

# Canadian Safari



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# Today's Agenda

01

**Problem Identification**  
Defining the problem from signals

02

**Deconstruction of the Problem**  
Fishbone diagram

03

**Entry Points, Iterations**  
Ideating entry points,  
iterating rapidly

04

**Learning**  
What we learned, still need to learn, growth edges



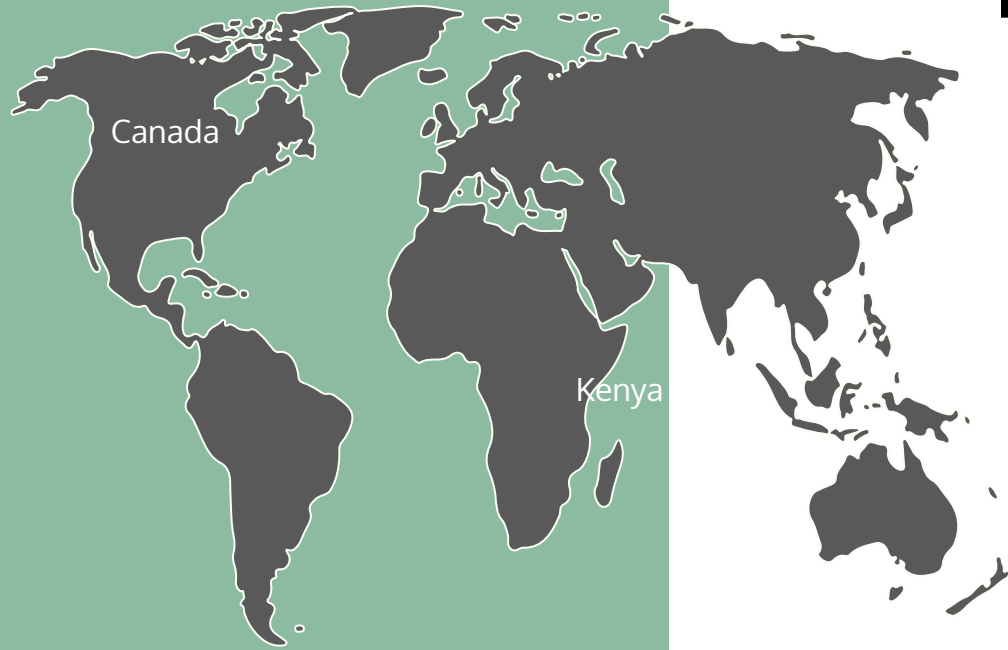
# Problem Identification



# Signals of the Problem

- Absence of Bilateral Trade Agreement between Kenya & Canada
- Low volumes of trade between the two countries
  - Canada imports \$108m exports \$27 m
  - US imports \$367m exports \$527m
- Existing trade in non-complex commodities mainly grains and other agricultural products (Grains and textile: 51%)
- Lack of direct transport links between the two countries(Both Canadair and KQ have no direct flights to each of the two countries)





# Problem Statement

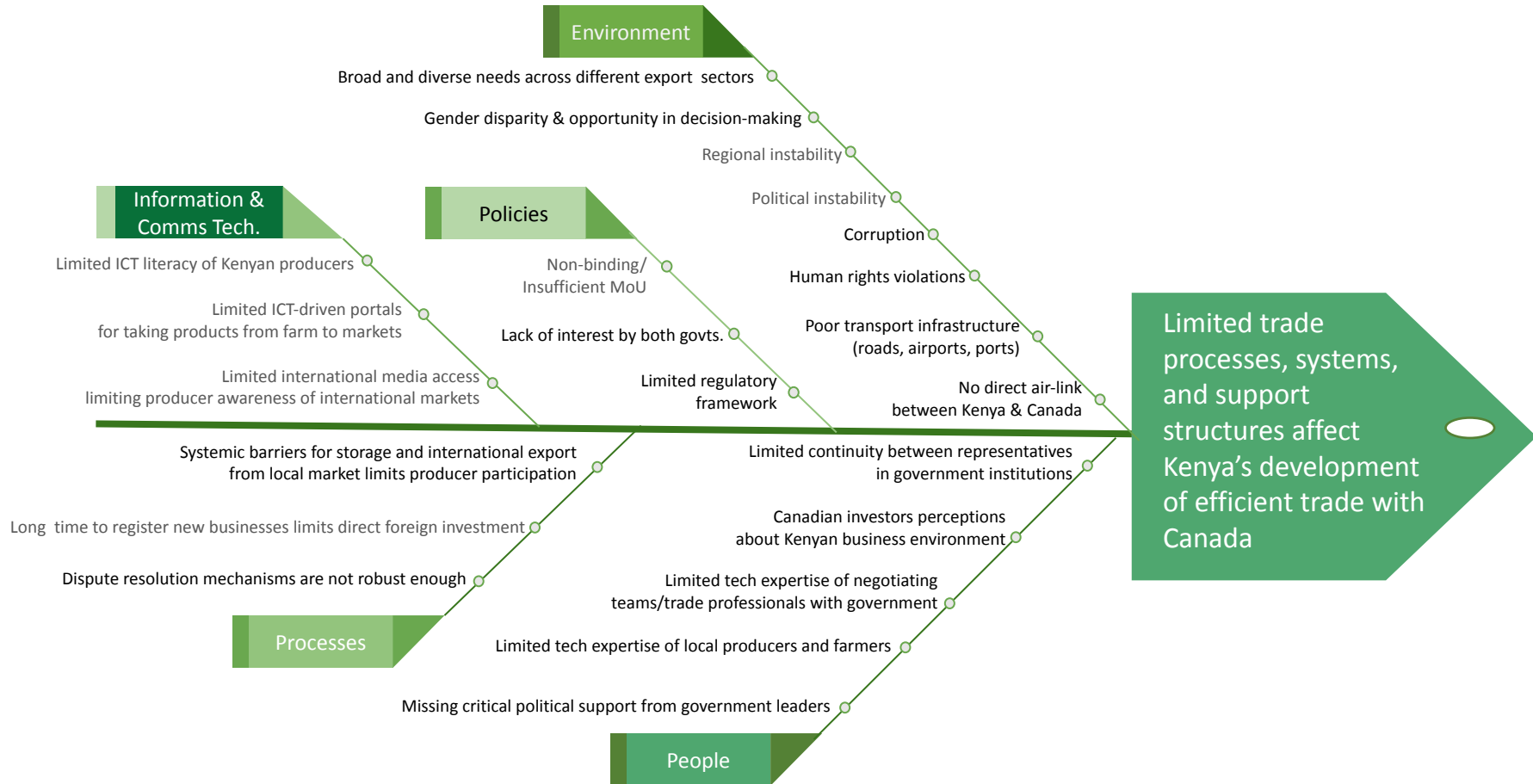
Limited trade processes, systems, and support structures affect Kenya's progression of trade with Canada

An aerial photograph of a city, likely in Southeast Asia, showing a mix of modern high-rise buildings and older, more traditional structures. In the foreground, a large, multi-story building with a prominent clock tower and a red-tiled roof is visible, surrounded by greenery. The background is filled with a dense urban landscape with various skyscrapers and residential buildings. A green banner with white text is overlaid on the image.

# Deconstruction of the Problem



# Fishbone Diagram



# Entry Points, Iterations





# Identified Entry Points

Lack of interest  
by both gvts

No direct  
link between  
Kenya and  
Canada

Canadian  
investors  
perceptions about  
the Kenyan  
business  
envr

Limited  
expertise of  
Kenyan  
negotiating  
teams

Missing political  
support from  
govt leaders

# Ideas to start with

## Connecting Kenya and Canada:

- Working with Air Canada and Kenya Airways, to establish direct flights between the two countries to promote trade of perishable goods and travels relating to business and tourism
- Work with the Ministry of Trade and Tourism, and Diaspora, to promote Kenya to Canadians as a tourists' destination.
- Use Diaspora to enhance information-sharing between the two countries - personal and business networks, tourism perceptions, storytelling.



# Ideas to start with

## Capacity Building and Knowledge Transfer

- Train civil servants at Kenya Foreign Service Academy and business leaders
- Engage with Harvard Negotiation Project/ Building State Capabilities or HLS
- Connect to Kenyan Universities that offer training on International Trade and Diplomacy and Public Policy

## LEARNING AGENDA: Capacity Building

### ACTION STEPS Next 4-6 weeks

1 - Engage with Strathmore U. and U. Nairobi in Kenya to create a community of practitioners.

2 - Invite Harvard faculty eg. Salimah Samji to guest lecture a session at the Kenya Foreign Academy to train the Kenyan diplomats/civil servants.





## LEARNING AGENDA: Connecting Kenya & Canada

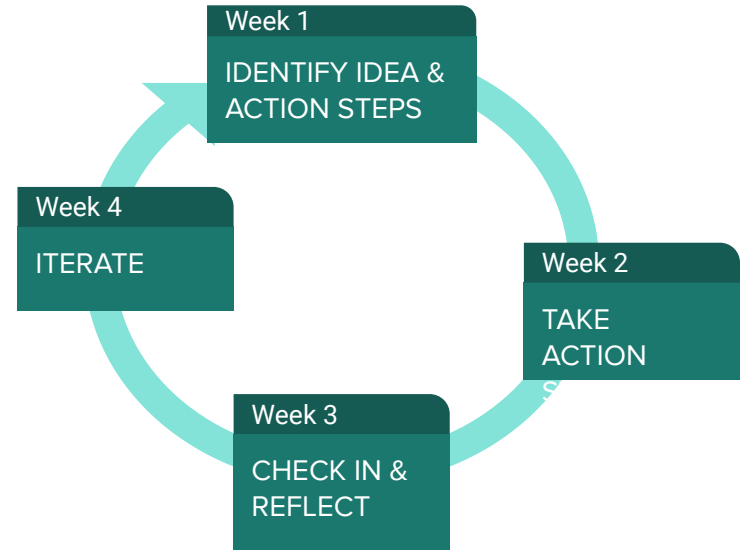
### ACTION STEPS Next 4-6 weeks

1 -Work with Kenya Ministry of Tourism to include Canada as a priority country of origin for tourists

2 - Work towards designating 2022 as the “Kenya-Canada Year of Exchange Cultural Program.”

- Initiate conversations with both governments
- Initiate conversations with business communities in both countries

3 - Initiate conversation with the Kenyan diaspora community to support improvement of perceptions and boost trade links



# What we still need to know:



## Authority to Dr. Imbenzi

Unsure if Dr Imbenzi will receive the personnel, resources & authority he needs.



## Canadian Side of Affairs

Engaged only with Kenyan side of the affairs. Canadian side may have open windows of opportunity



## Kenyan General Elections

The next administration may look closer to home e.g. Africa Continental FTA rather than beyond



## Engaging the Diaspora

We couldn't figure out exactly how we could engage with the large Kenyan diaspora



## Missing Support

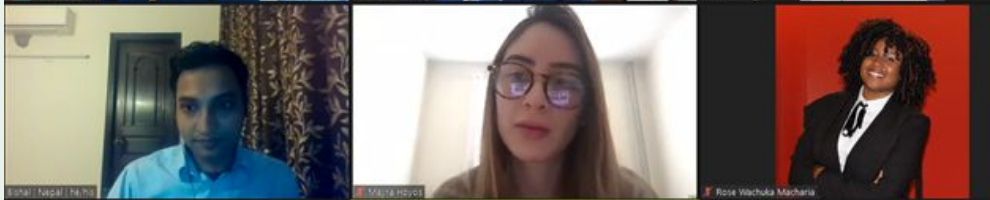
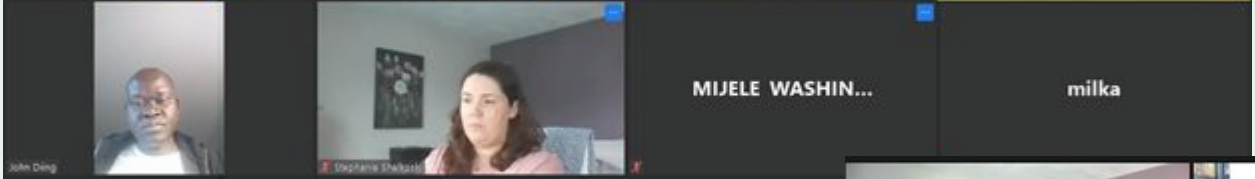
Couldn't be sure of the lack of interest/priority to this issue by governments/politicians



## Market Structure

We couldn't focus on learning about the Kenyan/Canadian market and trade incl. tariffs





# Learning



# Lessons Learned



## Problem

Trade agreement is just one component



## Causes

Identified many causes but some are impossible to approach - i.e. corruption



## Ideas We Identified

Focus first on low-hanging fruit; Choose ideas where authorizer has authority, ability, acceptance



## Working as a Team

Communication, mutual respect, humor and tools to share data real-time to quickly progress



## Doing PDIA

Learn fast; reflect regularly; crawl the design space; build relationships

# Leads We Identified

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## Kenyan Diaspora in Canada

- Kenyan Canadian Association
- InterNations - Kenyans Living in Canada

## Kenyan Business Leaders

- Kenya Association of Manufacturers
- Kenya Tourism Federation
- Kenya Tourism Board
- Kenya National Innovation Agency
- Kenya Private Sector Alliance

## Canadian Business & Government Leaders

- High Commissioner, Lisa Stadelbauer
- Former Foreign Minister for International Trade

## Kenyan Government Leaders

- Cabinet Secretary Ministry of Industrialization, Trade, and Enterprise Development, Betty Maina
- Permanent Secretary Ministry of Higher Education Science technology and Research, Simon Nabukwesi
- Cabinet Secretary Ministry of Tourism & Wildlife, Najib Balala

## Kenyan Educational Leaders & Public Policy Practitioners

- Strathmore University Business School - Strathmore Institute for Public Policy and Governance
- University of Nairobi
- Harvard Kennedy School - Implementing Public Policy program - Kenyan-born alumni

# Appendix





# AAA Analysis

Entry Point	Authority	Acceptance	Ability
<p><b>SELECTED ENTRY POINT 1: No direct link between Kenya and Canada</b></p>	<p>Medium - our authorizer could get the political support needed from both countries. But it could be hard to advocate with the private sector</p>	<p>Large - a direct link between the two countries would be beneficial for bilateral trade, government, citizens, and diverse interest groups, and it would also incentivize both economies. However, we are unsure of the acceptance from airlines</p>	<p>Medium - the government may not have the resources to create this link, but the private sector could.</p>
<p><b>SELECTED ENTRY POINT 2: Limited tech expertise of negotiating teams/trade professionals with government</b></p>	<p>Large - The authorizer can initiate training for high level government officials and the creation of permanent portfolios to focus on trade issues across different government departments</p>	<p>Large - There should not be any resistance by different professionals within the government department. Caveat - There is possibility of these professionals being lobbied by the "beneficiaries" of inefficient trade</p>	<p>Large-The authorizer has the skills, resources, and political leverage to propose and push for training of trade professionals in diplomatic and trade departments</p>
<p>Lack of interest by both governments</p>	<p>Large - Our authorizer has positional authority in both gov'ts based on his position being approved by both Kenya &amp; Canada.</p>	<p>Medium - We see some concerns /pressures from lobby organizations (cartels) &amp; corruption of some Kenya gov't officials. We do not know the Canadian gov't perception.</p>	<p>Large - Our authorizer has time, resources, and the skillset to affect change.</p>
<p>Canadian investors' perceptions about Kenyan business environment</p>	<p>Low - This will be affected by multiple factors, not all of them are under our authorizer's control</p>	<p>Medium - Canadian investors would like the opportunity to access a new market provided it comes with securing their interests. But there are things outside of the investors' control as well, e.g., regional, political instability</p>	<p>Large - the authorizer has the skills and know- how to sit with Canadian investors/business leaders and inform/persuade them of the Kenya's business environment</p>
<p>Missing critical political support from (Kenyan) government leaders</p>	<p>Large - Our authorizer has key contacts with multiple levels of government leaders and is well- respected to influence fellow Kenyan gov't leaders.</p>	<p>Medium - Corruption, and external forces may influence some politicians who may resist change, but there are likely many others who do not have education and awareness of the trade concerns and might easily accept the need for change and benefit from information.</p>	<p>Large - Our authorizer has the time, resources, and the skillset to affect change.</p>

# Team Constitution

The **Canadian Safari** team is committed to communicating with each other through **Google docs, WhatsApp, a weekly Zoom video meeting, and e-mail**. We agree to respond to all messages in a timely manner. Our team commits to **use our time together efficiently** by being prepared for weekly team discussions and completing our assigned team duties. We agree to start meetings on-time, attend for the full duration of the meeting, and let others know if we can't make it by sending a WhatsApp message. We will designate a **weekly leader** (Friday - Thursday) to create agendas for our authorizer check-in and team meetings; lead the meetings and interview questions; email with the authorizer; create zoom links, create the weekly team assignment in google docs by noon and Thursday; submit completed assignments. If the lead needs assistance with weekly leader duties, they will ask for help in whatsapp. We will designate a **weekly scribe** to take meeting notes and post in the google doc "PDIA Notes" in a timely manner.

**We expect that all of us will talk at group meetings, give feedback and contribute to discussions, be responsive to group requests, and embrace silly and stupid questions.** We will work to reach consensus before we adjourn the team meeting; each member gets a vote and the tiebreaker, if needed, is the weekly scribe. Our goal will be to complete the team submission during the weekly group meeting, but if needed, the team submitter will finish final edits post-meeting. Team submissions will reflect the best thinking of the group. We will hold each other accountable by assigning weekly duties and responsibilities and following-up on this work. **Our team will meet weekly at 5:00pm on Wednesday with our authorizer and at 4:30pm on Thursday.**

**If one of us violates our team constitution, we will dance or sing a song at the next group meeting.**

# Resources

## People We Engaged With

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- JOHN SAKARA, Kenya Student Studying in the U.S.
- MR. KENNEDY BARASSA, Former Kenyan Government Official
- AMB. DR. AMINA MOHAMED, Kenya Cabinet Secretary for Sports, Culture and Heritage
- AMB JOHNSON WERU, Kenya Principal Secretary Department of Trade
- DR. CHERIE ENNS, Canadian Educator with Non-Profit Experience in Africa
- SALIMAH SAMJI, Academic Practitioner of Kenyan-origin and Leader of Harvard Kennedy School Program to Build Capacity of Public Organizations

# Resources

## Documents We Read

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- Canada Annex II, III, and IV
- FIPA Kenya (Background from 2012)
- FIPA Reservations & Exceptions Articles 17 & 18
- International Trade Policy Draft (May 2015)
- Kenya Constitution (2010)
- Kenya Strategic plan
- Structure of Kenya Government
- Documents provide by authorizer: Authorizer Fishbone, Letter Introducing Candidacy of Amb. Amina Mohamed, Cabinet Structure
- [Export Processing Authority of Kenya - Export Processing Zones](#)
- [Foreign Investment Protection & Promotion Agreement](#)
- [How trade and investment agreements develop in stages](#)
- ["Kenya Overview 2020"](#) from the Government of Canada website
- [Kenya Tourism Agenda](#)
- [Proposed Kenya-United States of America Free Trade Area Agreement Negotiation Principles, Objectives and Scope](#)
- [Trade Remedies Act of 2017](#)



# Resources

## Documents We Read [Cont'd]

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- [Canada – Kenya Trade Relations](#)
- [Canada – Kenya Fact Sheet](#)
- [Export and Development Canada – Country Info: Kenya](#)
- [FACT SHEET: U.S.-Kenya Trade and Investment Relationship](#)
- [Kenya Trade Agreements](#)
- [Kenya Trade Statistics](#)
- [Africa Continental Free Trade Area II: Negotiation-A Space for a Competition](#)
- [Assessing Cost-Effectiveness on Non-Tariff Measures](#)
- [Kenya Foreign Policy](#)
- [Kenya Overview 2020](#)
- [Making Trade Agreements work for Gender Equality- Data and Statistics](#)
- [Manual for Trade Negotiation on Service](#)
- [MFA-Strategic Plan 2018-2022](#)

Thank you!!!

