting access to key resources for achieving its strategic direction. This analysis provided insights into the dynamics and influences within the immediate operating environment, guiding informed decision-making, as outlined below:

- a. **Suppliers** – The Authority’s value chain has diverse suppliers contributing to its operational dynamics. Common user items, readily available in the market with various substitutes, form a significant part of the procurement landscape. On the other hand, highly specialized goods and services crucial to the Authority’s operations are primarily sourced from specific suppliers, both domestically and internationally. This ensures a strategic approach to procuring essential items that may not be as readily accessible in the market. This approach to procurement allows EPRA to support the energy and petroleum sectors effectively.
- b. **Customers** - Various factors influence the adoption of energy and petroleum products and services, including cost, availability, reliability, quality, safety, and social and cultural considerations. These factors may vary among different target populations within each county. The consumer base is broadly categorized into households/domestic, commercial, industrial, and transport segments. Commercial, industrial, and transport sectors are substantial consumers on a large scale, while households/domestic users represent a smaller-scale consumer group. This diversity underscores the need for tailored approaches to meet each category’s specific needs and preferences.
- c. **Labour markets** - The oversight of energy and petroleum resources demands a diverse skill set, including human resource management, financial analysis, risk management, project planning, communication, ICT proficiency, and engineering expertise. EPRA efficiently utilizes available local skills to execute its mandate. However, in specialized technical areas such as exploration, power generation, and resource assessment, where local expertise is scarce, EPRA strategically taps into international talent pools to ensure it has the necessary specialized knowledge and skills.
- d. **General public** - The general public constitutes a significant stakeholder group in executing energy and petroleum programs and projects. Certain initiatives necessitate the acquisition of sites and wayleaves, underscoring the importance of engaging with communities and stakeholders to address concerns related to compensations for affected individuals, environmental conservation, and preservation of cultural sites, among other considerations. The public actively participates in these engagements and contributes to the essential labour force required for project implementation. Furthermore, the public’s perception of energy and petroleum products and services is crucial, influencing their acceptance and adoption.
- e. **Creditors** – EPRA’s programs and projects demand substantial capital and extensive financial and technical resources. Government funding, while essential, proves insufficient to meet the resource requirements. Consequently, EPRA actively mobilizes additional resources from diverse channels, including development partners, international institutions, and the private sector. Securing access to credit facilities entails adherence to specific terms and conditions that EPRA is obligated to comply with for effective utilization of these resources.

3.1.2 Summary of Opportunities and Threats

From the analysis of the external environment conducted in the preceding section, Table 3.1 provides an overview of the emerging opportunities and threats.

Table 3.1 Summary of Opportunities & Threats

Environmental factor	Opportunities	Threats
Political	<ul style="list-style-type: none"> Political goodwill and reliability Good will from local and international stakeholders Collaborations and support from Ministries, Departments, Agencies and County Governments 	<ul style="list-style-type: none"> Competing geopolitical interests Policy changes Alignment to political agenda
Economic	<ul style="list-style-type: none"> Potential for growth for energy and petroleum products and services Prospects for investment in the energy & petroleum sectors Favorable investment policies & environment Regional interconnections Green financing 	<ul style="list-style-type: none"> Currency volatility Fluctuations of interest rates Changing government economic policies Slow development of the infrastructure
Social	<ul style="list-style-type: none"> Increased use of social media High literacy levels Increased access to information and technology Social Mobility 	<ul style="list-style-type: none"> Adverse ethical practices such as vandalism Negative public perception Low public participation in awareness forums
Technology	<ul style="list-style-type: none"> Global technological advancement Data analytics and emerging technologies Increased automation and efficiency 	<ul style="list-style-type: none"> Cyber security threats Increased skill gap Rapid technological advancement Data & privacy concerns
Legal	<ul style="list-style-type: none"> Robust legal and regulatory framework Capacity building among multi-agencies in enforcement 	<ul style="list-style-type: none"> Litigations Rapid changes in the legal framework Low compliance levels Inadequate collaboration with other agencies in enforcement
Ecological	<ul style="list-style-type: none"> Adoptions of environmentally sustainable policies Support and good will from stakeholders and agencies with a mandate in environment management The existence of an international renewable energy certificate issuance framework 	<ul style="list-style-type: none"> Climate change and natural disaster High compliance costs

3.1.3 Internal environment

This section analyses functional areas to assess their impact on the Authority's performance. It includes governance, administrative structures, internal business processes, and resources and capabilities.

3.1.3.1 Governance and Administrative Structures

The Authority's governance structure can be categorized into Board of Directors and Management. Section 12(1) of the Energy Act CAP 314 vests management of the Authority on the Board of Directors. The Board comprises a chairperson, five independent members and four representatives from the parent ministry, national treasury and council of governors – which make up a total of 10 members.

The Board both individually and collectively performs the following duties as set out in the board charter: determine the strategic direction, evaluate and approve the annual budget and financial forecasts; ensure that the procurement process is cost-effective and delivers value for money; review and approve the operating and financial results; ensure effective, accurate, timely and transparent disclosure of pertinent information on Authority's operations and performance; ensure processes and systems of risk management and internal controls are in place; enhance Authority's public image and ensure engagement with stakeholders through effective communication among other duties.

To ensure efficiency and effectiveness in executing its mandate of providing strategic direction and oversight, the Board delivers its duties through various Committees, including the Technical Committee, Finance and Administration Committee and Audit & Risk Committee. The Board Technical Committee offers recommendations to the Board on technical, regulatory, licensing, tariff, and pricing matters in the energy and petroleum sector. The Finance and Administration Committee provides recommendations to the Board on the Authority's corporate strategy, finance, ICT, corporate communications, human resources matters, policies, procedures, and administrative issues to foster growth and development within the Authority. The Board Audit and Risk Assurance Committee ensures structured and systematic oversight of the Authority's governance, risk management, and internal control practices.

Section 13 (1) provides that the Director General, also the Chief Executive Officer, is accountable to the Board for the day-to-day management of the Authority, the overall implementation of Board decisions, and the execution of its mandate. The Director-General serves as the chief executive of the Authority and, subject to the Board's directions, is accountable for the day-to-day management of the Authority. The management team, led by the Director-General, oversees the daily operations.

A functional analysis of various operational areas within the Authority has been conducted to identify strengths and areas for improvement as follows;

a) Technical functions

Technical functions within the Authority encompass economic regulation, strategy petroleum, gas, electricity, energy efficiency, renewable energy, public education, advocacy and consumer protection. These functions ensure economic and technical regulation of electric power, renewable energy, and petroleum sub-sectors. The key functions involve developing and implementing regulatory frameworks, licensing, handling consumer complaints, pricing, setting tariffs and promoting consumer protection. Strengths in these functions include formulating regulations, providing technical expertise, ensuring consumer protection, enforcing regulatory requirements, efficient complaint resolution mechanisms, and engaging stakeholders to address their concerns.

To sustain these functions, the Authority will emphasize continuous capacity building, engaging in regulatory benchmarking, reinforcing consumer education/awareness initiatives and establishing strategic partnerships and collaborations. These efforts will further enhance the Authority's ability to effectively regulate the energy and petroleum sectors.

b) Corporate Functions

Corporate functions within the Authority include internal audit & risk assurance, supply chain management,

corporation secretary & legal services, finance & accounts, human resources & administration, information, communication & technology and corporate communication. The Authority showcases strength in corporate planning, enterprise risk management, risk assurance, financial management, efficient resource allocation, internal business process reengineering and system optimization.

Additionally, the Authority demonstrates expertise in corporate governance, utilizes information technology, maintains a robust quality management system, ensures effective administration, including a regulatory management information system, and manages human resources with streamlined procurement procedures. Enhancements will be implemented through optimized prudent financial management, adopting technology to improve systems and processes, knowledge management, and fostering a culture of learning and continuous improvement.

3.1.3.2 Internal Business Processes

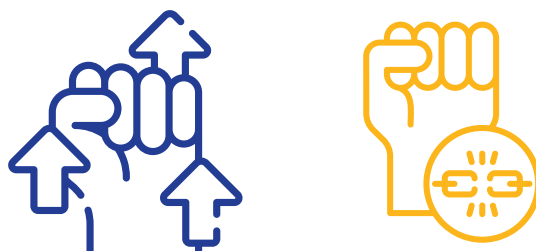
EPRA's internal business processes are strategically designed to ensure the accomplishment of its objectives and fulfil its mandate in regulating the energy and petroleum sectors. The Authority is committed to enhancing institutional capacity and achieving business excellence through digital transformation. This approach aims to optimize operations, processes, and resource utilization efficiently.

These internal processes encompass various tasks, functions, and interactions involving multiple functions and key stakeholders within the Authority. They include regulatory assessments, enforcements, technical audits, accident investigations, licensing procedures, financial management, strategic planning, risk management, procurement, human resources management, monitoring, evaluation, data analysis, complaints handling, dispute resolution, feedback mechanisms, and other vital activities essential for the Authority's effective functioning. To stay current with technological advancements and evolving needs, the Authority consistently upgrades and updates its processes and systems.

3.1.3.3 Resources and capabilities

The Authority possesses both tangible and intangible resources. Tangible resources comprise physical assets such as regulatory management information systems, offices, and budgets. Conversely, intangible resources include regulatory knowledge, industry expertise, legal frameworks, and partnerships, all of which significantly contribute to the Authority's effectiveness and influence in the energy and petroleum sectors.

- a. **Tangible Resources:** The Authority possesses tangible resources such as a regulatory management information system, advanced technological equipment, established offices and facilities across seven regions, and a dedicated budget. These resources play a vital role in enhancing the Authority's operational effectiveness and facilitating the implementation of its mandate in the technical and economic regulation of the energy and petroleum sectors. However, to effectively manage emerging issues and meet evolving customer needs in the energy and petroleum sectors, continuous improvement, upgrading, and technological advancements are crucial. Additionally, maintaining operational efficiency necessitates ongoing efforts to promote best practices in corporate governance, specifically effective financial management practices to support the Authority's activities.
- b. **Intangible Resources:** The Authority, being a knowledge-based organization, possesses extensive regulatory knowledge and industry expertise supported by well-established legal and regulatory frameworks, codes, and guidelines. These intangible resources are valuable assets that significantly contribute to the Authority's ability to regulate, attract investment, safeguard consumer interests, ensure safety, and enforce compliance. Initiatives such as capacity-building programs, strategic partnerships and collaborations with



key stakeholders and regulatory institutions further enhance and promote good governance practices in the energy and petroleum sectors. Continual development of specialized skills to adapt to changing regulatory practices and emerging technologies is essential to keep pace with industry advancements. Additionally, fostering strategic collaborations and cultivating new partnerships will not only increase the Authority's impact but also enhance its capabilities, fostering growth in the energy and petroleum sectors.

3.1.4 Summary of Strengths and Weaknesses

The key strengths and weaknesses emanating from the internal environment are summarized in Table 3.2.

Table 3.2 Summary of Strengths & Weaknesses

Factor	Opportunities	Threats
Governance and Administrative structures	<ul style="list-style-type: none"> Well-defined legal, policy and institutional framework Well-documented roles and responsibilities at all levels Established and equipped regional offices 	<ul style="list-style-type: none"> Weak succession planning & management Inadequate funding A wide span of control
Internal business processes	<ul style="list-style-type: none"> Developed internal policies, processes and procedures Internal and external system integrations Institutionalized Quality management system & Enterprise Risk Management Framework 	<ul style="list-style-type: none"> Partial integration of EPRA systems Ineffective synergy/ individual silo mentality Inadequate regulatory responsiveness to emerging technologies Insufficient stakeholder engagement
Resources and capabilities	<ul style="list-style-type: none"> Competent technical staff Well-established Regulatory Management Information System (RMIS) Strong ties with the development and other key partners 	<ul style="list-style-type: none"> Skill gaps in specialized areas & emerging regulatory areas Insufficient office space Lack of centralized data and information management Inadequate talent management

3.1.5 Analysis of past performance

This section outlines key accomplishments, challenges encountered, and valuable insights gained through an assessment of performance over the past three (3) years.

3.1.5.1 Achievements

EPRA's Strategic Plan 2020/2021-2022/2023 focused on four strategic priorities, achieving a performance of 92.4%. The key accomplishments are outlined below:

a) Promotion of Energy & Petroleum Sector Growth and Development

EPRA set three goals to enhance the sector's regulatory framework. During this period, it successfully gazetted two key petroleum regulations: Petroleum (Pricing) Regulations, 2022, and the Petroleum (Importation) Regulations, 2023. Nineteen additional regulations are in various stages of being finalised and gazetted. Tariff approvals were granted to over forty entities, which provided electricity to 6,045 households and businesses, elevating the mini-grid capacity by an additional 432 kWp. Compliance levels improved from 70% to 87%, and environmental risk assessments in the upstream subsector were initiated.

Licensing and permitting approvals were streamlined, including the review of the Final Field Development Plan (FDP) and processing of mid and downstream petroleum licenses. The energy efficiency pillar saw progress through the implementation of regulations and the promotion of energy efficiency in commercial and industrial facilities, resulting in an estimated energy savings of 306.26 GWh.

b) Strengthened Energy & Petroleum Sector Research, Data Management, and Information Dissemination

EPRA established a fully functional research department, improving knowledge management through technological systems. The licensee data reporting system and upstream petroleum data management streamlined data collection. The national petroleum master plan, ancillary services study, and idea management framework were implemented. An e-resource centre was established for employees to have efficient information access.

c) Enhance Regulatory Awareness, Compliance, and Safety

EPRA's activities promoting awareness, compliance, and safety included stakeholder awareness forums, review of the complaints and dispute handling regulations, and enhanced intelligence gathering. Enforcement measures, such as random inspections, arrests, and demolitions of non-compliant facilities, resulted in an overall compliance level of 83% in the LPG sector and 98% in the Fuel marking and monitoring programme. Strategic collaborations with state agencies and organizations enhanced regulatory visibility.

d) Enhance EPRA's Institutional Capacity

Initiatives to strengthen institutional capacity included aligning human resource management instruments, capacity building, improving the working environment, and modernizing systems and processes. EPRA achieved a "Very Good" rating in its corporate performance contract, reflecting positive trends in performance

3.1.5.2 Challenges

EPRA encountered the following challenges in the previous Strategic Plan implementation:

- a. Volatility in petroleum product prices due to supply interruptions and unfavourable geopolitical situations in international markets.
- b. Unforeseen power outages significantly impacted the economic aspects EPRA regulates.
- c. The rapid emergence of new energy & petroleum technologies required an agile, adaptable, and responsive regulatory environment.
- d. Lengthy process of developing and publishing regulations
- e. Increased costs of energy efficiency technologies hindered energy efficiency initiatives aiming to comply with international climate change mitigation treaties.
- f. Risks to petroleum product supply security due to delays in implementing petroleum masterplans and infrastructure.
- g. Insufficient infrastructure for exploration activities and the development of complementary industries such as petrochemicals and fertilizer manufacturing.
- h. High technical and commercial losses result from limited and ageing electricity and petroleum infrastructure, reducing attractiveness for potential investors and losses for sector investors.
- i. Low safety awareness among the members of the public leading to accidents/ incidents and noncompliance.

3.1.5.3 Lessons Learnt

Valuable lessons were learned from the processes, measures, and steps taken during the implementation of the previous Strategic Plan. They include the following:

- a. Effective and efficient regulations require collaborative efforts in sustainable research and innovations.
- b. Utilizing technology and online systems is crucial for delivering world-class regulations and promoting growth in the energy and petroleum sectors.
- c. Involving stakeholders during the development and review of regulations ensures compliance with laws and regulations.
- d. An adequate organizational structure is essential for addressing emerging strategic issues and ensuring seamless workflow within the Authority.
- e. Devolving services is key in enhancing customer experience and operational efficiency.

3.2 Stakeholder Analysis

Stakeholder analysis identifies the key influencers on EPRA's operations and the fulfilment of its mandate, as well as those affected by EPRA's decisions and activities. The analysis clearly defines the roles of these key stakeholders, their expectations from EPRA, and the obligations and expectations that EPRA has towards them. Establishing these roles and expectations is valuable for crafting a communication strategy and formulating strategies to meet stakeholder expectations.

In implementing the strategic plan, the Authority has recognized crucial stakeholders. The stakeholder analysis involves identifying these key stakeholders, outlining their roles, and specifying their expectations from EPRA and EPRA's expectations provides a summarized overview of the stakeholder analysis..

Table 3.3 Stakeholder analysis.

No.	Stakeholder	Role	Stakeholder Expectations from EPRA	EPRA Expectations from Stakeholders
1.	Ministry of Energy & Petroleum (MoEP)	Policy formulation and development	<ul style="list-style-type: none"> Quality Data and information Promote innovation and technology adoption in the sector Implement approved regulations and government policies. Efficient and effective regulatory activities Good governance 	<ul style="list-style-type: none"> Timely Gazettement of Regulations and approvals of policy documents Effective allocation of resources Effective collaborations on policy development and formulation
2.	National Treasury & Planning	Provision of Resources	<ul style="list-style-type: none"> Efficient and effective operations Transparent processes 	<ul style="list-style-type: none"> Timely approvals of budgets Sufficient funding
3.	Board of Directors	Oversight	<ul style="list-style-type: none"> Timely implementation of decisions made. Implementation of plans and achievement of set targets. Training and capacity building. 	<ul style="list-style-type: none"> Foster collaboration and partnerships Guidance and policy direction. Timely decision-making and approvals. Resource mobilization
4.	Employees	Diligently execute duties and responsibilities	<ul style="list-style-type: none"> Established and progressive organization. Well-established career growth and progression. Competitive terms and conditions of service. 	<ul style="list-style-type: none"> High performance levels. Strategic leadership and direction. Commitment to core values. Adherence to the codes of conduct.
5.	Parliament (Senate & National assembly)	Represent, legislate and oversight	<ul style="list-style-type: none"> Timely legislation and approval of regulations and guidelines Timely response to sector issues Review of annual financial reports 	<ul style="list-style-type: none"> Timely approval of laws and other regulatory instruments Execute mandate as provided in the relevant legislation

No.	Stakeholder	Role	Stakeholder Expectations from EPRA	EPRA Expectations from Stakeholders
6.	Office of Attorney General & State department of Justice	Legal advisory	<ul style="list-style-type: none"> • Compliance with laws, & regulations • Comply with drafting procedures 	<ul style="list-style-type: none"> • Timely approvals for requests • Legal representation
7.	Sector Licensees	Offer sector products and services	<ul style="list-style-type: none"> • Safe and stable industry. • Investor & Consumer protection • Accurate and timely sharing of information • Engagement on changes in policies, laws and regulations. • Promote professionalism. 	<ul style="list-style-type: none"> • Know their rights and obligations. • Participate in sector awareness • Compliance with laws and regulations in the sector. • Share accurate information.
8.	Oil Marketing Companies (OMC's)	Importation and distribution of petroleum resources	<ul style="list-style-type: none"> • Effective process implementation and management • Adherence to set agreements 	<ul style="list-style-type: none"> • Secure and reliable supply • Meet contractual obligation • Compliance with regulatory policies
9.	Independent Power producers	Power generation	<ul style="list-style-type: none"> • Adherence to set agreements • Support the implementation of timely purchase of generated product • A stable and reliable infrastructure 	<ul style="list-style-type: none"> • Secure and reliable supply • Meet contractual obligation • Adherence to regulatory and policies
10.	The general public, Consumers of Energy & Petroleum products and services	Feedback and user experience Use of Energy & Petroleum products and services	<ul style="list-style-type: none"> • Create awareness of their rights and obligation • Provision of a framework and guidelines to protect them • Public consultation on key sector issues • Licensees operating safely to ensure public safety 	<ul style="list-style-type: none"> • Compliance • Aware of their rights • Provide feedback • Participate in awareness and consultation forums
11.	Law Enforcement Agencies	Enforce Compliance with Policies and Regulations	<ul style="list-style-type: none"> • Cooperation in investigations • Support public safety and emergency response 	<ul style="list-style-type: none"> • Cooperation and collaborations • Support regulatory compliance and enforcement programme • Rapid response to sector-related crimes
12.	Energy and Petroleum Tribunal	Arbitrate on disputes in Energy and Petroleum Sector	<ul style="list-style-type: none"> • Timely information to facilitate dispute resolution 	<ul style="list-style-type: none"> • Timely resolution of disputes

No.	Stakeholder	Role	Stakeholder Expectations from EPRA	EPRA Expectations from Stakeholders
13.	Judiciary	Adjudicating Legal Disputes Interpretation of Laws	<ul style="list-style-type: none"> Act fairly and impartially in its regulatory functions and decisions Prioritize consumer protection rights such as ensuring fair pricing, quality of service and resolution of consumer complaints Collaboration with the Judiciary on key sector issues 	<ul style="list-style-type: none"> Fair and impartial decisions on cases involving the EPRA Handle cases related to the sector industry promptly Collaboration in addressing emerging legal challenges due to technological advancements
14.	Sector State Corporations	Implement Energy and Petroleum projects and programmes	<ul style="list-style-type: none"> Continued partnerships and collaborations to promote sustainability in the sector Implement regulatory policies Creation of an enabling operating environment. 	<ul style="list-style-type: none"> Compliance with sector regulations and policies Collaboration and partnership in the implementation of sector programmes Timely approvals of licenses and permits
15.	Ministries , Departments and Agencies	Policy formulation and programme /project implementation	<ul style="list-style-type: none"> Timely sharing of data and information Compliance with the relevant sector policies and regulations Collaboration in the implementation of the various programmes 	<ul style="list-style-type: none"> Compliance with the sector policies and regulations Collaboration in the implementation of the various programmes Timely approvals for requests
16.	National Environmental Management Authority (NEMA)	Monitor and enforce compliance of environmental regulations	<ul style="list-style-type: none"> Compliance with environmental management regulations Timely review and comment on the EIA reports submitted to EPRA 	<ul style="list-style-type: none"> Timely approval of ESIA's for projects Conduct environmental audits Create awareness of sector environmental issues
17.	County Governments	Support Sector Infrastructure Development & project implementation	<ul style="list-style-type: none"> Consultation and involvement in key projects at the County level Promote Energy and petroleum services & products 	<ul style="list-style-type: none"> Effective collaboration on sector issues Support the regional offices in activity implementation.
18.	Media	Reporting and providing feedback and opinions.	<ul style="list-style-type: none"> Promote initiatives to improve the sector. Protect consumer and public. Enhance sector sustainability 	<ul style="list-style-type: none"> Compliance with the laws Responsible for content creation and dissemination Influence Public Opinions and Create Awareness
19.	Development and Technical Partners	Financial and technical assistance	<ul style="list-style-type: none"> Prudent fund utilization Timely implementation of donor-funded projects and programmes. Adhere to good governance and ethical standards 	<ul style="list-style-type: none"> Provision of adequate financial and technical support in the implementation of programmes and projects. Timely approvals and release of budget

No.	Stakeholder	Role	Stakeholder Expectations from EPRA	EPRA Expectations from Stakeholders
20.	Contractors, Suppliers and consultants	Provision of goods and services	<ul style="list-style-type: none"> • Transparent procurement process • Timely processing of payments 	<ul style="list-style-type: none"> • Meet contractual obligations • Competitive and fair pricing • Adherence to terms and specifications in the contract
21.	Consumer organizations and Civil Society/ Advocacy groups	Promote consumer rights	<ul style="list-style-type: none"> • Prompt service to customers. • Protection of customers • Accurate and timely sharing of information. • Compliance with regulatory instruments 	<ul style="list-style-type: none"> • Know their rights and obligations. • Participate in sector awareness forum. • Share information • Adherence to law regulations and guidelines
22.	Industry Associations	Promote and advance members' interest	<ul style="list-style-type: none"> • Mutually beneficial collaboration. • Accurate and timely information. • Compliance with regulatory instruments 	<ul style="list-style-type: none"> • Mutually beneficial collaboration. • Accurate and timely information. • Develop and oversee the implementation of codes of conduct. • Promotion of best practices.
23.	Relevant Professional bodies & Associations	Develop, support and promote professional standards	<ul style="list-style-type: none"> • Compliance with professional ethics and standards • Collaboration in the development of regulations and policy formulation • Provide sector-relevant data and information 	<ul style="list-style-type: none"> • Provide sector data and information • Provision of relevant professional and technical standards • Provide capacity building • Enhance self-regulation for high professional standards
24.	International and Regional Sector Associations	Provide standards, build capacity and collaboration.	<ul style="list-style-type: none"> • Observe and promote the best standards. • Timely payment of subscription. • Accurate and timely information. • Active participation 	<ul style="list-style-type: none"> • Mutually beneficial collaboration. • Support capacity development. • Quality and timely information.
25.	Learning, Training, Academia and Research Institutions	Curriculum, Education, Skill and Research Development	<ul style="list-style-type: none"> • Sector skills and needs development. • Collaborations in research, training, innovation and incubations. 	<ul style="list-style-type: none"> • Develop curriculum and provide capacity-building and training • Collaborations in research, training, and innovation • Advisory and Consultancy Services

CHAPTER 4:

STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS



CHAPTER 4: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

Overview

This chapter thoroughly examines the strategic matters and objectives derived from the situational analysis. It outlines the principal issues identified during the analysis and introduces the strategic objectives devised to tackle these challenges.

4.1 Strategic Issues

EPRA is committed to enabling sustainable and high-quality energy and petroleum products & services through effective regulation, aligning with its mandate for enhanced livelihoods. The consistent fulfilment of this mission is pivotal for realizing its vision of becoming an excellent energy and petroleum regulator.

To actualize its vision for 2023/2024 – 2027/2028, EPRA will strategically tackle significant challenges within its mandate and operational context. Four strategic issues will shape its focus: regulatory gap and quality of energy and petroleum products, regulatory research and data management, consumer and stakeholder management, protection and safety and sustainable institutional capability. Resolving these issues is paramount for ensuring the prosperity of the sector.

a) Regulatory Gap and Quality of Energy and Petroleum Products

EPRA will formulate essential regulations and standards aligned with key policies and legislation, periodically updating them to align with sector changes and trends. Within this strategic focus, EPRA will work towards resolving:

<p>1</p> <p>Grid instability challenges related to insufficient spinning reserves and ancillary services, generation gaps, and transmission capacity.</p>	<p>2</p> <p>Challenges in quality of service, reliability, and supply quality, emphasizing energy security and strategic stock inadequacies.</p>	<p>3</p> <p>Absence of a framework supporting the development of a robust power market, including provisions for open access and regional markets.</p>	<p>4</p> <p>System losses, including technical and commercial aspects.</p>	<p>5</p> <p>Insufficient infrastructure, including common user facilities and LPG pipelines, aimed at enhancing nationwide accessibility.</p>	<p>6</p> <p>The absence of a unified platform for stakeholder engagement.</p>
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b) Regulatory Research and Data Management

EPRA is set to tackle research gaps within regulatory domains and sector expansion, and foster innovation and the adoption of cutting-edge technologies in regulation. Over the strategy period, EPRA will concentrate on the following, among other emerging areas:

1. Enhancing the capacity of energy efficiency conservation measures and promoting efficient appliances in the market. This includes advocating for energy efficiency in industrial, commercial, and institutional facilities (e.g., Energy Service Companies, energy consumption benchmarks and energy managers).
2. Leverage a memorandum of understanding with local and international universities in research on regulations in electricity, renewable energy (including emerging issues like green hydrogen) and Petroleum.
3. Addressing the insufficient focus on sector and regulatory research. The energy and petroleum sector experiences inadequate data for informed regulation and investment decisions. EPRA aims to rectify this issue by improving data collection, planning based on demand data, and promoting the adoption of modern technologies.

c) Consumer & Stakeholder Management, Protection and Safety

Addressing low compliance levels with regulations, standards, and guidelines within the energy and petroleum sector remains a central concern in the ongoing planning period. To counteract this challenge, EPRA will also direct attention to the low level of public awareness regarding the regulator’s role and consumer rights.

To consolidate the advantages of key stakeholders in the sector, fostering partnerships and collaboration will be pivotal during the strategy period. EPRA will specifically target the mitigation of slow regional integration, addressing insufficient collaboration, and fostering synergies within the energy and petroleum sector throughout the planning period.

d) Sustainable Institutional Capability

Resolving capacity challenges is a crucial priority and a fundamental element for attaining the envisioned outcomes in the sector over the next five years. In this domain, EPRA will concentrate on:

1. Adapting to rapid technological changes and enhancing cybersecurity.
2. Improving internal information sharing and communication.
3. Addressing issues related to inadequate funding.
4. Enhancing the organization’s agility, including structural adjustments to align with sector changes and global practices.
5. Tackling staff shortages and addressing skills gaps.
6. Addressing cultural challenges within the organization.
7. Enhancing the effectiveness of performance management.
8. Addressing issues related to systems, processes, internal IT system outages, and inefficiencies.
9. Enhancing procurement management.

4.2 Strategic Goals

To address the prioritized strategic issues outlined in Section 4.1 and fulfil its mission, EPRA has defined the following four strategic objectives to be pursued throughout the strategic planning period. Each objective is accompanied by a corresponding Key Result Area (KRA) to guide the allocation of efforts and resources for its accomplishment:

4.3 Key Result Areas (KRAs)

Based on insights derived from strategic issues, strategic goals, the implementation status of previous Strategic Plans, and the Authority’s mandate, the activities of the Authority for the upcoming five (5) years will be anchored in the following Key Result Areas (KRAs) outlined in Table 4.1 below:

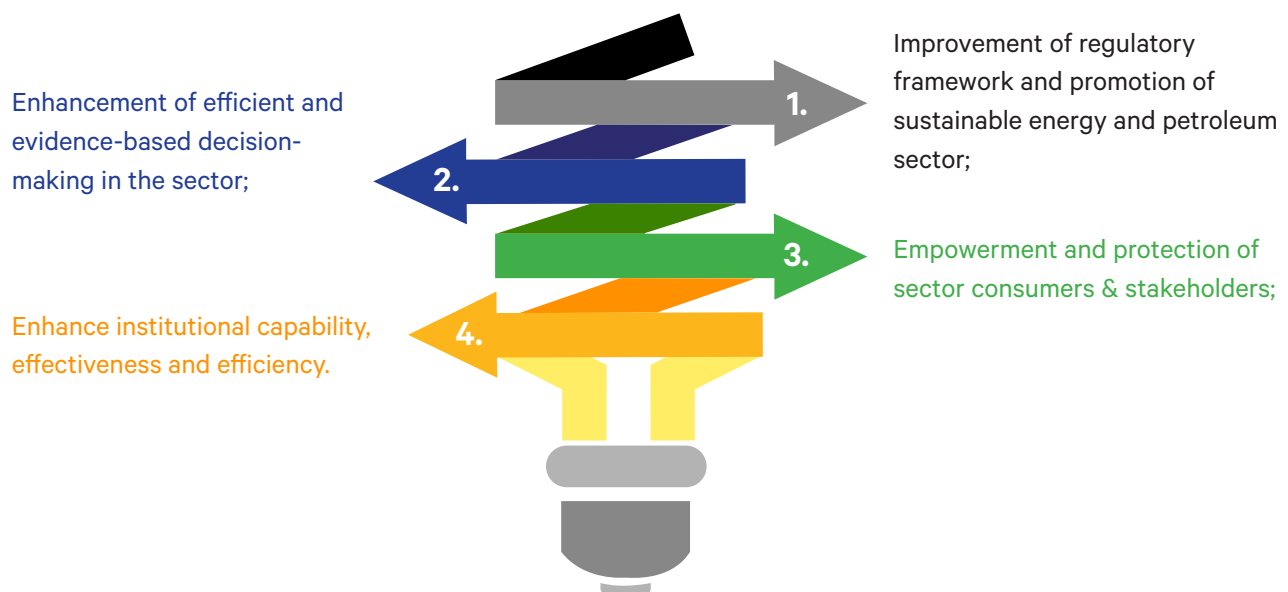


Table 4.1: Strategic Issues, Goals & KRAs

Strategic Issues	Strategic Goal	Key Result Areas (KRAs)
Regulatory gap and quality of energy and petroleum products	Improvement of regulatory framework and promotion of sustainable energy and petroleum sector	KRA 1 – Sector growth and development
Regulatory Research and Data Management	Enhancement of efficient and evidence-based decision-making in the sector	KRA 2 – Applied research and Innovation
		KRA 3 – Data management
Consumer & stakeholder management, protection and safety	Empowerment and protection of sector Consumers & stakeholders	KRA 4 – Consumer protection & awareness
		KRA 5 – Partnerships and Collaboration
Sustainable institutional capability	Enhance institutional capability, effectiveness and efficiency	KRA 6 – Institutional capacity and development

Over the next five years, EPRA's resources will be allocated across the Key Result Areas (KRAs) to achieve specific outcomes under each KRA. Detailed breakdowns of each KRA, including goals, strategic objectives, strategies, and activities, are provided in the subsequent sections of the strategic plan.

4.3.1 Sector Growth and Development

The Authority will concentrate on fostering the growth and development of the energy and petroleum sector through effective regulation, adherence to standards, and guidelines. This strategic focus aims to enhance sector stability, ensure quality supply, address demand considerations, promote power markets and environmental sustainability, safeguard investor interests, and contribute to overall economic growth, ultimately elevating livelihoods.

4.3.2 Applied Research and Innovation

The Authority is set to implement a comprehensive research framework to encourage energy efficiency conservation measures, establish energy consumption benchmarks, and enhance energy management practices. The research will serve as a crucial foundation for informed decision-making within the regulatory environment and the broader energy and petroleum sectors, striving to foster efficient and evidence-based decision-making.

4.3.3 Data Management

The Authority is committed to actively collecting essential data within the energy and petroleum sector, closing existing data gaps and leveraging modern analytics to identify industry trends. Prioritizing real-time data gathering, technological advancements, and investments in human resources, EPRA aims to facilitate sustainable regulation and sector development, fostering enhanced and efficient decision-making.

4.3.4 Consumer Protection and Awareness

Under this Key Result Area (KRA), the Authority seeks to enhance regulatory awareness and protect consumer rights. The approach involves stakeholder education, surveillance initiatives, and compliance measures to ensure the sustainable growth of the sector while safeguarding the rights of consumers. The overarching goal guiding these efforts is the “empowerment and protection of sector consumers & stakeholders”.

4.3.5 Partnerships and Collaborations

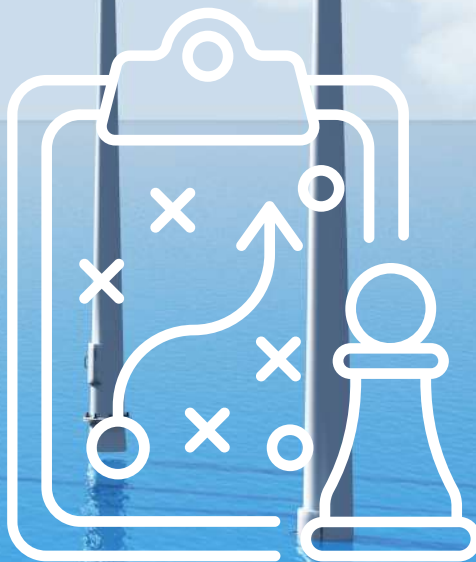
The Authority's focus under this KRA is to cultivate partnerships and collaborations in regulatory endeavours and enforcement of regulatory instruments. This involves promoting responsive and progressive regulations, supporting regional integration, and emphasizing the empowerment and protection of sector consumers and stakeholders.

4.3.6 Institutional Capacity and Development

The Authority emphasizes strengthening its organizational capacity to execute its mandate effectively. The plan encompasses interventions for capacity building to address gaps, establish agile governance structures, secure technological infrastructure, cultivate a competent workforce, achieve financial sustainability, enhance communication strategies, and implement a performance management framework. The overarching goal guiding the Authority in delivering this KRA during the strategy period is “building a capable, effective, and efficient organization”.

CHAPTER 5:

STRATEGIC OBJECTIVES AND STRATEGIES



CHAPTER 5: STRATEGIC OBJECTIVES AND STRATEGIES

Overview

This chapter focuses on the two pivotal components of the strategic planning process: strategic objectives and strategic choices. These components play a key role in defining the strategic trajectory of the Authority.

5.1 Strategic Objectives

EPRA has identified twelve (12) strategic objectives (SO) that will be pursued to achieve its set vision, mission and strategic goals. The strategic objectives serve as a basis for guiding the Authority's actions and initiatives throughout the strategic plan period. Table 5.1 outlines the 5-year projections for the formulated strategic objectives.

Table 5.1: Outcomes Annual Projections

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
KRA1: Sector growth and development							
SO1.1	Enhanced sustainability in the energy sector	Developed/reviewed draft regulations in line with the Energy Act CAP 314 and Petroleum Act CAP 308	11	12	7	17	8
		Retail electricity tariff review	-	-	-	1	-
SO1.2	Enhanced sustainability in the energy sector	Capacity building for key stakeholders on renewable energy and energy efficiency	12	17	21	25	25
SO1.3	Quality and security of products and services	Cost of service studies in electricity and petroleum	-	1	-	1	-
SO1.4	Competitive energy and petroleum sector	HHI for electricity power generation	0.1000	0.1000	0.1000	0.1000	0.1000
		HHI for the downstream petroleum subsector	0.1000	0.1000	0.1000	0.1000	0.1000
KRA 2: Applied research and innovation							
SO2.1	Research-based growth and innovation	Published research papers with policy recommendations	5	5	5	5	5
KRA 3: Data management							
SO3.1	Improved evidence-based decision making	Centralised energy and petroleum data management	-	30%	50%	100%	-
KRA 4: Consumer Protection & Awareness							
SO4.1	Enhanced consumer awareness	Public education and advocacy interventions	10	40	40	50	60

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
SO4.2	Increased compliance and safety	Compliance levels for the petroleum subsector	98%	98%	99%	99%	100%
		Compliance levels for the LPG subsector	76%	77%	78%	79%	80%
		Complaints and disputes resolution rate	100%	100%	100%	100%	100%
KRA 5: Partnerships & Collaboration							
SO5.1	Enhanced efficiency and effectiveness in service delivery	Implemented partnerships and collaborations	100%	100%	100%	100%	100%
KRA 6: Institutional capacity and development							
SO6.1	Enhanced service delivery	Compliance with the service charter	100%	100%	100%	100%	100%
		Employee engagement index	-	79%	-	-	81%
SO6.2	Improved institutional performance	Performance contracting evaluation score	2.65	2.60	2.55	2.50	2.40
		Implementation of internal and external audit recommendations	100%	100%	100%	100%	100%
SO6.3	Enhanced business efficiency	Automation level	65%	70%	75%	80%	85%
SO6.4	Improved brand visibility and stakeholder management	Brand perception Index	70.6%	-	73%	-	75%
		Customer satisfaction index	63.9%	-	66%	-	70%

Strategic Objective 1 (SO1.1): To review the regulatory framework for the energy and petroleum sector.

The strategic objective involves a systematic evaluation and adjustment of governing regulations, encompassing a thorough examination of existing policies, legal structures, and regulatory frameworks overseeing the energy and petroleum sectors. The aim is to identify areas needing modification or enhancement to effectively accommodate technological advancements, industry developments, and emerging challenges. Through consistent regulatory framework reviews, the Authority seeks to establish an adaptive and responsive environment that aligns with the evolving needs and dynamics of the energy and petroleum sectors.

Strategic Objective (SO1.2) To promote energy efficiency, renewable energy and conservation measures.

The strategic objective is focused on promoting and implementing initiatives that encourage responsible use of energy resources. This includes advocating practices that enhance energy efficiency and minimize environmental impact. Additionally, the Authority aims to raise awareness about the significance of energy and petroleum conservation, introduce regulations promoting efficient energy use, and support initiatives contributing to sustainable energy practices. The overall goal is to contribute to environmental sustainability, reduce energy and petroleum costs, and ensure the long-term viability of energy resources within the regulated sectors.

Strategic Objective 3 (SO1.3) - To enhance the quality and reliability of supply and service in the energy and petroleum sector.

The strategic objective is centred on enhancing the planning, performance and reliability of products & services by implementing initiatives to improve security and quality and enhancing the reliability of supply chains and service delivery mechanisms. The goal is to ensure consumers receive high-quality, dependable energy and petroleum services. By prioritizing these aspects, the Authority aims to contribute to consumer satisfaction, foster industry credibility, and promote overall efficiency and effectiveness in the sector.

Strategic Objective 4 (SO1.4) - To foster fair competition in the energy and petroleum sector.

The objective plan promotes equitable competition within the energy and petroleum sectors. This goal revolves around creating an atmosphere that fosters fair competition among entities in the industry by overseeing pricing and tariffs. This involves implementing initiatives to guarantee transparent market dynamics through fair distribution of licenses, promotion of power markets, providing equal opportunities, and ensuring compliance with established regulations. By advocating for fair competition, the Authority aims to prevent monopolistic behaviours, stimulate innovation, and establish a balanced playing field that benefits consumers and propels industry growth, thereby contributing to the overall advancement of the sector.

Strategic Objective 5 (SO2.1) - To undertake research that enhances growth and innovation.

The strategic objective is centred on initiating and conducting research activities to foster growth and innovation. This involves actively engaging in research endeavours to explore new technologies, industry trends, and innovative practices in energy and petroleum sectors. The Authority aims to stay at the forefront of advancements, make informed decisions, and drive innovative solutions contributing to growth and development. By adopting a research-driven approach, the Authority seeks to shape policies, regulations, and strategies in alignment with industry dynamics and promote continuous improvement.

Strategic Objective 6 (SO3.1) – To enhance data and information management.

The focus is on enhancing data collection, storage, analysis, utilization and knowledge management in energy and petroleum sectors. This involves implementing advanced knowledge management and data management systems, practices to ensure accuracy, accessibility, and efficiency in handling information. The Authority aims to make well-informed decisions, monitor sector trends, and respond effectively to emerging challenges. Additionally, it emphasizes leveraging technology and adopting best practices to establish a robust framework for managing data and information, ultimately strengthening the Authority's capacity.

Strategic Objective 7 (SO4.1) – To enhance public education and promote consumer protection.

This objective underscores the importance of educating the public, customers, and stakeholders about their rights, implementing measures to protect consumer interests, ensuring compliance with regulations, and enhancing safety standards in energy and petroleum sectors. Through this, the Authority seeks to establish an environment where consumers are safeguarded, industry players uphold ethical and legal standards, and safety remains a top priority. This initiative aims to build trust, encourage compliance with regulations, advocate for safety measures, bolster industry credibility, and enhance overall consumer well-being and satisfaction.

Strategic Objective 8 (SO4.2) – To build strategic partnerships and collaborations.

The objective is based on establishing and nurturing meaningful partnerships to achieve common goals by actively seeking and cultivating collaborations with relevant stakeholders, governmental bodies, industry players, and international organizations for the benefit of energy and petroleum sectors. This aims to foster collaboration, share expertise, and build strategic partnerships to enhance the Authority's capabilities, promote knowledge exchange, and leverage collective strengths to achieve greater effectiveness in fulfilling its regulatory mandate.

Strategic Objective 9 (SO6.1) - To enhance human resource management and development.

It is focused on enhancing the handling and growth of human capital by optimizing various aspects of human resource management. The objective prioritizes human resource enhancement to build a skilled and motivated

workforce. Additionally, it seeks to cultivate a work environment that encourages professional growth, innovation, and excellence.

Strategic Objective 10 (SO6.2) - To strengthen institutional performance and governance.

This strategic objective aims to optimize the overall effectiveness and efficiency of the institutional structure and governance. The objective is strengthening internal frameworks, systems, and procedures to enhance efficiency, transparency, and accountability. It emphasizes implementing robust mechanisms aligned with best practices in financial management, enterprise risk management, procurement, and corporate governance. Furthermore, the objective focuses on resource optimization, role definition, fostering a culture of excellence, refining internal processes, aligning activities with strategic goals, and adopting performance metrics to enhance productivity and ensure adherence to compliance standards.

Strategic Objective 11 (SO6.3) – To adopt technological advancements and re-engineer business processes

This strategic objective focuses on embracing technological advancements and reengineering business processes, integrating technologies and optimizing business processes to enhance operational efficiency, quality management systems, data analytics and decision-making capabilities. The Authority aims to position itself at the forefront of efficiency and innovation, ensuring a dynamic and adaptive approach to fulfilling its regulatory mandate.

Strategic Objective 12 (SO6.4) – To improve brand visibility and stakeholder management

The strategic objective aims to enhance EPRA’s image, operational efficiency, and stakeholder relationships. This involves initiatives to strengthen the brand, refine service delivery, and manage relationships with consumers, industry partners, and regulatory bodies. By improving brand perception, optimizing service delivery, and enhancing stakeholder engagement, EPRA aims to build trust, credibility, and satisfaction. The Authority recognizes the importance of a positive image, efficient service, and effective stakeholder relations in fulfilling its mandate.

5.2 Strategic Choices

Table 5.2 summarizes the specific strategies for EPRA’s 2023/2024 – 2027/2028 strategic plan. These KRAs, strategic objectives and strategies will deliver the high level results in the strategy period.

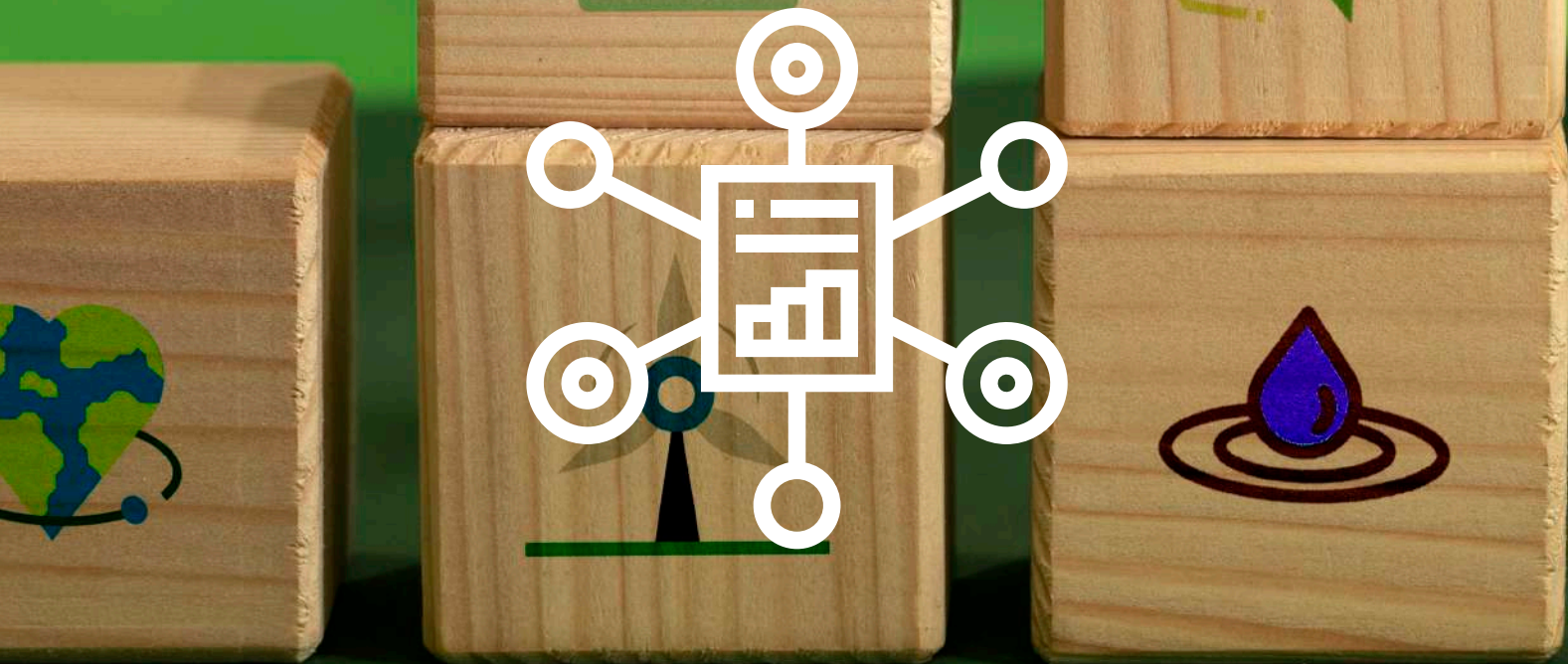
Table 5.2: Strategic Objectives & Strategies

KRA	Strategic Objective(s)	Strategies
KRA1: Sector Growth and Development	Strategic Objective 1 (SO1.1): To review the regulatory framework for the energy and petroleum sector.	S1: Adopt legal and regulatory reforms S2: Uptake local content regulation
	Strategic Objective 2 (SO1.2): To promote energy efficiency, renewable energy and conservation measures	S3: Promote renewable energy, energy efficiency and conservation measures
	Strategic Objective 3 (SO1.3): To enhance the quality and reliability of supply and service in the energy and petroleum sector.	S4: Improvement of quality and reliability of supply
		S5: Safeguard and maximize benefits from petroleum resources
Strategic Objective 4 (SO1.4): To foster fair competition in the energy and petroleum sectors.	S6: Foster market competitiveness interventions	
KRA2: Applied Research and Innovation	Strategic Objective 5 (SO2.1): To undertake research that enhances growth and innovation.	S7: Enhance research and innovation for sustainability
KRA 3: Data Management	Strategic Objective 6 (SO3.1): To enhance data and information management.	S8: Improve data and information management
		S9: Institutionalize knowledge management

KRA	Strategic Objective(s)	Strategies
KRA 4: Consumer Protection & Awareness	Strategic Objective 7 (SO4.1) – To enhance public education and promote consumer protection	S10: Increase public education and advocacy initiatives
		S11: Promote consumer protection and safety
KRA5: Partnerships & Collaboration	Strategic Objective 8 (SO5.1): To foster strategic partnerships and collaborations.	S12: Strengthen strategic partnerships and collaborations
KRA 6: Institutional Capacity and Development	Strategic Objective 9 (SO6.1): To enhance human resource management and development.	S13: Improved human resource management and employee engagement
	Strategic Objective 10 (SO6.2): To strengthen institutional performance, governance and resource management.	S14: Implement corporate governance and performance initiatives
		S15: Revenue and expenditure sustainability
	Strategic Objective 11 (SO6.3): To adopt technological advancements and re-engineer business processes.	S16: Uptake of new technological advancements
		S17: Adopt business process re-engineering
Strategic Objective 12 (SO6.4): To improve brand visibility and stakeholder management	S18: Improve brand visibility and awareness S19: Strengthen Stakeholder management	

CHAPTER 6:

IMPLEMENTATION AND COORDINATION FRAMEWORK



CHAPTER 6: IMPLEMENTATION AND COORDINATION FRAMEWORK

Overview

This section underscores the pivotal role of effectively executing and aligning with the Strategic Plan. It starts with examining the implementation plan, comprising an action plan, annual work plan development and budgeting, and performance contracting. Additionally, it defines the coordination framework, covering institutional structure, staff establishment, skills and competence development, leadership, and systems and procedures. Furthermore, the chapter delves into the risk management framework, underscoring the significance of recognizing and mitigating potential risks throughout the implementation of the strategic plan.

6.1 Implementation Plan

6.1.1 Action Plan

The action plan functions as an elaborate roadmap, delineating the crucial elements required for the effective execution of the Strategic Plan. It incorporates strategic issues, goals, KRAs, outcomes, objectives, strategies, key activities, expected outputs, output indicators, annual targets, annual budgets, and the responsibilities associated with the activities. Table 6.1, attached in Annex I, presents the comprehensive action plan/implementation matrix, providing a detailed structure for organizing and monitoring the progress of planned activities.

6.1.2 Annual Work Plan and budget

The Authority will align its annual work plans with the annual budgets, ensuring sufficient funding for all the activities outlined in the strategic plan and optimizing resource allocation.

6.1.3 Performance Contracting

In implementing performance contracting, the Authority will incorporate activities from its budgeted annual work plans. This integration aims to align functional performance with the strategic objectives outlined in the strategic plan. The goal is to promote accountability and transparency within the Authority, facilitate a systematic assessment of achievements, challenges, and areas for improvement, and enable effective monitoring and evaluation of progress toward the desired outcomes. Individual performance targets, in line with the specific objectives of the strategic plan, will be established through discussions between respective employees and their functional heads.

These targets will undergo annual assessments using performance appraisal tools, with ongoing quarterly monitoring and quarterly reviews. The performance review tool will be used to evaluate employees' performance, ensuring efficient service delivery and the realization of the Authority's strategic objectives. This tool will facilitate regular feedback, goal setting, and performance evaluation, fostering a culture of accountability and continuous improvement among staff members. This approach ensures that individual performance remains aligned with the overarching goals of the Strategic Plan.

6.2 Coordination framework

6.2.1 Institutional Framework

This subsection furnishes a description and assessment of the suitability and sufficiency of the organizational structure, policies, rules, and regulations in supporting the implementation of the Strategic Plan.

6.2.1.1 Organization Structure

To optimize the effective implementation of the Strategic Plan, the Authority has established a functional organizational structure consisting of five hierarchical tiers, each delineating specific roles and responsibilities. The Board of Directors assumes a pivotal role at the topmost tier by providing strategic guidance and governance oversight. This encompasses establishing the Authority's overall vision, goals, and policies and ensuring alignment with the strategic plan. The Board is responsible for offering direction, guidance, and making crucial decisions that shape the strategic trajectory of the Authority.

The subsequent tier comprises senior management tasked with translating the directives of the Board into actionable strategies and initiatives. This tier is instrumental in formulating detailed plans, allocating resources, and supervising the implementation of the strategic plan. Top management plays a crucial leadership role in aligning the organization with the strategic vision set forth by the Board. They also provide leadership and direction to middle management and technical/support staff, ensuring the effective execution of strategic initiatives.

The middle management tier is crucial in orchestrating and executing the Authority's day-to-day operations. These managers oversee and guide the technical and support staff, fostering seamless coordination and the efficient implementation of the strategic plan.

Within the organizational structure, the technical and support staff form the lower tiers, contributing specialized expertise and support to middle and senior management levels. Their contributions are vital to the successful realization of the strategic plan. The technical staff, equipped with sector-specific knowledge and skills, plays a key role in regulatory functions such as policy formulation, licensing, compliance, enforcement, and consumer protection. Simultaneously, the support staff ensures the smooth functioning of operations by providing administrative, financial, human resources, and ICT support.

6.2.1.2 Institutional Policies, Rules and Regulations

The Authority has developed a comprehensive set of institutional policies, rules, and regulations to oversee its internal functions, ensuring robust governance, transparency, and accountability. The adequacy and effectiveness of these measures in facilitating the implementation of the strategic plan are detailed below:

1. **Governance and decision-making:** The Authority has instituted policies and regulations governing its governance structure and decision-making procedures. These frameworks explicitly define the roles, responsibilities, and authority of the Board of Directors, ensuring efficient oversight and strategic direction. Additionally, they establish mechanisms to promote transparent decision-making, manage conflicts of interest, and uphold accountability within the organization.
2. **Financial management and accountability:** The Authority has established policies and regulations governing financial management and accountability. These frameworks outline procedures for budgeting, financial reporting, procurement, and internal controls. By ensuring robust financial management, transparency, and accountability in resource utilization, these policies and regulations facilitate the effective allocation and utilization of financial resources to support the Strategic Plan.
3. **Information and Communication Technology (ICT) Governance:** The Authority's policies and regulations encompass ICT governance within the organization. These frameworks provide guidelines for the utilization, security, and management of ICT infrastructure, systems, and data. They ensure the safeguarding of sensitive information, data privacy, and the efficient utilization of ICT resources. These policies and regulations contribute to the effective and secure functioning of the Authority's ICT infrastructure, facilitating the implementation of its Strategic Plan.
4. **Legal and regulatory compliance:** The Authority has established policies, rules, and regulations related to legal and regulatory compliance. These frameworks demonstrate the Authority's commitment to conforming to relevant laws, regulations, and international obligations. They establish mechanisms for monitoring, reporting, and enforcing compliance, ensuring the Authority's operations align with the legal framework and uphold regulatory integrity in the communication sector.
5. **Human resource management:** The Authority has instituted policies and regulations governing human resource management. These frameworks cover recruitment, selection, performance evaluation, training and development, and employee welfare. They ensure the recruitment of qualified personnel, foster a favourable working environment and create avenues for employee growth and development. Adhering to these policies and regulations promotes the acquisition and retention of skilled personnel essential for the successful implementation of strategic initiatives.

6.2.2 Staff complement, skill set and competency development.

Realizing the effective implementation of the Strategic Plan requires maintaining an organization with an adequately staffed workforce. The Authority is dedicated to maintaining an optimal staff establishment that aligns with its operational requirements and the demands of the Strategic Plan. Regular reviews will be conducted to assess staffing levels, and adjustments will be implemented as necessary. Table 6.2 illustrates the current staffing status across different cadres, while Table 6.3 outlines the identified skill set gaps and the plan for competence development.

Table 6.2: Staff Establishment

Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In Post (C)	Variance D=(B-C)
Top Management	8	8	7	1
Middle Management	25	25	18	7
Technical	334	334	122	212
Support Staff	57	57	44	13
Total	424	424	191	233

Table 6.3: Skills Set and Competence Development

Cadre	Skills Set	Skills Gap	Competence Development
Top Management (TM)	<ul style="list-style-type: none"> Leadership with a Strategic Focus Informed Decision-Making Proficient Change Management Effective Stakeholder Engagement Financial Acumen 	<ul style="list-style-type: none"> Proven ability to provide visionary leadership and set strategic directions. Competency in making informed and impactful decisions. organizational change and effectively managing transitions. Outstanding relationship-building and communication skills. Thorough understanding of financial management and budgeting principles. 	<ul style="list-style-type: none"> Strategic leadership development skills. Critical thinking Emotional intelligence and negotiation skills. Stakeholder engagement & communication skills. Insights and industry trends Impact assessments skills Proficiency in financial management skills.
Middle Management (MM)	<ul style="list-style-type: none"> Stakeholder Engagement Leadership in Team Settings Effective Project Management Problem Resolution Clear and Effective Communication Performance Evaluation and Management 	<ul style="list-style-type: none"> Competence in leading, motivating, and overseeing teams. Proficiency in planning, executing, and overseeing projects. Strong analytical skills for identifying challenges and implementing solutions. Clear and effective communication to facilitate information flow Ability to set performance expectations, conduct evaluations, and provide constructive feedback. 	<ul style="list-style-type: none"> Leadership and team management skills Project management skills Analytical and problem-solving skills Communication and collaborative skills Monitoring and Evaluation Succession planning, mentorship, and coaching skills

Cadre	Skills Set	Skills Gap	Competence Development
Technical (TS)	<ul style="list-style-type: none"> Specialized Technical skill Proficiency in diagnosing issues, Data analytics and resolving problems Innovative thinking and creativity Comprehensive technical documentation Collaborative approach 	<ul style="list-style-type: none"> Extensive expertise and mastery in the specific technical field. Skills in diagnosing technical issues and providing timely resolutions. Ability to formulate innovative solutions and adapt to emerging technologies. Proficiency in creating clear and comprehensive technical documentation. Aptitude for collaborating with cross-functional teams and involving stakeholders in technical projects. 	<ul style="list-style-type: none"> Deepening technical expertise Problem-solving skills Data analytics and resolution skills Innovation, emerging technologies, and adaptability Technical report writing skills Effective technical documentation skills
Support (SS)	<ul style="list-style-type: none"> Efficient Administration and Communication Customer Service Proficiency Report writing Resource and Project Management Competence Problem-solving Accounting Proficiency 	<ul style="list-style-type: none"> Strong organizational and time management skills for effective support functions Exceptional interpersonal skills for high-quality service delivery Proficiency in resource and project oversight, including facilities, procurement, and logistics Capability to address issues and provide support for seamless operations Effective communication skills for engaging with diverse teams and clear information conveyance 	<ul style="list-style-type: none"> Administrative skills Resource & project management skills Report writing Customer service skills Problem-solving skills Communication & interpersonal skills

6.2.3 Leadership

The board of directors will oversee the implementation of the strategic plan, with the execution responsibilities entrusted to the management committee. This involves regular reviews to assess the progress of implementation. The management committee will coordinate the implementation efforts across functions, evaluate achieved milestones, and present comprehensive reports to the Board. To ensure successful implementation, the following measures will be executed:

1. Dissemination of the strategic plan: The components of the strategic plan will be broken down into targets, milestones, and deliverables assigned to individual staff members and departments.
2. Board-level leadership: The Board of Directors will receive and review quarterly reports on the implementation status. The Board will assess progress, discuss any challenges or deviations, and provide guidance for future directions to ensure the successful execution of the plan.
3. Management-level leadership: The Management Committee will convene regularly to review functional reports, compile quarterly implementation status reports, and share them with the Board. This ongoing monitoring will keep Management informed about progress, identify any issues requiring attention, and facilitate corrective actions if necessary.
4. Functional review sessions: Quarterly meetings will be conducted to oversee the detailed implementation of functional work plans and tasks. These sessions will allow functions to assess their progress, identify bottlenecks or resource gaps, and make necessary adjustments to ensure a seamless implementation process.

6.2.4 Systems and Procedures.

In alignment with the government’s initiative to digitize services, the Authority will completely automate its business processes and undertake system restructuring to improve efficiency and effectiveness in service delivery. This strategic move is expected to significantly enhance staff performance by reducing manual interventions in business processes and improving coordination across functions.

The automation of systems is targeted to reduce turnaround times, improve accuracy, and elevate customer satisfaction. Furthermore, automation is anticipated to reduce operating costs by minimizing reliance on manual labour, increasing efficiency and effectiveness. The reengineering of systems will enable the Authority to enhance its internal communication systems, fostering more effective decision-making and improved resource management. The automation and process improvement is detailed below:



6.3 Risk Management Framework

During the development of the Strategic Plan, the Authority proactively identified potential risks that could impede its successful implementation. In response to these recognized risks and to minimize their adverse effects, the Authority has implemented robust mitigation measures. The risks have been categorized based on their impact, with those deemed high and medium requiring immediate attention from both the Management and the Board, while heads of functions are assigned to manage low-impact risks.

This proactive stance towards risk management underscores the Authority’s commitment to addressing potential challenges and optimizing the likelihood of achieving its strategic objectives. Table 6.4 provides an overview of the identified risks and the corresponding measures in place to mitigate them.

Table 6.4: Risk Management Framework

No.	Risks	Description	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)
1.	Disruption in the global space Risk	<p>Encompasses disruptions within the global environment, influencing diverse aspects such as economic, political, technological, or social dimensions.</p> <p>These disruptions can arise from climate changes, technological advancements, geopolitical uncertainties or economic fluctuations.</p>	H	H	H	<ul style="list-style-type: none"> • Develop comprehensive contingency plans to tackle potential global disruptions and geopolitical challenges. • Ensure consumer protection and empowerment initiatives are in place. • Strengthen risk management strategies for enhanced preparedness. • Promote collaboration with industry players to foster mutual growth and success.
2.	Regulatory Non-Compliance Risk	<p>Involves where decisions made by the Authority are perceived as unfavourable, are undermined, resisted, or even overruled due to the influence of interested parties.</p>	H	H	H	<ul style="list-style-type: none"> • Conduct consultations and regulatory impact assessments. • Foster collaboration with experts in the energy and petroleum sector. • Enhance public confidence through education and awareness programs.
3.	Legal and Regulatory Risk	<p>Inadequacy in the legal regulatory frameworks due to changes in government policies, regulations, and legislation that impact the energy and petroleum sectors, including regulatory and legislative modifications.</p>	M	H	M	<ul style="list-style-type: none"> • Ensure that regulations and policies align with emerging issues and industry requirements. • Establishing a regulatory framework that promotes competition, innovation, and equitable practices • Facilitate meaningful stakeholder engagements to gather insights, ensuring comprehensive representation in the regulatory decision-making process. • Engage in ongoing consultations with pertinent government authorities to contribute insights into potential regulatory changes and represent industry perspectives.

No.	Risks	Description	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)
4.	Operational Risk	Arises from governance failures, ineffective internal systems, insufficient human capacity, a negative organizational culture, resistance to change and inadequate financial resources, impacting performance and service delivery.	M	H	M	<ul style="list-style-type: none"> • Enhance internal governance structures and risk management. • Execute robust business process reengineering and risk mitigation plans. • Conduct regular assessments of skills and competencies to identify gaps and implement improvement interventions. • Execute governance and leadership development programmes. • Establish a robust culture change management strategy that includes clear communication, succession planning, employee involvement, change management, and incentives for adopting new initiatives.
5.	Stakeholder Management Risk	Involves conflicting interests and resistance from EPRA stakeholders towards proposed activities or regulations.	H	M	H	<ul style="list-style-type: none"> • Consistently implement a robust and effective communication and stakeholder management framework. • Establish trust through collaborative partnerships • Conduct stakeholder analysis and implement the recommended strategies. • Implement a comprehensive customer Service Monitoring framework
6.	Demand and Supply Imbalances Risk	Entails aligning the available supply with consumer needs to minimize disparities or gaps.	M	M	M	<ul style="list-style-type: none"> • Oversee the economic merit order of dispatch to ensure optimal efficiency. • Secure, maintain, and operate critical energy infrastructure according to best practices. • Periodically review and update Petroleum and power plans to incorporate emerging issues. Maintaining the integrity of the supply chain is a crucial element in mitigating this aspect of the risk.

No.	Risks	Description	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)
7.	Research and Innovation Risk	Involves prioritizing the investment in research and innovation to cultivate a culture of creativity.	L	L	L	<ul style="list-style-type: none"> • Establish a data management system and consistently collect data. • Promote collaboration and partnerships to execute research and innovation strategies. • Instill a culture of ongoing learning and knowledge management.

CHAPTER 7:

RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES



CHAPTER 7: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

Overview

This chapter focuses on allocating resource requirements and mobilization strategies, consolidating financial needs, identifying resource gaps, and presenting mobilization strategies. It also covers resource management practices to ensure the efficient utilization of human resources and assets. By furnishing a comprehensive overview of financial requirements and management strategies, the aim of this chapter is to guarantee that the implementation of the strategic plan is undertaken in a financially sustainable manner.

7.1 Financial Requirements

The effective and sustainable execution of this Five-Year Strategic Plan relies on a continuous and sustainable flow of resources. EPRA has embraced a programme-based budgeting process to ascertain the resource needs for implementing the five-year strategic plan (2023/2024-2027/2028). Table 7.1 summarizes the financial resources required to accomplish the outlined goals and objectives in the Plan.

Table 7.1: Financial Requirements for Implementing the Strategic Plan

Cost Item	Projected Resource Requirements (Kshs. Mn)					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
KRA1	592.50	546.00	276.50	356.00	198.50	1,969.50
KRA2	13.00	23.00	13.00	47.50	57.50	154.00
KRA3	18.50	61.50	206.00	192.00	176.50	654.50
KRA4	342.30	482.50	787.00	1,002.00	1,119.00	3,732.80
KRA5	35.00	52.00	52.00	65.00	80.00	284.00
KRA6	2,367.90	4,151.90	4,800.70	3,887.70	4,257.00	19,465.20
Total	3,369.20	5,316.90	6,135.20	5,550.20	5,888.50	26,260.00

In the costing of the five-year strategic plan, several considerations have been factored in, including evolving national and global priorities, the tightening of fiscal and monetary policies, the depreciation of Kenya shilling against international currencies, elevated inflation and interest rates, the ongoing impact of geo politics, and emerging issues such as pandemic preparedness and climate change, among others.

Over the next five years, based on the existing revenue, EPRA expects to generate an additional Kshs. 542 million to fund the direct costs of implementing the strategic plan activities. Once the current funding levels were established, a resource gap analysis, as outlined in Table 7.2 below, was conducted to quantify the additional resources that need to be mobilized over the period.

Table 7.2: Resource Gap Analysis

Financial Year	Estimated Financial Requirements (Kshs Mn)	Estimated allocations (Kshs Mn)	Variance (Kshs Mn)
Year 1	3,369.20	3,434.43	65.23
Year 2	5,316.90	5,064.42	(252.48)
Year 3	6,135.20	5,570.86	(564.34)
Year 4	5,550.20	5,737.99	187.79
Year 5	5,888.50	5,910.13	216.3
Total	26,260.00	25,717.84	(542.16)

Resource allocations for the first three (3) years is guided by the MTEF Budget estimates, while the other two (2) years are projected based on allocation trends.

7.2 Resource Mobilization Strategies

To address the financing gap and supplement available resources for implementing the strategic plan, EPRA has devised a set of strategies for resource mobilization. These strategies aim to expand EPRA's resource base, reduce dependence on petroleum and electricity levies, and enhance its capacity to effectively execute the strategic plan. EPRA will tackle the financing gap through the following strategies:

1. Optimization of the collection of levies – This involves ensuring the collection and verification of the fuel and electricity levies as provided for in the Energy Act CAP 314.
2. Fast-tracking the draft regulations that provide for licensing fees.
3. Diversification of revenue streams – EPRA plans to explore new opportunities to diversify revenue sources.
4. Commercialization of energy and petroleum data and services.
5. Fostering and strengthening strategic partnerships – EPRA aims to leverage collaborations with development partners, non-governmental organizations, corporate and private charitable foundations, and regional agencies. Strategies include attracting technical and financial support through proposal writing and establishing linkages.
6. Leveraging on climate change investments and funding – EPRA will explore climate fund certification schemes to contribute to the implementation of the Strategic Plan.

7.3 Resource Management

In line with the government's priorities, EPRA commits to ensure operational efficiency in implementing the strategic plan. To achieve optimal resource utilization, the following measures will be prioritized:

1. Business process re-engineering, scaling up ICT and digitalization: EPRA will review its processes to identify improvements that enhance efficiency and effectiveness in service delivery. This will involve streamlining and automating business processes, resulting in increased efficiency and reduced reliance on manual tasks.
2. Adoption of value chain execution framework: EPRA will formulate a value chain execution framework to direct resources towards critical activities. EPRA will prioritize and sequence the use of scarce resources on impactful value chain activities to achieve desired outcomes.
3. Innovation and Data Management: EPRA will leverage advanced data systems and innovation to enhance its resource management processes and decision-making. The Authority will deploy efficient data collection, analysis, and dissemination for informed decision-making.
4. Effective Resource Planning: EPRA is committed to ensuring effective resource planning by maximizing the utilization of available human resources skills and expertise, financial resources, and assets through allocation and resource optimization for informed decision-making. Each function within the Authority will develop a comprehensive and timely annual work plan and procurement plan, facilitating efficient budget management and programme prioritization.
5. Adoption of cost-saving and government austerity measures: The Authority will implement measures to control expenditure by minimizing non-essential expenses, prioritizing programmes, optimizing supply chain management and negotiating with vendors for competitive prices and discounts. Additionally, EPRA will adhere to government austerity measures as required.
6. Effective management of liabilities and projects: Ensuring effective management of liabilities and projects will prevent breach of contract and effectively plan and manage projects to avoid cost overruns and eliminate pending bills.
7. Timely financial reporting, internal audit, and financial risk assurance: EPRA will adhere to the financial planning and reporting calendar and timeframes stipulated in relevant legislation. The Authority will actively assess and establish a robust risk management framework, identifying and addressing potential risks to secure fiscal stability.
8. Compliance with laws and regulations: EPRA is dedicated to ensuring compliance with laws and regulations.

CHAPTER 8:
**MONITORING,
EVALUATION
AND REPORTING
FRAMEWORK**



CHAPTER 8: MONITORING, EVALUATION AND REPORTING FRAMEWORK

Overview

This chapter provides an overview of the monitoring, evaluation, and reporting framework utilized by EPRA in the implementation of the strategic plan. It introduces the monitoring framework crafted to monitor the progress and implementation of initiatives using performance indicators. The chapter also discusses the relevant performance standards to assess the Authority's effectiveness. Furthermore, it covers the evaluation framework, including mid-term and end-term evaluations. Finally, the chapter outlines the reporting framework and feedback mechanism.

8.1 Monitoring Framework

The monitoring framework will be used to track the key strategic objectives, outcomes, and activities to inform timely decision-making and plans.

EPRA's Monitoring framework will be based on the following:

1. Developed annual work plans derived from targets specified in the strategic plan with clearly identified key performance indicators (KPIs) that will be used to measure progress and achievements;
2. Specified frequency and timelines for reporting to ensure timely monitoring and reporting;
3. A structured process for analyzing and interpreting monitoring reports;
4. Preparation of progress reports to provide a comprehensive overview of the progress made, highlighting key achievements and areas requiring improvement.
5. Provision of feedback on the monitoring results to relevant stakeholders;
6. Use of the monitoring data and insights to inform decision-making, identify areas for improvement and make necessary adjustments to the Strategic Plan implementation.

To effectively track the key output and outcome indicators in the action plan and implementation matrix detailed in Annex I, EPRA will:

1. Determine the key performance indicators (KPIs) from the action plan implementation matrix;
2. Establish the baseline data as of 30th June 2023 to serve as a reference point for comparison and measuring progress over the implementation period; and
3. Plan for continuous improvement on the targeted results, i.e., identify gaps, challenges and opportunities for improvement and implement corrective measures, adjustments or interventions to improve performance and enhance the outcomes.

8.2 Performance Standards

EPRA recognizes the importance of incorporating performance norms and standards into a robust monitoring and evaluation framework to oversee performance and ensure the successful execution of the strategic plan. The framework includes Constitutional provisions, the national development agenda, international commitments, utility, credibility, ethics, participatory practices, and organizational culture. Additionally, it considers monitoring and evaluation standards, including policy, program/project design and monitoring, evaluation, learning and adaptation, human resources, and institutional framework.

In alignment with globally accepted norms and evaluation standards, EPRA will also utilize a comprehensive evaluation framework that adheres to the criteria established by the Organization for Economic Co-operation & Development (OECD). These criteria encompass relevance, efficiency, effectiveness, success, and sustainability.

8.3 Evaluation Framework

Evaluation plays a crucial role in the strategic planning process. It allows the Authority to assess the progress of strategic plan implementation, measure the attainment of objectives, evaluate program outcomes, and ascertain the

desired impact. The Authority will undertake mid and end-term evaluations, incorporating a framework with clearly defined outcome indicators, baselines, and targets as described in Table 8.1.

Table 8.1: Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
KRA 1: Sector growth and development	Enhanced sustainability in the energy sector	Developed/reviewed draft regulations in line with the Energy Act CAP 314 and Petroleum Act CAP 308	13	2023	30	55
		Retail electricity tariff review	1	2023	-	1
		Capacity building for key stakeholders on renewable energy and energy efficiency	10	2023	50	100
	Quality and security of products and services	Cost of service studies in electricity and petroleum	N/A	2023	1	1
	Competitive energy and petroleum sector	HHI for electricity power generation	0.5000	2023	0.1000	0.1000
		HHI for the downstream petroleum subsector	0.1037	2023	0.1000	0.1000
KRA 2: Applied research and Innovation	Research-based growth and innovation	Published research papers with policy recommendations	8	2023	15	25
KRA 3: Data Management	Improved evidence-based decision making	Centralized energy and petroleum data management	N/A	N/A	80%	100%
KRA 4: Consumer Protection & Awareness	Enhanced consumer awareness	Public education and advocacy interventions	N/A	2023	90	200
	Increased compliance and safety	Compliance levels for the petroleum subsector	98%	2023	99%	100%
		Compliance levels for the LPG subsector	76%	2023	78%	80%
		Complaints and disputes resolution rate	100%	2023	100%	100%
KRA 5: Partnerships & Collaboration	Enhanced efficiency and effectiveness in service delivery	Implemented partnerships and collaborations	100%	2023	100%	100%

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
KRA 6: Institutional capacity and development	Improved institutional performance	Performance contracting evaluation score	2.71	2023	2.55	2.40
		Implementation of internal and external audit recommendations	100%	2023	100%	100%
	Enhanced service delivery	Compliance with the service charter	100%	2023	100%	100%
		Employee engagement index	77.18%	2022	79%	81%
	Enhanced business efficiency	Automation level	60.20%	2023	75%	85%
	Improved brand visibility and stakeholder management	Brand perception Index	70.6%	2023	73%	75%
		Customer satisfaction index	63.9%	2023	68%	70%

8.3.1 Mid-Term Evaluation

The mid-term evaluation will be undertaken after two and a half years of implementation to examine the progress towards achieving the set targets in the Strategic Plan. This evaluation will examine the status of strategic goals, objectives, initiatives, activities, and key performance indicators (KPIs). Various evaluation tools will be employed, including comparative analysis, value chain analysis, resource-based view, functional analysis and PESTEL. The results from this mid-term evaluation will guide decision-making for the second phase of the Strategic Planning cycle, ensuring alignment of the plan with organizational goals and objectives. Following the evaluation, remedial action will be taken to bridge any gaps, and a revision of the plan may ensue where necessary.

8.3.2 End-Term Evaluation

An end-term review will be undertaken upon the conclusion of the strategic planning period. The end-term evaluation will provide insight into the overall performance, the success factors, challenges, lessons learnt and areas for improvement. In addition, the end-term evaluation will provide the building blocks for developing the subsequent strategic plan.

8.4 Reporting Framework and Feedback Mechanism

The reporting framework and feedback mechanism are integral to EPRA's strategic plan. They offer a systematic approach to capture, analyze and leverage feedback for continuous improvement and align initiatives with strategic objectives. EPRA will utilize the following reporting tools to facilitate effective reporting:

- 1. Quarterly Progress Reports:** Quarterly reporting will provide regular updates on progress, highlighting achievements, targets and any deviations, as well as a comprehensive overview of the Authority's performance in relation to the strategic plan. Quarterly progress reports will be prepared using the template in Table 8.2, attached in Annex II.
- 2. Annual Progress Reports:** Annual progress reporting allows the Authority to evaluate its annual achievements against set targets and assess any variances. It offers a comprehensive perspective on the Authority's progress throughout the year. Annual progress reports will be prepared using the template in Table 8.3, attached in Annex III.
- 3. Evaluation Reporting:** Evaluation reporting entails assessing key performance indicators and outcomes associated with the Authority's strategic objectives. It allows for a thorough assessment of the Authority's performance and offers valuable insights for future planning. Mid-term and end-term evaluation reports will be prepared using the template provided in Table 8.4, attached in Annex IV.

Utilizing these reporting tools, the Authority can thoroughly capture best practices, detail the steps taken for implementation, document encountered challenges, and outline strategies employed to overcome these challenges. The Authority will leverage diverse channels to disseminate insights on best practices and lessons learned, fostering knowledge exchange and encouraging the adoption of effective practices throughout the organization.

ANNEXES

Annex I: Implementation Matrix

Table 6.1: Implementation Matrix

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target Budget (Kshs. Mn)					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
KRA 1: Sector growth and development																
Strategic Issue 1: Regulatory gap and quality of energy and petroleum																
Strategic Goal: Improvement of regulatory framework and promotion of sustainable energy and petroleum sector																
KRA 1: Sector growth and development																
Outcome: Enhanced compliance and safety																
Strategic Objective: To review the regulatory framework for energy and petroleum sector																
Adopt legal and regulatory reforms	Review the Energy Act CAP 314 and Petroleum Act CAP 308	Proposed Amendments approved by the Board	Number of amendment reports	2	-	1	1		-	-	6	6	-	-	CSDLS	DPG ERE DERS DPEACP

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target Budget (Kshs. Mn)					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
	Conduct Regulatory Impact Assessment studies for Energy draft Regulations (Electricity Installation; Biogas Regulations; Power Undertaking ; Appliance Labelling, System Operations; Reliability and Quality of Supply; renewable energy resources; abandonment and decommissioning; Local Content; REP Fund' CEF; Electricity Tariff; Incident and Accident; Regulatory Accounts; Integrated National Energy Planning; Electricity Market, Bulk Supply and Open Access; complaints' and disputes; and Feed in Tariff)	Regulatory Impact Assessment (RIA) Reports	Number of RIA reports	18	8	4	2	4	-	120	60	30	60		DERE DERS	DPEACP CSDLS
	Public Participation on developed draft Energy Regulations	Stakeholder engagement report	Number of stakeholder engagements	25	3	5	2	10	5	15	25	10	50	25	DERE DERS	DPEACP CSDLS
	Develop Biogas System Regulations, FIT Regulations, Auto-gas regulations, LPG reticulation	Developed Regulations	Number of regulations	4	-	1	2	1	-	-	5	10	5	-	DERE DPG	DERS DPEACP CSDLS

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target Budget (Kshs. Mn)					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
	Review of renewable energy and energy efficiency regulations (Solar Photovoltaic, Mini-grids, Energy Management, Net Metering and Solar Water Heating)	Reviewed Regulations	Number of regulations	5	-	3	2	-	-	-	12	8	-	-	DERS DERE	DPEACP CSDLS
	Review Upstream Petroleum Regulations (Upstream Petroleum Rights Management and Administration, Operations Regulations, EHS, Cost Management, Local Content, Licensing of Crude Oil Transportation by Road, Midstream Crude Oil and Natural Gas Pipeline and Storage Operations, Upstream Petroleum Access to Land)	Developed/ reviewed regulations	Number of regulations	8	2	2	2	1	1	10	10	10	5	5	DPG	CSDLS
	Conduct Regulatory Impact Assessment studies for Petroleum draft Regulations	Regulatory Impact assessment Reports	Number of RIA reports	12	-	3	3	3	3	-	30	30	30	30	DPG DERS	CSDLS DPEACP
	Public Participation on developed draft Mid and Upstream Regulations	Stakeholder Engagement Report	Number of stakeholder engagements	12	-	3	3	4	2	-	15	15	20	10	DPG DERS	CSDLS DPEACP
	Review of developed Mid and Downstream Regulations	Gazetted Regulations	Number of Gazetted Regulations	9	-	6	3	-	-	-	12	6	-	-	DPG DERS	CSDLS DPEACP

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target Budget (Kshs. Mn)					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
	Develop Guidelines for Down, Mid and Upstream Petroleum (upstream tariff, upstream operations, LPG reticulation, LPG installers, smart meters)	Guidelines on Down, Mid and Upstream Developed	Number of petroleum sector guidelines	17	6	3	4	3	1	30	15	20	15	5	DPG	CSDLS DPEACP DERS
	Develop Guidelines for the Energy Sector (renewable energy power projects development, energy efficiency guidebooks, electric cooking, electricity market operation, pricing for solar home systems and mini-grid construction)	Guidelines on energy sector Developed	Number of energy sector guidelines	22	4	6	5	4	3	12	18	15	12	3	DERE	CSDLS DPEACP DERS
	Review existing regulatory frameworks within the EAC region to identify potential areas of harmonization	Review existing regulatory frameworks within the EAC undertaken	Number of frameworks harmonized	2	-	1	-	1	-	-	5	-	5	-	DPG	CSDLS DPEACP DERS
	Initiate and participate in the development of standards on energy and petroleum sectors	Reviewed/ developed standards on energy and petroleum sectors	Number of standards initiated through KEBS	15	-	3	5	4	3	-	1.5	2.5	2	1.5	DERE DPG	DPEACP

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target Budget (Kshs. Mn)					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
	Develop procedures for issuing permits and approvals for upstream petroleum operations	Procedures for upstream petroleum operations developed	Number of procedures developed	5	5	-	-	-	-	-	-	-	-	-	DPG	
Uptake local content regulation	Review submitted Local Content Plans	Local content plans reviewed	Percentage implementation	100%	100%	100%	100%	100%	100%	0.5	0.5	10	10	10	DPG	CSDLs DERS
	Undertake cost recovery audits.	Cost recovery audits undertaken	Number of cost recovery audits	2	-	1	-	1	-	-	25	-	25	-	DPG DERS DERE	DPEACP
	Undertake local content monitoring, audit, and enforcement.	Increased compliance level	Percentage level of compliance	100%	50%	60%	70%	80%	100%	5	5	5	5	5	DPG DERS DERE	DPEACP
Strategic Issue 1: Regulatory gap and quality of energy and petroleum																
Strategic Goal: Improvement of regulatory framework and promotion of sustainable energy and petroleum sector																
KRA 1: Sector growth and development																
Outcome: Enhanced sustainability																
Strategic Objective: To promote renewable energy, energy efficiency and conservation measures																
Promote renewable energy, energy efficiency and conservation measures	Undertake capacity building and awareness on energy efficiency and renewable energy targeting designated facility CEOs; licensees on electricity, petroleum, renewable energy and energy efficiency	Conducted seminars and forums	Number of capacity building and awareness forums conducted	100	20	20	20	20	20	2	5	5	5	5	DERE DPG	DCS DERS DPEACP

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target Budget (Kshs. Mn)					Budget (Kshs. Mn)					Responsibility	
					Responsibility					Y1	Y2	Y3	Y4	Y5		
	Conduct technical audits on renewable energy, electricity and energy efficiency, upstream, mid and downstream facilities based on a defined risk criteria	Audit reports	Number of technical audits and control audits conducted	1900	300	300	300	500	500	15	15	15	50	50	DERE	DCS
	Enforcing applicable standards for applicable consumer appliances	Compliance to the standards	Percentage compliance	100%	100%	100%	100%	100%	100%	2	2	2	2	2	DERE	DPEACP
Strategic Issue 1: Regulatory gap and quality of energy and petroleum																
Strategic Goal: Improvement of regulatory framework and promotion of sustainable energy and petroleum sector																
KRA 1: Sector growth and development																
Outcome: Quality and security of products and services																
Strategic Objective: To enhance the quality and reliability of supply and service in the energy and petroleum sector																
Improvement of quality and reliability of supply	Undertake Cost of Service Study in Petroleum (COSSOP)	COSSOP undertaken	Number of reports	1	1	-	-	-	-	30	-	-	-	-	DERE	DPG
	Undertake Cost of Service Study in Electricity (COSSE)	COSSE undertaken	Number of reports	1		-	1	-	-	-	15	15	-	-	DERE	DERE
	Undertake Phase II of the ancillary service study	Recommendations for the Kenya Ancillary service market	Number of study reports	1	1	1	-	-	-	15	15	-	-	-	DERE	DERE
	Assess the impact of adoption of flexible geothermal on both power system stability and tariff	Flexible geothermal Study	Number of study reports	1		1					-	15	-	-	-	DERE

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target Budget (Kshs. Mn)					Budget (Kshs. Mn)					Responsibility	
					Responsibility					Y1	Y2	Y3	Y4	Y5		
	Develop an electricity market structure/design	Market Structure	Number of developed electricity market designs	1			1			-	-	15	-	-	DERS	DERE
	Review and update the Petroleum Development Plan	Updated Petroleum Development Plan	Number of updated plans	5	1	1	1	1	1	3	3	3	3	3	DERS	DPG
	Least Cost Power Development Plan	Updated Least Cost Power Development Plan	Number of updated plans	1	1	1	1	1	1	3	3	3	3	3	DERS	DERE
	Monitoring of electricity generation and transmission projects	Monitoring Reports	Number of monitoring activities	10	2	2	2	2	2	3	3	3	3	3	DERE	DERE
	Monitoring of Petroleum Projects identified in the Petroleum Development Plan (PDP)	Monitoring Reports	Number of monitoring activities	5	1	1	1	1	1	3	3	3	3	3	DERE	DPG
Safeguard and maximize benefits from petroleum resources	Enhance compliance to minimum operational stock requirements	Audit reports	Number of audits conducted	5	1	1	1	1	1	10	10	14	15	18	DPG	DPCEAP DERS
	Monitoring and metering of upstream production	Production reconciliation reports	Number of audits conducted	2	-	-	-	1	1	-	-	-	1	1	DPG	DERS CSDLS
	Propose establishment of strategic stocks	White paper developed	Number of developed white papers	3	-	1	1	1	-	-	3	3	3	-	DPG	DERS

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target Budget (Kshs. Mn)					Budget (Kshs. Mn)					Responsibility	
					Responsibility					Y1	Y2	Y3	Y4	Y5		
	Assess the technical, commercial, and legal viability of submitted FDPs	Assessment reports	Percentage of submitted reports assessed	100%	100%	100%	100%	100%	100%	300	185	-	-	-	DPG	CSDLS DERS
	Prepare and submit FDPs Advisories	Advisories	Number of advisories	1	1	1	-	-	-	5	5	-	-	-	DPG	CSDLS DERS
Strategic Issue 1: Regulatory gap and quality of energy and petroleum																
Strategic Goal: Improvement of regulatory framework and promotion of sustainable energy and petroleum sector																
KRA 1: Sector growth and development																
Outcome: Competitive energy and petroleum sector																
Strategic Objective: To foster fair competition in the energy and petroleum sector																
Foster market competitiveness interventions	Establish a regulatory framework on market monitoring, analysis and evaluation	Framework	Number of frameworks	1		1					2				DERS	DERE DPG
	Process licences, permits and contracts	Processed licences, permits and approvals	Percentage of processed license applications	100%	100%	100%	100%	100%	100%	5	5	5	5	5	DERE DPG DERS	DCS
	Implement content for operationalization of the renewable energy portal	Working portal	Percentage functionality on the portal	100%		40%	80%	100%		-	4	4	4	-	DERE DERS	DCS
	Decentralization of licensing services to the regional officers	Licensing in the regions	Percentage of processes devolved to the regions	100%	100%	100%	100%	100%	100%	3	3	3	3	3	DERE DPG DERS	DCS
	Develop a pump price calculator	Pump Price Calculator	Percentage of operational functions	100%	-	50%	50%	100%	100%	-	2	2	-	-	DERS	DCS DPG
	Develop e-mobility, e-cooking pricing strategies and structures	Pricing strategies for demand stimulation	Number of strategies developed	1	-	-	1	-	-	-	-	2	-	-	DERS	DERE

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target Budget (Kshs. Mn)					Budget (Kshs. Mn)					Responsibility	
					Responsibility					Y1	Y2	Y3	Y4	Y5		
	Review of tariffs for energy and petroleum infrastructure	Gazette notice of approved tariffs	Number of tariffs reviewed within the statutory days	3	-	1	-	1	1	-	1	-	5	1	DERS	DERE DPG
	Mini-grid tariffs reviews and approvals	Gazette notice of approved tariffs	Percentage of applications reviewed	100%	100%	100%	100%	100%	100%	1	1	1	1	1	DERS	DERE CSDLS
	Undertake Financial Performance of energy and petroleum utilities	Financial Performance Report	Number of utilities analysed	50	10	10	10	10	10	-	-	-	-	-	DERS	DERE DPG
	Enforce the implementation of LPG framework to make it competitive	Compliance to the LPG framework	Percentage level of compliance	100%	-	80%	85%	90%	100%	-	1	1	1	1	DPG	DERS
KRA 2: Applied Research and Innovation																
Strategic Issue 1: Regulatory Research and Data Management																
Strategic Goal: Enhancement of efficient and evidence-based decision making in the sector																
KRA 2: Applied research and Innovation																
Outcome: Research-based growth and innovation																
Strategic Objective: To undertake research that enhance growth and innovation																
Enhance research and innovation for sustainability	Conduct studies in the energy and petroleum sectors	Study reports	Number of study reports	25	5	5	5	5	5	5	5	5	5	5	DERS	All
	Organise an Annual Research and Innovation Conference	Research Conference	Number of conferences held	5	1	1	1	1	1	5	5	5	20	20	DERS	All
	Coordinate corporate benchmarking studies/ exercise and implementation of recommendations	Benchmarking/ research report and recommendations	Percentage implementation of adopted recommendations	100%	100%	100%	100%	100%	100%	-	-	-	10	20	DERS	All

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target Budget (Kshs. Mn)					Budget (Kshs. Mn)					Responsibility	
					Responsibility	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4		
	Develop a framework to coordinate organizational research including consultancies	Research Framework	Number of approved frameworks	1	-	-	1	-	-	-	-	-	-	-	DERS	All
	Undertake research on emerging areas in the energy and petroleum sector	Research Papers and Policy Advisory	Number of published research papers	16	2	2	2	5	5	3	3	3	7.5	7.5	DERS	All
	Develop and implement an internal innovation hub	An operational innovation hub	Percentage of operational functions	100%	-	100%	100%	100%	100%	-	10	-	-	-	DERS	All
KRA 3: Data Management																
Strategic Issue 1: Regulatory Research and Data Management																
Strategic Goal: Enhancement of efficient and evidence-based decision making in the sector																
KRA 3: Data Management																
Outcome: Evidence-based decision making																
Strategic Objective: To enhance data and information management																

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target Budget (Kshs. Mn)					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
Improve data and information management	Operationalization of the petroleum information and statistics regulations.	Compliance level	Percentage level of compliance	100%	100%	100%	100%	100%	100%	1	1	1	1	1	DPG	DERS DPEACP
	Publication of Energy and Petroleum Statistics Report	Published Energy and Petroleum Statistics Report	Number of reports	10	2	2	2	2	2	4.5	5	5.5	6	6.5	DERS	DPG, DPEACP, DERE
	Develop and implement the energy and petroleum data hub	Data Hub	Percentage implementation	100%	-	40%	80%	100%	100%	-	5	15	-	-	DERS	DPG, DPEACP, DERE & DCS
	Validate mid and downstream data and information	Validated industry data	Number of reports	20	4	4	4	4	4	2	2	2	2	2	DPG	DERS
	Comply with the Data Protection Act, 2019	Data Protection Act compliance	Percentage level of compliance	100%	100%	100%	100%	100%	100%	-	-	-	-	-	DERS	All
	Set up and operationalize a National Upstream Petroleum Data Centre (NPDC)	NPDC established and operationalized.	Percentage implementation	100%	-	-	100%	100%	100%	-	-	100	80	80	DPG	DCS
	Capacity building for staff to operate and maintain the NPDC undertaken.	Skilled staff to operate and maintain the NPDC	Number of staff trained	35	-	10	10	15	-	-	20	20	25	-	DPG	DCS
Establish, equip, and operationalize an upstream laboratory	An operational upstream laboratory	Number of progress reports	3	-	-	1	1	1	-	-	40	50	60	DPG	All	
Establish and equip a modern core storage facility.	Operational modern Core storage facility	Number of progress reports	4	-	1	1	1	1	-	10	5	5	5	DPG	All	
Establish and operationalize a data viewing room.	Operational data viewing room	Number of progress reports	4	-	1	1	1	1	-	4	1	1	-	DPG	All	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target Budget (Kshs. Mn)					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
Institutionalize knowledge management	Develop and implement a knowledge management framework	Knowledge management framework developed and implemented	Number of reports	5	1	1	1	1	1	2	3	3	3	3	DERS	All
	Develop/ review the Resource Centre Policy	Approved Resource Centre policy	Number of approved policies	1	1	-	-	-	-	5	7.5	9.5	15	15	DERS	All
	Develop and implement a Resource Centre plan	Implementation plan	Number of reports	10	2	2	2	2	2							
	Digitization of records	Operational Electronic records management system	Percentage of records digitized	100%	100%	100%	100%	100%	100%	4	4	4	4	4	DCS	All
KRA 4: Consumer Protection & Awareness																
Strategic issue: Consumer & Stakeholder management, protection and safety																
Strategic goal: Empowerment and protection of Sector Consumers & stakeholders.																
KRA 4: Consumer Protection & Awareness																
Outcome: Enhanced consumer awareness																
Strategic Objectives: To enhance public education and promote consumer protection																
Increase public education and advocacy initiatives	Develop a Public Education and Advocacy guideline	Public Education & Advocacy guideline	Number of guidelines	1	-	1	-	-	-	-	3	-	3	2	DPEACP	All
	Undertake public education and advocacy programmes	Effective public education interventions	Number of implemented programmes	200	10	40	40	50	60	10	40	95	100	150	DPEACP	All
	Monitor and evaluate effectiveness of the public education initiatives	Evaluation report with recommendations	Number of evaluations conducted	2	-	1	-	-	1	-	5	10	10	5	DPEACP	All

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target Budget (Kshs. Mn)					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
	Undertake capacity building on energy and petroleum information and statistics	Capacity building reports	Number of capacity building forums	4	-	1	1	1	1	-	1	1	1	1	DPG DERS	All
	Undertake capacity building on renewable energy & energy efficiency	Capacity building reports	Number of capacity building forums	100	20	20	20	20	20	10	10	10	10	10	DERE	All
Strategic issue: Consumer & Stakeholder, management, protection and safety																
Strategic goal: Empowerment and protection of Sector Consumers & stakeholders.																
KRA 4: Consumer Protection and Awareness.																
Outcome: Increased compliance and safety																
Strategic Objectives: To enhance public education and promote consumer protection.																
Promote consumer protection and safety	Undertake compliance inspections – Energy & Petroleum	Compliance Inspections	Number of Inspections	42,250	2,570	4,970	9,570	11,570	13,570	49	98.5	185	250	300	DPEACP	DPG DERE DERS
	Undertake surveillance for Petroleum and Gas	Surveillance reports	Number of intelligence reports	3,200	-	800	800	800	800	-	32	32	32	32	DPEACP	DPG
	Fuel monitoring program	Compliance Inspections	Compliance level index	100%	100%	100%	100%	100%	100%	108	140	154	168	184	DPEACP	DDSCM DPG
	LPG Monitoring program	Compliance Inspections	Number of inspections	9120	1824	1824	1824	1824	1824	48.3	42	46	50	55	DPEACP	DPG DDSCM
	Develop a Cylinder tracking system	Operational LPG cylinder tracking system	Percentage implementation	100%	-	-	100%	100%	100%	-	-	100	250	250	DPEACP	DPG
	Technical audit of retail station	Audited retail stations	Number of audited stations	4550	910	910	910	910	910	40	41	45	50	55	DPG	DDSCM DPEACP
	Carry out awareness on petroleum, Electricity and LPG safety	Safety awareness forums	Number of awareness forums	85	17	17	17	17	17	8	8	8	8	8	DPEACP	DPG DERE

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target Budget (Kshs. Mn)					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
	Develop a guideline for petroleum road tanker parking	Approved guideline	Number of guidelines	2	1	-	-	-	1	2	-	-	-	2	DPG	All
	Undertake a customer satisfaction survey for the energy & petroleum sector	Customer satisfaction survey report	Number of surveys	1	-	-	1	-	-	-	-	30	-	-	DERS	All
	Conduct petroleum and electricity accidents investigations and implement recommendations	Accident reports	Percentage of investigated accidents	100%	100%	100%	100%	100%	100%	8	8	8	8	8	DPG/ DERE DPEACP	All
	Develop and implement tanker monitoring system	Operational tanker system	Percentage implementation	100%	-	-	100%	-	-	-	-	6	-	-	DPG	All
	Monitor and supervise upstream petroleum operations.	Reports on upstream petroleum operations	Number of reports	15	3	3	3	3	3	50	50	50	50	50	DPG	All
	Process Environmental and Social Impact Assessment (ESIA) study reports for petroleum and electricity projects	ESIA reports with recommendations	Percentage of ESIA reports assessed within the required timeline	100%	100%	100%	100%	100%	100%	2	2	2	2	2	DPG DERE	All
	Complaints and disputes handling	Resolve complaints and disputes	Percentage resolution	100%	100%	100%	100%	100%	100%	2	2	2	2	2	DPEACP	All
	Develop Complaints and dispute handling policy	Complaints and dispute handling policy developed	Number of policies	1	0	0	0	0	15	0	0	3	3	3	DPEACP	ALL

KRA 5: Partnerships & Collaboration

Strategic issue: Consumer & stakeholder management, protection and safety

Strategic goal: Empowerment and protection of Sector Consumers & stakeholders.

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target Budget (Kshs. Mn)					Budget (Kshs. Mn)					Responsibility	
					Responsibility					Y1	Y2	Y3	Y4	Y5		
KRA 5: Partnerships & Collaboration																
Outcome: Enhanced efficiency and effectiveness in service delivery																
Strategic Objectives: To build strategic partnerships and collaborations																
Strengthen strategic partnerships and collaborations	Establish strategic partnerships and collaborations	Strategic partnerships and collaboration established	Percentage completion	100%	100%	100%	100%	100%	100%	5	22	22	25	30	DERS	All
	Implement sustainable collaboration and partnerships for increased surveillance & consumer awareness	Implemented partnerships	Percentage implementation of partnerships and collaborations	100%	100%	100%	100%	100%	100%	10	30	30	40	50	DPEACP	All
KRA 6: Institutional capacity and development																
Strategic Issue: Sustainable institutional capability																
Strategic Goal: Enhance institutional capability, effectiveness and efficiency																
KRA 6: Institutional capacity and development																
Outcome: Enhanced service delivery																
Strategic Objective: To enhance human resource management and development																
Improved human resource management and employee engagement	Undertake skills gap analysis and implement recommendations	Skill gap analysis report & training	Percentage implementation	100%	100%	100%	100%	100%	100%	107	95	107	115	127	DCS	All
	Recruitment	Recruitment of new employees	Percentage of implemented staff establishment	100%	50%	75%	90%	100%	100%	60.3	62	20	20	20	DCS	All
	Review and implement a Succession management plan	Reviewed succession management plan and implementation report	Number of reports	2	1	-	1	-	-	-	-	2	-	-	DCS	All

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target Budget (Kshs. Mn)					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
	Employees remuneration	Employees emoluments	Percentage of disbursed emoluments	100%	100%	100%	100%	100%	100%	1,172	1,538	1,691.8	1,861	2,047.1	DCS	All
	Development and implementation of a productivity measurement framework.	Productivity index and implementation plan	Percentage implementation	100%	100%	100%	100%	100%	100%	3	3	3	3	3	DCS	All
	Review the Human Resource instruments	Approved Human Resource Instruments	Number of approved Human Resource instruments	1	1	-	-	-	-	4	-	-	4	-	DCS	All
	Undertake a culture audit and implement recommendations	Culture change audit and implementation report	Percentage implementation	100%	100%	100%	100%	100%	100%	16	36	20	20	20	DCS	All
	Acquisition of office space	Office space	Percentage implementation	100%	100%	100%	100%	100%	100%	217.3	1,300	1,800	300	300	DCS	All
	Acquisition of motor vehicles	Motor vehicles	Percentage implementation	100%	100%	100%	100%	100%	100%	30	50	30	30	30		
	Mainstreaming initiatives e.g. ADA, Disability, Gender, etc.	Mainstreamed activities	Percentage implementation	100%	100%	100%	100%	100%	100%	39	38.5	38.5	38.5	38.5	DCS DERS	All
	Implementation of work and administrative requirements	Work and administrative requirements implemented	Percentage implementation	100%	100%	100%	100%	100%	100%	200	240	250	260	280	DCS	All

Strategic Issue: Sustainable institutional capability

Strategic Goal: Enhance institutional capability, effectiveness and efficiency

KRA 6: Institutional capacity and development

Outcome: Improved institutional performance

Strategic Objective: To strengthen institutional performance and governance

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target Budget (Kshs. Mn)					Budget (Kshs. Mn)					Responsibility	
					Responsibility					Y1	Y2	Y3	Y4	Y5		
Implement corporate governance and performance initiatives	Develop the Authority's Strategic Plan	Approved Strategic Plan	Number of approved Strategic Plans	2	1	-	-	-	1	2	-	-	-	20	DERS	All
	Implement the strategic plan	Authority's work plan	Number of approved work plans	5	1	1	1	1	1	2	5	5	5	5	DERS	All
	Undertake Strategic Plan mid-term evaluation	Evaluation reports	Number of reports	1	-	-	1	-	-	-	-	3	-	-	DERS	All
	Develop and implement the performance contract	Performance Contract	Number of vetted PC	5	1	1	1	1	1	-	3	3	3	3	DERS	All
	Monitor and evaluate the corporate performance	Status reports	Number of status reports	20	4	4	4	4	4	-	-	-	-	-	DERS	All
	Develop a performance monitoring & evaluation framework	Performance monitoring & evaluation framework	Number of frameworks	1	-	-	1	-	-	-	-	5	-	-	DERS	All
	Implement the Board Charter	Board charter compliance	Percentage compliance	100%	100%	100%	100%	100%	100%	30	30	30	30	30	CSDLS	All
	Provide legal and regulatory services	Legal and regulatory services	Percentage of addressed legal requests	100%	100%	100%	100%	100%	100%	55	70	70	80	80	CSDLS	
Develop/ Review and Implement the Enterprise Risk Management framework	Revised ERM framework implemented	Percentage implementation	100%	100%	100%	100%	100%	100%	3	7.2	7.2	15	7.2	DERS	All	
Develop risk-based internal audit annual work plan	Approved risk-based annual work plan	Number of plans	5	1	1	1	1	1	-	-	-	-	-	DIARA	All	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target Budget (Kshs. Mn)					Budget (Kshs. Mn)					Responsibility	
					Responsibility	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4		
	Undertake an external internal audit quality assurance	External quality assessment report	Number of assessments	1	1	-	-	-	-	5	-	-	-	-	DIARA	All
	Conduct independent information systems audit	Information systems audit report	Number of audits	1	-	-	1	-	-	-	-	5	-	-	DIARA	DCS
	Carry out risk-based internal audits	Internal audit reports	Percentage of planned audits undertaken	100%	100%	100%	100%	100%	100%	5.3	5.2	5.2	5.2	5.2	DIARA	All
	Provide advisory services on internal controls and risk management systems	Advisories provided	Number of advisory reports	5	1	1	1	1	1	-	-	-	-	-	DIARA	All
	Implementation of management systems (QMS & BCMS)	Maintained management systems	Percentage implementation	100%	100%	100%	100%	100%	100%	5	10	16	20	20	DERS	All
	Automate the Quality Management System (QMS)	Operational QMS	Percentage implementation	100%	-	100%	-	-	-	-	13	-	-	-	DERS	All
	Monitor the validity of internal policies and procedures	Revised internal policies / procedures	Number of status report	5	1	1	1	1	1	-	-	-	-	-	DERS	All
	Develop, implement and monitor the procurement and disposal plan	Developed and implemented procurement and disposal plan	Percentage implementation	100%	100%	100%	100%	100%	100%	30	27	30	27	30	DDSCM	All
	Mainstream national values and principles of governance	Submitted annual President's report	Number of reports	5	1	1	1	1	1	1	3.5	3.5	3.5	3.5	DERS	All
Revenue and expenditure sustainability	Develop and implement the annual budget	Approved Annual Budget	Number of approved budget	5	1	1	1	1	1	1	1	1	1	1	DCS	All

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target Budget (Kshs. Mn)					Budget (Kshs. Mn)					Responsibility	
					Responsibility					Y1	Y2	Y3	Y4	Y5		
	Expenditure management	Functional expenditure reports	Number of reports	40	8	8	8	8	8	3	3	3	3	3	DCS	All
	Develop, implement and monitor resource mobilization initiatives	Implemented resource mobilization initiatives	Number of reports	5	1	1	1	1	1	-	2	2	2	2	DERS	All
	Financial reporting	Audited accounts	Number of financial reports	10	2	2	2	2	2	2	2	2	2	2	DCS	All
Strategic Issue: Sustainable institutional capability																
Strategic Goal: Enhance institutional capability , effectiveness and efficiency																
KRA 6: Institutional capacity and development																
Outcome: Enhanced business efficiency																
Strategic Objective: To adopt new and advanced technology																

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target Budget (Kshs. Mn)					Budget (Kshs. Mn)					Responsibility	
					Responsibility					Y1	Y2	Y3	Y4	Y5		
Uptake of new technological advancements	Automation and system improvement (systems for upstream petroleum, real-time monitoring reliability and quality of electricity supply and service, licensing of energy managers and energy service companies; e-mobility charging infrastructure; mini-grid, PPAs, network service contracts, submission of energy audit reports and, upstream electronic management system, upstream permits and approvals, business intelligence tool for power undertaking and solar PV, GIS based geo-referencing for all petroleum infrastructure, knowledge	Deployed systems/ modules	Percentage of operational modules	100%	100%	100%	100%	100%	100%	93	283.5	300	450	500	DCS	All
	Integrate EPRA systems with the Energy Sector systems	Integrated systems	Percentage integration	4	-	100%	100%	100%	100%	-	20	20	20	20	DCS	All
	Revamp and monitor performance of the Authority's Website	Revamped website	Percentage implementation	100%	100%	100%	100%	100%	100%	5	3	3	3	3	DCS	All

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target Budget (Kshs. Mn)					Budget (Kshs. Mn)					Responsibility	
					Responsibility	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4		
	Assessment of the existing ICT infrastructure to meet business and sector needs	ICT infrastructure assessment	Number of reports	2	1	-	-	1	-	5	-	-	10	-	DCS	All
	Upgrade the ICT infrastructure based on the assessment report	Upgraded infrastructure	Percentage implementation	5	-	100%	100%	100%	100%	160	100	100	250	300	DCS	All
	Establish and implement cyber security programmes	Cybersecurity programs	Percentage implementation	100%	100%	100%	100%	100%	100%	5	10	10	20	20	DCS	All
	Maintain the Information Security Management System (ISMS)	ISMS initiatives	Percentage implementation	100%	100%	100%	100%	100%	100%	-	6	6	10	10	DCS	All
Adopt business process re-engineering	Undertake business process reviews and implement recommendations	Reengineered business processes	Percentage implementation	100%	-	100%	100%	100%	100%	-	-	5	5	5	DERS DCS	All
Strategic Issue: Sustainable institutional capability																
Strategic Goal: Enhance institutional capability, effectiveness and efficiency																
KRA 6: Institutional capacity and development																
Outcome: Improved brand visibility and stakeholder management																
Strategic Objective: To improve brand visibility and stakeholder management																
Improve brand visibility and awareness	Undertake awareness campaigns and stakeholder engagements	Public awareness campaigns	Percentage implementation	100%	100%	100%	100%	100%	100%	80	100	110	150	200	DCS	All
	Conduct Corporate Social Responsibility (CSR) Programs	CSR activities	Percentage implementation	100%	100%	100%	100%	100%	100%	8	10	11	15	20	DCS	All

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target Budget (Kshs. Mn)					Budget (Kshs. Mn)					Responsibility	
					Responsibility					Y1	Y2	Y3	Y4	Y5		
Strengthen stakeholder management	Undertake an internal customer satisfaction and brand perception survey and implement recommendations	Customer satisfaction & brand perception survey report	Number of surveys	2	1	-	-	1		5	-	-	5	-	DCS	All
	Develop/review, implement and monitor the communication strategy	Approved Communication Strategy	Number of approved strategies	2	1	-	1	-	-	19	75	85	95	100	DCS	All

Annex II: Quarterly Progress Reporting Template

Table 8.2: Quarterly Progress Reporting Template

ENERGY & PETROLEUM REGULATORY AUTHORITY

QUARTERLY PROGRESS REPORT

QUARTER ENDING

Expected Output	Output Indicator	Annual Target (A)	Quarter for Year....			Cumulative to Date			Remarks	Corrective Intervention
			Target (B)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)		

Annex III: Annual Progress Reporting Template

Table 8.3: Annual Progress Reporting Template

ENERGY & PETROLEUM REGULATORY AUTHORITY

ANNUAL PROGRESS REPORT

YEAR ENDING.....

Expected Output	Output Indicator	Annual Target (A)	Quarter for Year....			Cumulative to Date			Remarks	Corrective Intervention
			Target (B)	Actual (C)	Variance C=(B-A)	Target (D)	Actual (E)	Variance (E-D)		

Annex IV: Evaluation Reporting Template

Table 8.4: Evaluation Reporting Template

Key Result Area	Outcome	Outcome Indicator	Baseline		Mid-Term Evaluation		End of Plan Period Evaluation		Remarks	Corrective Intervention
			Value	Year	Target	Achievement	Target	Achievement		
KRA 1										
KRA 2										
KRA 3										
KRA 4										
KRA 5										
KRA 6										



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