



REPUBLIC OF KENYA

EXECUTIVE OFFICE OF THE PRESIDENT

**OFFICE OF THE PRIME CABINET SECRETARY AND MINISTRY OF FOREIGN &
DIASPORA AFFAIRS**

STRATEGIC PLAN 2023/24 – 2027/28



Motto: *An open government delivering as one*

VISION STATEMENT

“One government delivering quality public services to all Kenyans”

MISSION STATEMENT

To effectively coordinate and oversee national government operations and project, promote and protect Kenya’s interests and image globally

Core Values

Whole-of Government Approach

Open Government

Patriotism

Professionalism

Inclusivity

Teamwork

Innovativeness

Citizen-Centric

National Unity

Integrity

FOREWORD

The Strategic Plan 2023-2027 for the Office of the Prime Cabinet Secretary and Ministry of Foreign and Diaspora Affairs (OPCS and MF&DA) is guided by the Constitution of Kenya 2010, Kenya Vision 2030 & the Fourth Medium Term Plan (MTP IV), Bottom-Up Economic Transformation Agenda (BETA), Kenya Foreign Policy and regional and international development frameworks. The OPCS and MF&DA was established through the Executive Order No. 2 of 2023 with the mandate of assisting the President and the Deputy President in the coordination and oversight of Government Ministries and State Departments, among other functions.

This Strategic Plan outlines the medium-term focus, objectives, and priorities to help the OPCS and MF&DA achieve its mandate. It provides a detailed description of the desired outcomes, priority programmes and projects, resource implications, financing strategies, and necessary organizational frameworks for successful implementation. It will serve as a roadmap for guiding the OPCS and MF&DA towards achieving an inclusive socio-economic development as well as the country's visibility in regional and international arena.

To achieve our Vision of “One government delivering quality public services to all Kenyans” the OPCS and MF&DA has outlined key result areas and performance indicators to track progress in its coordination and oversight roles. In addition, a monitoring and evaluation framework will be operationalized to track progress towards the outlined milestones. The OPCS and MF&DA will employ Whole-of-Government and Open Government approaches to ensure the development and implementation of citizen-centric policies and legislations that enable the realisation of national development priorities that will improve the socio-economic wellbeing of Kenyans.

It is envisaged that under this Strategic Plan, the OPCS and MF&DA will also spearhead the execution of Kenya's Foreign Policy, promote Kenya's national interests globally, and facilitate management of diplomatic relations with other countries and international organizations. Additionally, it will ensure the inclusion of Kenyans living in the diaspora in the nation building process. This Strategic Plan will foster diaspora engagement in governance and investment through diaspora support for political, social and economic development initiatives in Kenya.

The Plan has been developed through a consultative approach involving both internal and external stakeholders. It is informed by a comprehensive environmental scan that explores the internal and external environmental factors that will guide and / or affect the implementation of the mandate of the Office.

We look forward to working collaboratively with other Government Ministries, Department and Agencies, the County Governments and all other stakeholders to ensure efficient delivery of services that fosters a cohesive, globally competitive and prosperous Kenya.

H.E. Hon. Dr. Musalia Mudavadi, E.G.H.

Prime Cabinet Secretary and Cabinet Secretary for Foreign and Diaspora Affairs

PREFACE AND ACKNOWLEDGEMENTS

The OPCS and MF&DA developed the Strategic Plan 2023 – 2027 as a blueprint for implementing its programs and projects. The preparatory process of the Strategic Plan provided an opportunity to assess our mandate and design strategies towards adapting to a changing domestic and global environment characterised by issues such as economic shocks, geopolitical debates and re-alignments, demographic trends, digital advancements and climate change.

The Strategic Plan details the approach of the OPCS and MF&DA towards the implementation of its mandate. Its key deliverables will include the coordination of national government policies, legislation, projects and programmes; execution of Kenya’s Foreign Policy; promotion of welfare and protection of the rights of the Kenyan diaspora; and harnessing diaspora savings, investments, technology transfer and remittances.

The preparatory process involved an in-depth analysis of past performance, situational assessments, and stakeholder engagement which informed the strategic choices for implementation over the five-year plan period. This participatory approach ensured a shared commitment to delivering on the strategic priorities of the OPCS and MF&DA. The strategic choices align with national development agenda, including the BETA, and are organized around eight key strategic issues. The Strategic Plan will be implemented through Annual Work Plans (AWPs) and Performance Contracts and will inform budgeting and human resource planning.

We extend our gratitude to the Prime Cabinet Secretary for the invaluable policy guidance provided during the strategic planning process. Special thanks go to Heads of Directorate and Department for their technical input and the Heads of the Central Planning and Project Monitoring Department (CPPMD) from the three State Departments under OPCS and MF&DA for coordinating the process. We also thank the Strategic Plan Technical Team for their commitment to this process. We sincerely thank our stakeholders who took time to review our drafts and gave valuable input that enriched our final Plan giving it more relevance and ownership.

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ACRONYMS AND ABBREVIATIONS

AFCTA	-	African Continental Free Trade Area
AU	-	African Union
AWPs	-	Annual Work Plans
BETA	-	Bottom-Up Economic Transformation Agenda
BLAs	-	Bilateral Labour Agreements
CoG	-	Council of Government
CPPMD	-	Central Planning & Project Monitoring Department
EAC	-	East African Community
e-NIMES	-	Electronic National Integrated Monitoring and Evaluation System
GDS	-	Government Delivery Services
GLA	-	Government Legislative Agenda
GPCIS	-	Government Performance Contracting Information System
GPRS	-	Government Performance Reporting System
HRM&D	-	Human Resource Management & Development
ICT	-	Information and Communication Technology
IEBC	-	Independent Electoral and Boundary Commission
ISC	-	Inspectorate of State Corporations (ISC)
ISCMIS	-	Integrated State Corporations Management Information System
ITES	-	Information Technology Enabled Services
KPIs	-	Key Performance Indicators
KPIs	-	Key Performance Indicators
KRAs	-	Key Result Areas
M&E	-	Monitoring & Evaluation
MCS	-	Mobile Consumer Services
MDACs	-	Ministries, Departments, Agencies & Counties
MDAs	-	Ministries, Departments and Agencies
MSMEs	-	Micro, Small and Medium Enterprises (MSMEs);
MTEF	-	Medium Term Expenditure Framework
MTP III	-	Third Medium Term Plan
MTP IV	-	Fourth Medium Term Plan
MTPs	-	Medium-Term Plans
NGCS	-	National Government Coordination Secretariat
OECD	-	The Organization for Economic Cooperation and Development
OG	-	Open Government
OGP	-	Open Government Partnership
OPCS	-	Office of the Prime Cabinet Secretary
PC	-	Performance Contracting
PCS	-	Prime Cabinet Secretary
PFMA	-	Public Financial Management Act

PIC	-	Public Investments Committee
PIMIS	-	Public Investment Management Information System
PSC	-	Public Service Commission
PSPMU	-	Public Service Performance Management Unit
SCAC	-	State Corporations Advisory Committee
SDGs	-	Sustainable Development Goals
SRC	-	Salaries and Remuneration Commission
STTs	-	Strategic Theme Teams
TICAD	-	Tokyo International Conference on African Development
WoG	-	Whole of Government

EXECUTIVE SUMMARY

The Office of the Prime Cabinet Secretary and Ministry of Foreign and Diaspora Affairs (OPCS and MF&DA) was established under the Executive Order No. 2 of November 2023, on Organization of the Government of the Republic of Kenya. The OPCS and MF&DA overall mandate is to assist the President and the Deputy President in the co-ordination and supervision of Ministries and State Departments; oversee National Government operations; lead in the execution of the country's foreign and diaspora policies, including to provide advice on international affairs.

In order to effectively execute its mandate, the OPCS and MF&DA developed this Strategic Plan for 2023-2027 which is in line with the fifth-generation guidelines issued by the National Treasury and Economic Planning. The development of the OPCS and MF&DA Strategic Plan 2023-27 involved extensive consultations with both internal and external stakeholders. The Strategic Plan provides a coherent and workable framework for coordinating development and implementation of policies, legislation, programmes and projects under the OPCS and MF&DA. The Plan also outlines modalities for mobilising stakeholders and the citizenry towards enhancing inclusivity in government processes and the overall development agenda.

The OPCS and MF&DA Strategic Plan is anchored on various government policies and legal documents including the Constitution of Kenya which provides a platform for the pursuit of an open, transparent and accountable Government; Executive Order No. 2 of 2023 on Organization of the Government of the Republic of Kenya; Public Finance Management Act 2015 on financial and procurement regulations; the Leadership and Integrity Act 2012 that guides officers on professionalism, performance of duties, rule of law and financial integrity; Foreign Service Act, 2021; Data Protection Act, 2019; Kenya Citizenship Immigration Act, 2011; The Labour Migration Policy; The Diaspora Policy, 2014 and Foreign Policy, 2014 as well as other local laws, international treaties and conventions related to its mandate.

The OPCS and MF&DA strategic Plan is aligned with agendas and aspirations of the United Nations 2030 Agenda for Sustainable Development; African Union Agenda 2063; East Africa Community Vision 2050; the Constitution of Kenya; Kenya Vision 2030, the Fourth Medium Term Plan (MTP IV) and the Kenya Foreign Policy; as well as the Bottom-Up Economic Transformation Agenda (BETA). These socio-economic development frameworks are interconnected and they outline strategies for inclusive growth, poverty reduction, and job creation to foster sustainable development, including prosperity.

The internal and external environments as well as stakeholders' analysis, identified eight (8) strategic issues, namely: Coordination of National Government operations; Kenya's Anchor State Status; Economic and Commercial Diplomacy; Diaspora Savings, Investments, Remittances and Technology Transfer; Consular Services, Diaspora Welfare and Rights; Public Diplomacy and Stakeholder Engagement; Laison and Partnerships; and Policy, Legal and Institutional Capacity. To effectively address the identified strategic issues, eight (8) strategic goals and eight (8) Key Results Areas (KRAs) were identified which OPCS & MFDA will focus on, in order to achieve

the desired outcomes. Furthermore, specific strategic objectives and corresponding strategies were developed for each KRA.

To implement the Strategic Plan, an implementation plan was developed that links the strategic issues to activities through KRAs, Outcomes, Strategic Objectives and Strategic goals. For each activity, the expected outputs are clearly defined with corresponding output indicators, annual targets with corresponding budgets, and the office responsible for their implementation. In addition, annual work plans will be prepared for each State Department within the OPCS and MF&DA for each year during the plan period, and this will be cascaded down to Directorates, Departments, Divisions and Units as well as individual employee annual works plans.

The OPCS and MF&DA existing organizational structure will support the implementation of this Strategic Plan and will be reviewed as need arises over the plan period. In addition, appropriate policies, legislation, manuals and procedures will be developed to support the coordination role of the office. Furthermore, OPCS will appoint strategic theme teams that will be responsible for six (6) strategic issues and the execution of the Strategic Plan.

To effectively implement the Strategic Plan, an estimated total financial resource requirement for the plan period is of Kshs. 320,478 **Million** against an estimated allocation of Kshs. **135,907 Million** . In order to facilitate the implementation of this Strategic Plan the OPCS and MF&DA will pursue the following strategies: continue lobbying for increased funding from the exchequer through the MTEF budget working group; engage development partners; and leverage ICT towards improving administrative efficiency and reducing costs.

The OPCS and MF&DA Strategic Plans' monitoring and evaluation framework will be guided by international norms and best practices, and will incorporate the key principles of stakeholder participation, relevance, efficiency, effectiveness, sustainability, ethical considerations, and continuous improvement. In addition, the OPCS and MF&DA Strategic Plan will be monitored on a routine basis by the relevant Strategic Theme Teams (STTs). The implementation processes will be tracked through predefined mechanisms for data collection and reporting using standardized tools aligned to the identified indicators and the set targets.

Additionally, evaluation will be done through surveys and assessments and will look at what will be accomplished against the set targets. Mid-term evaluation of the Strategic Plan of the OPCS and MF&DA will be carried out to examine the progress towards achieving its set objectives and targets. This will be undertaken in the financial year 2025/2026. End-term evaluation will be conducted within the last six months of the Strategic Plan period.

This Strategic Plan has been organized into eight chapters. Chapter One presents the strategy as an imperative for organizational success; the context of the Strategic plan; the establishment of OPCS and MF&DA; and the methodology that was adopted in developing the Strategic Plan. Chapter Two provides the OPCS and MF&DA's mandate, vision, mission, strategic goals, core values and the quality policy statement. Chapter Three describes the OPCS and MF&DA situational analysis which include external environment, opportunities and strengths, internal

environment, strengths and weakness, analysis of past performance, and stakeholder analysis. Chapter Four identifies the strategic issues, strategic goals and key results areas (KRAs) geared towards achieving the mandate of the Office and National Government's Transformative Agenda.

Additionally, Chapter Five provides an overview of the OPCS and MF&DA's strategic objectives, outcome, outcome indicators and strategies. Chapter 6 gives a comprehensive description of how the Strategic Plan will be operationalized and institutionalized through the implementation plan, the coordination framework and risk management framework. Chapter 7 highlights the financial resource requirements, resource gaps, resource mobilization strategies and the resource management strategies for the Strategic plan period. Finally, chapter 8 details the monitoring, evaluation and reporting frameworks and the feedback mechanism as well as performance standards.

CHAPTER ONE: INTRODUCTION

This chapter provides the background information of the Office of the Prime Cabinet Secretary and Ministry of Foreign and Diaspora Affairs (OPCS and MF&DA). It further presents the strategy as an imperative for organizational success; the context of the Strategic plan in line with global, regional, and national development frameworks; the establishment of the OPCS and MF&DA; Key Policy and Legal Documents; and the methodology that was adopted in developing the Strategic Plan for 2023-2027.

1.1 Strategy as an imperative for Organizational Success

A strategy is a systematic approach to achieving specific goals by identifying an organization's key performance areas and allocating responsibilities and its resources effectively. This provides direction, alignment, adaptability, resource optimization and long-term viability and without which an organization risks drifting aimlessly and struggling to achieve its goals.

The OPCS and MF&DA 2023-2027 Strategic Plan provides an opportunity for the office to define its positioning in serving its customers and how it will partner with its stakeholders in executing its mandate. In order to stay on track in fulfilling its broad mandate, the Strategic Plan will serve as a central blueprint for its constituent delivery structures and will form the basis for reviewing the progress being made towards achieving its commitments during the five-year period of its implementation. The periodical review of the Plan will ensure that the OPCS and MF&DA remains focused on its goals and at the same time alive to the dynamic environments affecting its performance and delivery.

The OPCS and MF&DA 2023-2027 Strategic Plan defines a coherent framework for MDAs coordination relating to development and oversight of policies, legislation, programs and projects as well as facilitating the country's diplomatic relations with the international community and support of Kenyans living in the diaspora. The Plan also outlines modalities for rallying stakeholders and the citizenry towards enhancing inclusivity in government processes.

The OPCS and MF&DA was established under the Executive Order No.2 of November 2023 on Organization of the Government of the Republic of Kenya. The OPCS and MF&DA is committed to enhance the coordination and oversight of the national development agenda; strengthen the policy and legislative frameworks across MDAs; and increase citizen participation and satisfaction with public service. Additionally, the Office is mandated to oversee the execution of the Kenya's Foreign Policy and advise Presidency on regional, continental and global affairs. It also commits to champion and protect the rights and welfare of the Kenyan Diaspora who are a major stakeholder in achieving the country's political, economic and social development. The Diaspora presents enormous potential for skills, knowledge and technology transfer as well as savings, investment and remittances, hence the need for targeted investment in their rights and welfare through concerted effort by the Government and the private sector. The establishment of OPCS and MF&DA represents a new thinking and paradigm shift in coordination of Government operations

in the current administration that is inclined to enhanced inclusivity in realizing impactful socio-economic outcomes for all. The OPCS and MF&DA will play a central and unifying role in assisting the Presidency in the oversight of MDAs and fast-tracking realization of the priorities of the national development agenda as outlined in BETA and the MTP IV of the Kenya Vision 2030 through facilitative policies and legislations and an efficient National Government coordination framework.

The Whole-of-Government (WoG) and Open Government (OG) approaches will be used and inculcated in service delivery processes so as to realize inclusivity and the participation of the citizenry in key decision-making processes. This strategic Plan defines strategies and specific milestones that OPCS and MF&DA commits to achieve towards realizing its mandate and playing its role in realizing the aspirated national prosperity for all.

1.2 The Context of Strategic Planning

The OPCS and MF&DA Strategic Plan is aligned with the Constitution of Kenya 2010. It is developed in the context of global, continental, regional, and national development frameworks and priorities that play a pivotal role in shaping the future of the nation. Specifically, the strategy is aligned with agendas and aspirations of the United Nations 2030 Agenda for Sustainable Development; African Union Agenda 2063; East Africa Community Vision 2050; Kenya Vision 2030; Fourth Medium Term Plan; and Bottom-Up Economic Transformation Agenda (BETA). It is also informed by the Kenya Foreign-Policy; the Diaspora Policy and other related Policies, laws, treaties and conventions that Kenya is a signatory to. The aspirations and agendas are interconnected and outline strategies for inclusive growth, poverty reduction, and job creation to foster sustainable development and prosperity for the people of Kenya.

1.2.1 United Nations 2030 Agenda for Sustainable Development

The Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. These aspirations are aligned with the Kenya Vision 2030, which the Government is actively pursuing. The OPCS and MF&DA plays a key role in overseeing coordination and implementation of Sustainable Development Goals. This Strategic Plan aligns with specific SDGs as summarized below:

- ***Goal 10 Target (2) aims to “empower and promote the social, economic and inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, economic or other status”***: The OPCS and MF&DA will ensure that all the MDAs work in synergy to ensure that no Kenyan is left behind and there is participation of all stakeholders in determining and implementing policies and requisite legislations, programmes and projects.
- ***Goal 17 Target (3) is to “Mobilize additional financial resources for developing countries from multiple sources”***. The OPCS and MF&DA will support the Presidency in actualizing targeted key high-value chains to revitalize the economy, ensuring the development and alignment of facilitative policy and institutional frameworks to attract

investments and development of incentive platforms for diaspora remittances, savings and foreign direct investments.

- **Goal 17, Target (14) is to “Enhance policy coherence for sustainable development”:** The OPCS and MF&DA is charged with the responsibility of coordinating the identification, prioritization, and formulation of policies necessary to achieve the national Government development agenda. In executing this role, the OPCS and MF&DA will contribute to this goal by ensuring that the policies in place are relevant, comprehensive, and responsive in the implementation of the national development agenda.
- **Goal 17 target (16) is to “Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries”:** The OPCS and MF&DA will contribute to the achievement of SGDs locally, thereby supporting the global aspirations by harnessing local and international partnerships and ensuring that supportive frameworks are in place to support targeted investments. The OPCS and MF&DA will also work with partners to harness diaspora savings and technology transfers.
- **Goal 10- “Reduce inequality within and among countries”.** The OPCS and MF&DA will support achievement of the SDG goal by advocating for fair trade agreements, promoting inclusive development and facilitating international cooperation to address economic disparities among countries.
- **Goal 11- “Make cities and human settlements inclusive, safe, resilient and sustainable”.** The OPCS and MF&DA will support initiatives focusing on affordable housing and green spaces (clean cities) by facilitating partnerships for urban resilience settlements and mitigating climate change impacts.
- **Goal 14- “Conserve and sustainably use the oceans, seas and marine resources for sustainable development.”** The OPCS and MF&DA will manage treaty development, ratification and implementation of treaties that Kenya is party to in line with Treaty Making and Ratification Act, 2012 (Revised 2018).
- **Goal 13- “Take urgent action to combat climate change and its impacts”** The OPCS and MF&DA will promote environmental diplomacy by advocating for implementation of international agreements and commitments aimed at decreasing greenhouse gas emissions and limiting global warming.

1.2.2 African Union Agenda 2063

African Union’s Agenda 2063 is Africa’s strategic framework that aims to deliver on its goal for inclusive and sustainable development towards a united and prosperous Africa. This Strategic Plan aligns with the following key aspirations:

- **Aspiration No.1 on “A Prosperous Africa based on Inclusive Growth and Sustainable Development”:** The OPCS and MF&DA Strategic Plan provides an inclusive coordination

framework for development and oversight of policies, legislations and national development programmes and projects towards attaining a diversified, transformed economy with sustained growth thereby stimulating economic growth and enhancing Kenya's position in the global market. The OPCS and MF&DA supports Diaspora engagement in major sectors such as agriculture, education, healthcare and infrastructure development to increase investment and job creation that leads to economic growth and sustainable development.

- ***Aspiration No.3 on “An Africa of Good Governance, Democracy, Respect for Human Rights, Justice and the Rule of Law”***: The OPCS and MF&DA will focus on entrenching good governance and transformative leadership through the ‘Whole-of-Government’ and ‘Open Government’ approach in defining, developing and evaluating policies and legislations. The Office will strengthen collaboration and partnership with the continental regional and sub-regional organisations to achieve this aspiration It also encourages Kenyans living in the Diaspora to participate in democratic processes in their countries of residence and in Kenya. This helps to strengthen democratic institutions, and promote good governance and respect for human rights. In line with Agenda 2063, the OPCS and MF&DA is further involved in sourcing for jobs and employment opportunities for Kenyans in the Diaspora as well as facilitating development of incentives for inbound skills and technology transfer.
- ***Aspiration No.4 A peaceful and secure Africa.*** The OPCS and MF&DA will prioritise engagements with Africa nations and organizations by coordinating bilateral and multilateral relations with African countries on matters pertaining to the AU, regional peace and security.
- ***Aspiration No. 7 on “Africa as a strong, united, resilient and influential global player and partner”***: The OPCS and MF&DA will steer the development of policy and legal frameworks to collaborate with continental peers in defining unified management of global affairs and improving common African markets such as the African Continental Free Trade Area (AfCTA).

1.2.3 East Africa Community Vision 2050

The EAC Vision 2050 is a long-term development blueprint aimed at transforming the East African Community into an upper-middle income region within a secure and politically united East Africa based on the principles of inclusiveness and accountability by the year 2050. The Vision 2050 focuses on initiatives that will create gainful employment to the economically active population to accommodate the development pillars and enablers that will create jobs to absorb the expected expansion of the work-force during the Vision 2050. The pillars of Vision 2050 further offer opportunities for job creation, which are important to absorb EAC’s growing labour force and unemployment problem. Long-term job creation requires skills development that is consistent with the emerging development opportunities in infrastructure development; industrialization and manufacturing; value addition in agriculture industry; facilitating the export of labour and management of human capital development.

The Strategic Plan will facilitate implementation of the common aspirations of the EAC Vision 2050:

- ***Enhanced inclusiveness in development and socio-economic transformation:*** -The OPCS and MF&DA will undertake its mandate in a stakeholder-driven and participatory manner. It will also institute inclusive policy and legislative frameworks to spur national development and deepen cooperation among the EAC partner states.
- ***Building sound economic institutions, legal and policy frameworks needed for the long-term socio-economic transformation:*** – Building a stronger EAC requires individual efforts from partner states. Kenya is implementing the Vision 2030, its long-term socio-economic transformation blueprint, and BETA. The OPCS and MF&DA will advocate for integrated policies and legislations that empower citizens across the region and support investments.

1.2.4 Constitution of Kenya

The Constitution of Kenya is the supreme law of the Republic and binds all persons and all State organs at both levels of government. Article 10 of the Constitution outlines the national values and principles of governance, which include democracy, rule of law, transparency, accountability, inclusivity, human dignity, equity, social justice, inclusiveness, equality, human rights among others. Article 232 also spells out the values and principles of public service to include high standards of professionalism, accountability, inclusivity, effectiveness, responsiveness, and involvement of the people in the process of policy making. The Strategic Plan prioritizes the promotion of these values through outlining specific actions to ensure that these values are integrated into the office's operations and influence government policies.

In line with the Constitution, the OPCS and MF&DA has prioritized championing the rights and welfare of Kenyans in the Diaspora and mainstreaming them in the national development processes.

In addition, Article 35 of the Constitution provides for access to information required for protection of any right or fundamental freedom. The OPCS and MF&DA is therefore committed to ensuring that information for the wellbeing of Kenyans is available.

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

The Kenya Vision 2030 is the long-term development blueprint, which seeks to transform the country into a newly industrialized and globally competitive middle-income country, providing a high quality of life to all its citizens by the year 2030. The Vision is implemented through 5-year successive Medium-Term Plans (MTPs). MTP IV (2023-2027) will implement the fourth and second-last phase of the Kenya Vision 2030, which coincides with this Strategic Plan period. MTP IV sets the momentum for transition to the next long-term development agenda for the Country and aligns with the Bottom-Up Economic Transformation Agenda (BETA) and other regional and international development frameworks.

The BETA is geared towards economic turnaround and inclusive growth, and aims to increase investments under five pillars, namely: Agricultural Transformation; Micro, Small and Medium Enterprise (MSME); Housing and Settlement; Healthcare; Digital Superhighway and Creative Industry. The BETA also focuses on increased employment, equitable distribution of income, social security, expanded tax base and improved foreign exchange earnings. In addition, it recognizes diaspora contribution as a major enabler to the growth of the economy and seeks to promote Diaspora engagement in Governance and national development. The OPCS and MF&DA will be coordinating and supervising all MDAs in the implementation of policies, legislations, programmes, and projects to realize the national development priorities.

1.2.6 Key Policy and Legal Documents

The OPCS and MF&DA Strategic Plan is anchored on various government policies and legal documents, which include: The Constitution of Kenya, 2010; Executive Order No. 2 of 2023 on Organization of the Government of the Republic of Kenya; Public Finance Management Act 2012; the Leadership and Integrity Act 2012; Public Service Commission (Performance Management) Regulations 2021; Foreign Service Act, 2021; Data Protection Act, 2019 and Kenya Citizenship Immigration Act, 2011; The Kenya Foreign Policy, 2014; Diaspora Policy, 2014 and The National Labour Migration Policy.

The policy and legal documents serve as a guide for directing the execution of the OPCS and MF&DA Strategic Plan, aligning it with the goals and priorities of the national development agenda.

1.3 The Office of the Prime Cabinet Secretary and Ministry of Foreign and Diaspora Affairs

The OPCS and MF&DA was established under the Executive Order No. 2 of November 2023 on Organization of the Government of the Republic of Kenya. This was a restructuring from the earlier Executive Order No. 1 of October 2022 that had created the OPCS and MF&DA as separate entities. The OPCS and MF&DA comprises the Office of the Prime Cabinet Secretary and three State Departments, namely: State Department for Foreign Affairs, State Department for Diaspora Affairs and the State Department for Parliamentary Affairs.

The State Department for Foreign Affairs plays a crucial role in representing Kenya's national interests globally. It is responsible for executing Kenya's Foreign Policy, managing diplomatic relations with other countries and international organizations, and promoting Kenya's nation interests abroad. This includes participating in international forums, negotiating treaties and agreements, and providing consular services to Kenyan citizens overseas.

The State Department for Diaspora Affairs focuses on protecting, engaging, empowering and prospering the Kenyan diaspora community worldwide. It seeks to enhance participation of the diaspora in national development and democratic processes by addressing diaspora welfare and interests, facilitating investments and tapping diaspora skills and expertise.

The State Department for Parliamentary Affairs coordinates the identification, prioritization and enactment of policies and legislation necessary to achieve the national development agenda. It also coordinates parliamentary liaison services across MDAs and ensures seamless interaction between the executive and Parliament in the dispatch of Government business.

1.4 Methodology of Developing the Strategic Plan

Development of the OPCS and MF&DA Strategic Plan 2023-27 involved extensive consultations with both internal and external stakeholders. A technical committee was appointed whose primary role was to coordinate the preparation of the Strategic Plan. The committee conducted a situational analysis, internal and external environments analysis, and defined the strategic focus and strategies towards achieving the mandate of the office. The Strategic Plan was then developed and subjected to stakeholders for review. Subsequently, the stakeholders' comments were incorporated and subsequently the Strategic Plan validated and finalized.

CHAPTER TWO: STRATEGIC DIRECTION

The chapter outlines the OPCS and MF&DA's mandate, vision, mission, strategic goals, core values and the quality policy statement.

2.1 Mandate

The mandate of the OPCS and MF&DA is articulated in the Executive Order No.2 of November 2023, and stipulates the following as the key roles:

1. Assist the President and the Deputy President in the coordination and supervision of Ministries and State Departments;
2. As the Head of Kenya's Foreign Service, to lead in execution of the nation's foreign policy and advise the Presidency on regional, continental, and global affairs;
3. Chair the Principal Secretaries' Committees and oversee National Government operations;
4. Coordinate the implementation of the National Government's legislative agenda across all Ministries and State Departments in consultation with, and for transmission to, the Party/Coalition Leadership in Parliament;
5. In collaboration with the Ministry of Labour & Social Protection, to lead in the implementation of the National Labour Migration Policy as a key pillar of Kenya's Foreign Policy; and
6. With the support of the Cabinet Secretary for the National Treasury & Economic Planning, the Cabinet Secretary for Investments, Trade & Industry, and the Cabinet Secretary for Agriculture & Livestock Development, and other Ministries within the productive sector to deepen Kenya's diplomatic and economic partnerships.

2.2 Vision Statement

One government delivering quality public services to all Kenyans.

2.3 Mission Statement

To effectively coordinate and oversee national government operations and project, promote and protect Kenya's interests and image globally.

2.4 Strategic Goals

- i. Enhance coordination in service delivery
- ii. Elevate Kenya's anchor state status
- iii. Enhance economic and commercial diplomacy
- iv. Increase diaspora savings, investments, remittances and technology transfer
- v. Improve consular services, diaspora welfare and rights
- vi. Strengthen public diplomacy and stakeholder engagement
- vii. Strengthen liaison and partnerships
- viii. Strengthen Policy, Legal and Institutional capacity

2.5 Core Values

- (i) **Whole-of Government Approach:** Inculcate a synergized work ethic in the public service;
- (ii) **Open Government:** Uphold and promote transparency and accountability in service delivery.
- (iii) **Patriotism:** Leveraging its staff, customer base, and diplomatic networks both domestically and internationally to actively foster, advocate, and embody love, loyalty, and dedication to our beloved nation, Kenya.
- (iv) **Professionalism:** Uphold high level of competence, diligence, and meritocracy in work performance and apply quality standards in service delivery.
- (v) **Inclusivity:** Guarantee the engagement of citizens and other stakeholders in the development and implementation of policies, programs and projects.
- (vi) **Teamwork:** Attain targeted results through high level coordination, networking, and collaboration.
- (vii) **Innovativeness:** Promote creativity and agility in operations for effective and efficient service delivery.
- (viii) **Citizen-Centric:** Endeavour to understand the needs and concerns of the citizens including the diaspora and develop responsive programs and projects.
- (ix) **National Unity:** Actualize the clarion call of “One Kenya, One People, One Destiny” by upholding Kenya’s shared values, vision, purpose and aspirations irrespective of the ethnic, cultural, economic, religious or any other super visual status in a unitary state.
- (x) **Integrity:** Champion integrity by steadfastly adhering to virtuous moral and ethical principles, including honesty, truthfulness, consistency, and moral character, both in private and public spheres-

2.6 Quality Policy Statement

The Office of the Prime Cabinet Secretary & Ministry of Foreign and Diaspora Affairs is committed to excellence in coordinating and supervising the implementing policies, legislations, programs and projects across MDAs.

The OPCS and MF&DA will comply with constitutional obligations and applicable policies, laws and guidelines in delivery of quality services and regularly assess, enhance and communicate its operations as a commitment to continuous improvement. The OPCS and MF&DA will also strive to consistently meet or exceed the expectations of the stakeholders and the citizens.

As the Head of Kenya’s Foreign Service, the OPCS and MF&DA is dedicated to projecting, promoting and protecting Kenya's interests and image globally through innovative diplomacy, and contribute towards a just, peaceful and equitable world.

CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSIS

Overview

This section provides an overview of the situation and stakeholder analysis. The situation analysis investigates the external environment informed by the macro-environment, micro-environment, industry/competitive environment, and market environment. Further, the situation analysis explores the internal environment that details the governance and administrative structures, internal business processes as well as resources and capabilities. The section also provides a stakeholder analysis which maps out key players and partners of OPCS and MF&DA.

3.1 Situational Analysis

3.1.1 External Environment

Analysis of the external environment enables identification of opportunities and threats that form the basis for strategic actions. The analysis focuses on the macro and micro environments at global, regional, and national level as follows:

3.1.1.1 Macro-environment

Political factors

In the implementation period, OPCS and MF&DA is cognizant of prevailing dynamics in the global political environment that influence key economic blocks. Kenya retains cordial multilateral relations with the international community through foreign policies in response to the global environment that advances opportunities in trade and tourism among other sectors. Kenya is also a member of regional, continental and international organizations such as EAC, AU, COMESA, IGAD, and the UN among others which shape Kenya's political space and influence the country's day-to-day engagements. Further, the ongoing geo-political debates and re-alignments across the globe are expected to give rise to policies, agreements, treaties, and measures that will shape the nature of engagements and collaborations among countries. However, global conflicts are expected to subsist and their impact on global supply chains will continue to manifest within the plan period. Kenya's enduring political stability serves as a linchpin for fostering robust international relations, unlocking new economic opportunities and ultimately enhancing the well-being of its people.

Economic factors

Global factors such as high inflation, high interest rates and scarce resources coupled with competing priorities affect implementation of programmes and projects. Concerted efforts have been made by countries within the region to form economic blocs to maximize on economic benefits. The proposal to merge COMESA, EAC AfCFTA and SADC will expand the free trade area to cover more than 527 million people with a combined estimated gross domestic product of about \$624 billion. This will indeed boost Intra-Africa trade.

A rising population has led to a high level of unemployment especially among the youth that calls for re-engineering of government projects and programmes to deliberately offer an enabling environment for job creation and entrepreneurship. The country experiences continuous upsurge

of global labor mobility and hence bringing forth opportunities for immigrant workers. The implementation of this plan will align government priorities towards transforming the economy and enhance inclusive growth.

Social-cultural Factors

Kenya's rich and diverse socio-cultural landscape and complexities offer varied opportunities and challenges. A growing young population brings dynamism and adaptability, demanding innovative approaches in service delivery and design for programs and projects. The differences offer consideration for technology integration, taking advantage of globalisation and diversity presented by different age groups as well as integration with international law. With a rising population, unemployment increased and hence increasing demand for the social services offered across government departments. Encouraging patenting of Kenya's cultural products for example Kiondo is one way of promoting and safeguarding Kenya's heritage. Kenyans in the Diaspora can equally position themselves to draw gains from Kenya's rich culture. Security and health are faced with specific challenges that include rise in crime rates, terrorism, prevalence of non-communicable diseases and pandemics among others. Therefore, OPCS and MF&DA emphasise on coordination in implementation of policies, legislations, programmes and projects for effective service delivery as well as in addressing specific challenges.

Technological factors

Technology has revolutionised the way people live, work and interact. This strategic plan recognizes the need for service delivery online in support of the current digitization and automation of government services. Huduma centres have revolutionized delivery of government services and enhanced access to services at the grassroot level. Digitalization of consular services will also be key in enhancing provision of consular services and protecting the welfare of Kenyans in the diaspora.

The proposed development of a dashboard for the repository of cooperation frameworks at the State Department for Foreign and Diaspora Affairs will create a robust monitoring and evaluation system that will facilitate tracking and reporting of progress in implementation of all cooperation frameworks and ultimately ensure that their commitments are realised in a timely manner.

However, challenges created include an increase in incidents of cybercrime amid concerns over data privacy. This poses a threat to the use of technological solutions in the delivery of government services. Advanced developments in core technologies require dynamism in policy and legislation frameworks to provide support, checks and balances. Adoption and utilization of advanced and divergent technologies by firms and the general population shapes the stakeholder engagement initiatives in government policies and legislation.

Ecological factors

The overuse of natural resources globally has reduced nature's productivity, led to resource depletion, biodiversity loss and pollution thereby creating a human -wildlife conflict and other health related crises. Consideration for environmental protection and conservation is requisite in

coordination of policies, legislations, programmes and projects in line with Kenya's global obligations. The presence of the UN Habitat Assembly and the UN Environment Assembly in Nairobi presents opportunities for Kenya's influential role in environmental governance and resilient urban development matters.

Legal factors

The Constitution of Kenya, 2010 provides a platform for the pursuit of an open, transparent and accountable Government. It provides a progressive framework for public affairs management and cooperation among government agencies. The constitution further provides for public participation for meaningful input into government decision-making processes. OPCS and MF&DA acknowledge the provision of the constitution as well as other institutions such as the judiciary and alternative dispute resolution mechanisms that can be effectively applied to resolve legal disputes especially on matters relating to Government programmes. International treaties, conventions, agreements and protocols as well as offshoot laws and regulations will continue to bind Kenya.

3.1.1.2 Micro-environment

The microenvironment analysis identified three (3) areas of concern to OPCS and MF&DA which include customer profiles, suppliers and labour markets.

Customer Profile

Beneficiaries of OPCS and MF&DA services are the general citizens spread across the country, the Diplomatic Corps, international organizations, private sector and Kenyans in the diaspora. The Kenyan population is estimated at 54 million as at 2022 including estimated 4 million Kenyans in the diaspora. The dynamics of the population presents different needs that OPCS and MF&DA will undertake to fulfil.

Suppliers

OPCS and MF&DA is a consumer of various goods and services that are essential inputs for effective operation. Relations with the suppliers are managed and maintained within the provisions of the applicable policies, laws, and regulations.

Labour Market

OPCS and MF&DA are drawing the necessary skills and competencies from various professional fields to support the delivery of its mandate. Further, OPCS and MF&DA offer opportunities such as internships, apprenticeships to young graduates, and Junior Professional Officers program. It also undertakes competency needs analysis to adapt to the changing national and global labour markets.

The rising number of immigrants in search of global opportunities has brought forth the need for development of relevant policies and legal frameworks.

3.1.2 Summary of Opportunities and Threats

Based on the external environment analysis, a summary of the emergent opportunities and threats are as in Table 3.1

Table 3.1: Summary of Opportunities and Threats

Factor	Opportunities	Threats
Political	<ul style="list-style-type: none"> ● Changing global geopolitical developments present opportunity for review of bilateral and regional engagements for accelerated economic gains ● Membership to regional, continental and international organizations such as EAC, AU, COMESA, IGAD, and the UN, ● Existence of bilateral and multilateral cooperation frameworks; ● Political goodwill and cordial relations with various multilateral agencies ● Political stability has seen Kenya rise as a champion of peace ● Cordial intergovernmental relations 	<ul style="list-style-type: none"> ● Geopolitics conflicts. ● Misinformation, disinformation and fake news on government development agenda ● Spontaneous insecurity incidences ● Political instability in foreign countries hosting Kenyans can impact their legal status and rights ● Differences in host country and Kenyan laws across foreign jurisdictions where Kenyans reside ● Emergence of new geopolitical landscape and alignments which have distorted global economic order, nearshoring and friend shoring among others
Economic	<ul style="list-style-type: none"> ● Steady national economic growth ● The proposed merger of economic blocks such as COMESA, EAC and SADC , AfCFTA will expand the free trade area ● Regional and international linkages and partnerships ● Reforms in the global financial architecture ● Growth in Remittances as a foreign exchange earner ● Job opportunities abroad ● Diaspora direct investments ● Foreign direct investments 	<ul style="list-style-type: none"> ● Economic downturns, inflation and high interest rates ● Global supply chain disruptions ● Multiple memberships in the economic blocs and realignment of strategic cooperation and shifting economic relations ● High cost of servicing debt ● High cost of remittances.
Social	<ul style="list-style-type: none"> ● Kenya's diverse and rich cultures that can be tapped to increase the economic benefits 	<ul style="list-style-type: none"> ● Heightened extremism and fundamentalism ● Disease prevalence and incidences

	<ul style="list-style-type: none"> ● Global labour market ● Highly engaging, informed, and active public. ● Highly educated and skilled labour force ● A vibrant, productive and proactive youth population ● A diverse and resilient society ● Expanded space for expression. 	<ul style="list-style-type: none"> ● Negative ethnicity ● Undocumented and unregistered Kenyans globally ● Prevalent incidences of crime and drug abuse ● Unplanned and informal urban settlements
Technological	<ul style="list-style-type: none"> ● Advanced developments in various core technologies ● A society that is technologically adaptive and adoptive ● 	<ul style="list-style-type: none"> ● Cyber crime ● Rapid technological change that outpaces adoption ● Disinformation, misinformation and information overload
Ecological	<ul style="list-style-type: none"> ● Heightened global, regional and national climate action agenda. ● Rich and diverse ecosystem ● Untapped potential in the blue economy ● Climate Finance ● The presence of UN Environment Assembly and UN Habitat Assembly headquarters in Nairobi 	<ul style="list-style-type: none"> ● Climate change shocks and impacts. ● Environmental degradation ● Food insecurity
Legal	<ul style="list-style-type: none"> ● Progressive legal and regulatory framework ● Facilitative International Treaties, Conventions, Protocols, and Agreements for investments, trade, and knowledge transfer 	<ul style="list-style-type: none"> ● Lengthy litigation process. ● Lack of a framework to guide the engagement of county governments on issues related to foreign relations.

3.1.3 Internal environment

The internal environment helps in identifying areas of strengths and/or weaknesses and identifies variables that form the context within which decisions are made and implemented. The variables that are analyzed include governance and administrative structures; internal business processes; and resources and capabilities.

3.1.3.1 Governance and administrative structures

The Office of the Prime Cabinet Secretary and Ministry of Foreign and Diaspora Affairs was established vide Executive Order No. 2 of 2023. The OPCS and MF&DA administrative frameworks consist of the Prime Cabinet Secretary supported by three Principal Secretaries and Chief of Staff. The OPCS and MF&DA have distinct administrative and technical structures guided by existing policy, legal, regulatory framework and circulars that are issued from time to

time in the execution of its mandate.

3.1.3.2 Internal Business Processes

- i. Functional units in OPCS and MF&DA operate within the existing policies, laws, regulations, manuals, and circulars such as those guiding procurement, finance, accounting and human resource functions. The Office and Ministry will prioritize documentation and digitalization of internal processes and procedures.
- ii. Several systems are used to dispense the mandates, including IFMIS, GHRIS, UHR, e-NIMES, PIMIS, IPMIS, GPCIS, PMS and GPRS. However, there are issues of interoperability, occasional downtimes, incomplete system module operationalization and sub-optimal utilization that pose intermittent challenges within and among the systems.
- iii. OPCS and MF&DA embrace a multi-disciplinary approach for efficient task execution, fostering a culture of productivity through a robust Results-Based Management Framework.
- iv. There are established communication units for information dissemination and management. However, capacity challenges and lack of a comprehensive communication protocol to guide dissemination of information to all stakeholders hinders effective communication.

3.1.3.3 Resources and Capabilities

- i. Qualified personnel with requisite skills and competencies. There is, however, sub-optimal placement and deployment compared to approved establishment in some offices; and inadequate succession planning.
- ii. Inadequate budgetary allocation for optimal execution of the mandate. There are various resource mobilization strategies to bridge the resource gap.
- iii. Inadequate office space, equipment and tools both at the headquarters and Kenya Missions abroad.

3.1.4 Summary of Strengths and Weaknesses

Based on the above analysis, the table below summarizes key strengths and weaknesses

Table 3.2: Summary of Strengths and Weaknesses

Component	Strengths	Weaknesses
Governance and Administrative Structures	<ul style="list-style-type: none"> ● Clear mandate as per, Executive Order No. 2 of 2023, Foreign Service Act, 2021, and the Treaties Ratification Act 2012(Rev 2018) ● Political goodwill ● Visionary leadership ● Established partnerships and collaborations ● Strong diplomatic presence and representation globally 	<ul style="list-style-type: none"> ● Inadequate legal framework ● Silo mentality ● Inadequate and disparate data

Internal Business Processes	<ul style="list-style-type: none"> ● Existence of internal policies laws and regulations governing administrative functions ● Adoption of Management Information Systems ● Business Process Reengineering and digitalization of processes ● Well embraced and supported business process re-engineering culture 	<ul style="list-style-type: none"> ● Lack of interoperability of the different Information Systems ● Slow uptake and adoption of ICT in service delivery ● Delay in implementation of treaties and MOUs. ● Lack of an online tool to track implementation, monitoring and reporting of Cooperation frameworks
Resources and Capabilities	<ul style="list-style-type: none"> ● Qualified, experienced, and professional staff. ● Rich diplomatic experience in international negotiations and conflict resolution 	<ul style="list-style-type: none"> ● Inadequate office space, equipment, and furniture at the headquarters and Missions abroad ● Inadequate human resource

3.1.5 Analysis of Past Performance

This implementation review considered the previous Strategic Plan under which the State Departments for Foreign and Diaspora Affairs were domiciled during the period 2018-2023. The following were the key achievements, challenges, emerging issues, and lessons learnt during the period.

3.1.5.1 Key Achievements

During the 2018-2022 period, OPCS and MF&DA achieved the following:

1. Spearheaded efforts to secure elections for Kenyan candidatures into international policy-making organs, including the UNSC, United Nations Committee for Programme and Coordination (UN-CPC), UNCPC, UNESCO, UNWTO, IMO, ECOSOC, UN-Habitat, and CND.
2. Lobbied for elections of Kenyans into international policy-making organs, such as Executive Secretary of the ICGLR, Member of ICH, Fisheries Expert of ACP, Political Expert of ACP, Executive Secretary of EAKC, Vice President of UNWTO, and Member of CRPD. Notably, Kenya's nominees were appointed to serve as the Secretary-General to the Africa Telecommunication Union (ATU) and a Board member of the AU Advisory Board.
3. Facilitated the signing of various frameworks of cooperation, including Joint Commissions on Cooperation (JCCs), Joint Economic Commissions (JECs), Political, Labor, and Consular Consultations, Joint Permanent Commission for Cooperation, Joint Ministerial Frameworks, Bilateral Strategic Dialogues (BSDs), Bi-national Commissions, Agreements, and Memoranda of Understanding (MoUs), among others.

4. Expanded Kenya's diplomatic presence by establishing new Diplomatic Missions, Consulates and Liaison Offices. Notable additions include six (6) diplomatic missions located in Accra (Ghana), Bern (Switzerland), Dakar (Senegal), Djibouti (Djibouti), Jakarta (Indonesia), and Maputo (Mozambique), two (2) consulates in Goma (DRC) and Arusha (Tanzania), and one (1) liaison office in Hargeisa (Somalia). Moreover, the Department facilitated the appointment of Honorary Consuls in various cities, including Jerusalem (Israel), Monaco (France), Toronto (Canada), Kolkata (India), Lahore (Pakistan), and Istanbul (Turkey).
5. Facilitated high-level exchange visits, providing a platform for strengthening bilateral and multilateral relations whilst asserting Kenya's position on international matters. Additionally, the OPCS and MF & DA also offered protocol services for discussions encompassing political, economic, social, security, and cultural domains, closely aligned with Kenya's foreign policy priorities.
6. Engagements with the Kenyan Diaspora through conferences and side events which included diaspora side events on the margins of Tokyo International Conference on African Development (TICAD) 7 Summit (2019) in Yokohama, Japan and during the Sustainable Blue Economy Conference in Nairobi (2018) as well as the UK-Africa Investment Summit;
7. Developed and published monthly diplomacy e-newsletters as well as hosted national days' celebrations in Kenya Missions abroad. It also enhanced engagement and collaboration with members of Diplomatic Corps and media by holding quarterly briefings.
8. Participation in Electoral Process: Worked closely with the Independent Electoral and Boundaries Commission (IEBC) in ensuring Kenyan Diaspora participation in the 2022 Presidential election through sensitization forums, voter registration exercises and voting. The number of registered voters in the diaspora increased from 4,223 in 2017 to 10,444 in 2022.
9. Conducted a diaspora mapping exercise for competencies and skills of Kenyans in Burundi, Rwanda, South Africa, Tanzania and Uganda and further developed a diaspora skills inventory in four (4) pilot countries namely; South Africa, China, USA and UK;
10. Conducted Diaspora Remittances Survey between March and April 2021 in collaboration with key stakeholders. The Survey collected information on remittance inflows to Kenya, to guide policy towards efficiency and cost-effective remittance channels with a view to boosting the role of remittances in Kenya's socio-economic development. Remittances doubled from USD 2,051 Million in 2018 to USD 4,027 Million in 2022;
11. Facilitated provision of Mobile Consular Services (MCS) in collaboration with Kenya Missions abroad. The MCS enhanced registration and strengthened Kenyan Diaspora Umbrella Associations in all countries and regions where Kenya has diplomatic presence. A total of 5,833 Kenyans in the USA, UK, Canada, Australia, Ireland, New Zealand, Oman, Yemen, Qatar and Brazil were facilitated with Identity Cards and Passports among other consular services;
12. Evacuated 1,170 distressed Kenyans from Sudan following the outbreak of a political crisis on 15th April, 2023. Further, seven (7) Victims of human trafficking were evacuated from Laos/Myanmar and one (1) from Albania on medical grounds. A total of 72 distressed

Kenyans were also evacuated from Lebanon (58), UAE (4), Tanzania (2), Qatar (2) and one each from USA, South Africa, India, Switzerland, Sierra Leone and the Kingdom of Jordan, in partnership with IOM and HAART. A total of 18 deceased Kenyans living in diaspora were also repatriated from Spain, UK, Zanzibar, UAE, South Africa, Australia, Egypt, Qatar and Saudi Arabia among other countries;

13. Facilitated hosting of the 9th Kenya Diaspora Homecoming convention in December, 2022. This brought the Diaspora together in networking and sharing of opportunities;
14. Strategic diaspora engagements were held with Kenyans in Gaborone, Brussels, Berlin, Kigali, Seoul, Riyadh, London, Canberra, Havana, Addis Ababa, Helsinki and Washington DC, to champion and protect their rights and welfare, and harness investments and remittances;
15. Bilateral Labour Agreements were negotiated with the Government of the State of Qatar and the Kingdom of Saudi Arabia. This was to unlock employment opportunities for Kenyans in foreign jurisdictions;
16. The Global Labour Migration Strategy was developed in collaboration with the OPCS and MF&DA for Labour and Skills Development. The Strategy will ensure safe migration of Kenyans as they harness opportunities abroad; and
17. Digitalized twenty-three (23) citizen-centered services in line with the presidential directive to enhance service delivery.

3.1.5.2 Challenges

The following were the main challenges that constrained the implementation of the planned strategies and activities during the period 2018-2022:

1. Inadequate infrastructure in most missions do not have the infrastructure to render all consular services especially National ID cards, Passports, and Birth Certificates. Processing of these documents is done in Kenya leading to delayed provision of consular services, promotion and protection of the interests of Kenyans abroad.
2. The COVID-19 pandemic highlighted the interconnectedness of the world and the need for international collaboration in addressing health crises. The response to global health challenges has become an important aspect of international relations.
3. Inadequate funding for maintenance and repairs of government owned properties abroad resulted in gradual dilapidation of these properties and the need for redevelopment. Most Missions do not own properties, therefore end up leasing.
4. High transaction cost on remittances: The cost of transaction on remitting money to Kenya through the existing formal channels is high leading to increased use of informal channels and difficulty in tracking remittance inflows;
5. Low awareness on investment opportunities due to weak structures and inadequate coordination among Kenyans Abroad;
6. Inadequate incentive framework for remittances and diaspora investments;
7. In-adequate human resource capacity in the Kenya missions abroad to offer effective and efficient consular services, especially in areas with high concentration of Kenyans;

8. Inadequate Policy, Legal and Institutional frameworks: There is inadequate legal framework to fully integrate the Kenyan diaspora into national development and protect their property. There is also no clear coordination and linkage among various government agencies leading to disjointed policy actions, duplication of efforts and wastage of scarce resources;
9. Non-registration by Kenyans abroad with the Kenya Missions hampers protection of welfare and rights and constrains effective delivery of consular services;
10. Slow uptake of Information Technology Enabled Services (ITES) resulting in underutilization of online services and making it difficult to provide effective and efficient services to Kenyans abroad. This has resulted in underutilization of online services;
11. Lack of disaggregated data on Kenyan diaspora: Sourcing and management of data on Kenyans abroad has been a challenge characterized by fragmented and uncoordinated data from different government ministries, departments and agencies. This hampers effective planning, engagement and support for Kenyans in the diaspora;
12. Loss of Skilled labour: Kenya continues to witness migration of citizens with critical skills, expertise and technical know-how to other countries, notably in the developed world;
13. Transferability of social benefits: Kenyans abroad contribute to various social security services in their countries of residence. On termination of their services, there are no bilateral agreements or formal frameworks to facilitate transferability and portability of social security benefits to Kenya; and
14. Mental health issues: Many Kenyans in the diaspora continue to face mental health challenges due to culture shock, poor working/living conditions, discrimination and loss of livelihoods.

3.0.1.1 Lessons Learnt

Lessons learnt from the experiences of implementing the Strategic Plans (2018-2022) include:

1. Information communication and technology play a key role in enhancing service delivery. The outbreak of COVID 19 pandemic in 2020 illustrated that work can be done and objectives realized through virtual meetings;
2. Both financial and human resources are central in the realization of the objectives and targets. In this regard, continuous capacity building of all staff and fostering partnerships with development partners is crucial in implementing OPCS and MF &DA mandate;
3. To enhance bilateral cooperation between Kenya and other countries, there is need for continuous High-Level engagements to unlock the full potential benefits of the cooperation;
4. Automation of services such as administration and assistance on matters of diplomatic privileges has ensured effective execution of mandated activities.
5. Streamlining governance and administrative structure and continuous review, compliance and implementation of legislative, policy and institutional frameworks is key in enhancing efficiency and effectiveness.
6. Resources are never enough for programmes and projects and there is a need to continuously innovate new ways of undertaking planned activities in a cost-effective way.

7. Integrated data management is an imperative in enhancing service delivery to Kenyans in the diaspora;
8. Lack of up-to-date Bilateral Labour Agreements (BLAs) with foreign governments hampers GoK effort to effectively protect Kenyan nationals seeking employment in the diaspora;
9. Designation of an interlocutor for IEBC's engagements with Kenya Missions and Embassies abroad, foreign Missions in Kenya and Kenya's Development Partners is key in facilitating election preparedness for Kenyans in the diaspora;
10. High transaction costs for remitting money through existing formal channels has exacerbated use of informal channels by the Kenyan diaspora;
11. Hosting of webinars on various national development topics is a critical means of promoting dialogue with Kenyans in the Diaspora; and
12. The Kenyan diaspora associations provide a platform for engagement and mobilization of Kenyans in diaspora.

3.2 Stakeholders Analysis

This section outlines the stakeholders, their roles, expectations, efforts made to meet their expectations, and what the stakeholders should do to assist in realizing the mandates. The analysis of key stakeholders is presented in Table 3.3.

Table 3.3: Stakeholder Analysis

S/NO	Stakeholder	Role	Expectations of the Stakeholder	Expectations of the organization
1.	Government Ministries, Departments, and Agencies (MDAs)	<ul style="list-style-type: none"> ● Service delivery 	<ul style="list-style-type: none"> ● Leadership ● Policy guidance and coordination ● Harmonious working relationship 	<ul style="list-style-type: none"> ● Prudent economic and financial management ● Participation in consultative meetings and forums ● Implement policy guidelines and development projects. ● Cross-functional collaboration
2.	The Parliament	<ul style="list-style-type: none"> ● Legislation 	<ul style="list-style-type: none"> ● Response to parliamentary questions ● Submission of budget proposals ● Timely submission of legislative proposals 	<ul style="list-style-type: none"> ● Timely approval of budget and Bills ● Fair allocation of resources. ● Support government

S/NO	Stakeholder	Role	Expectations of the Stakeholder	Expectations of the organization
			<ul style="list-style-type: none"> Timely communication of Government Agenda Accountability and transparency in resource utilization 	business in the Parliament
3.	The Judiciary	<ul style="list-style-type: none"> To interpret and apply the law accordingly. To resolve all disputes 	<ul style="list-style-type: none"> To uphold the rule of law Sensitize Kenyan diaspora on the rule of law. 	<ul style="list-style-type: none"> Timely adjudication of disputes
4.	Kenya Missions Abroad	<ul style="list-style-type: none"> Representation of Kenya interest abroad Implementation of OPCS and MF & DA's mandates. Provides collaboration and partnership linkages with regional continental and international organizations and between missions 	<ul style="list-style-type: none"> Coordinate preparation for holding JCCs/JTCs Timely Response to correspondences Timely release of funds Timely facilitation with procurement processes Timely guidance on government policy and positions on various issues Timely preparation of aide memoires Adequate and timely deployment of staff. 	<ul style="list-style-type: none"> Timely submissions of reports.
5.	Civil Society	<ul style="list-style-type: none"> Complementing Government Agenda Enlightening the citizens (advocacy) 	<ul style="list-style-type: none"> Consultations on Policy formulation Provision of relevant information Accountability 	<ul style="list-style-type: none"> Provide policy inputs. Accountability and compliance with the relevant laws and regulations Complement government efforts. Participate in consultative forums

S/NO	Stakeholder	Role	Expectations of the Stakeholder	Expectations of the organization
6.	Citizens	<ul style="list-style-type: none"> Ownership of government programmes. Oversight of government 	<ul style="list-style-type: none"> Effective, timely, and efficient service delivery Timely response to complaints and inquiries Regular dissemination of information Fulfillment of government promises Formulation of policies Linkage between Parliament and Kenyans across the globe 	<ul style="list-style-type: none"> Compliance and conformity with laws and regulations Support government programs Feedback on service delivery
7.	Kenyan Diaspora	<ul style="list-style-type: none"> Development support Collaboration in protecting rights and championing welfare 	Effective service delivery	<ul style="list-style-type: none"> Cooperation with relevant State agencies Direct Investments and linkage to opportunities Skills, expertise and technology transfer Participation in Kenya's electoral processes
7.	Foreign Missions Accredited to Kenya	<ul style="list-style-type: none"> Ensure effective bilateral engagement Provides reciprocal treatment 	<ul style="list-style-type: none"> Timely response to correspondences Support in facilitating enhancement of diplomatic relations and partnerships 	<ul style="list-style-type: none"> Timely response to correspondences Support in facilitating enhancement of diplomatic relations and partnerships.
8.	Suppliers and Service Providers	<ul style="list-style-type: none"> Supply quality goods and services 	<ul style="list-style-type: none"> Compliance with procurement laws and regulations Timely payments Fairness in tendering process 	<ul style="list-style-type: none"> Timely delivery of goods and services Compliance with procurement laws and regulations

S/NO	Stakeholder	Role	Expectations of the Stakeholder	Expectations of the organization
				<ul style="list-style-type: none"> Value for money
9.	County Governments	<ul style="list-style-type: none"> Delivery of services 	<ul style="list-style-type: none"> Provide policy direction and facilitate consultations through inter-governmental meetings and forums Mutual cooperation Equitable resource distribution 	<ul style="list-style-type: none"> Collaboration in the delivery of the Government Agenda Accountability Equitability in resource distribution Efficiency in resource utilization Favorable environment for investments
10.	Media	<ul style="list-style-type: none"> Educate and inform. 	<ul style="list-style-type: none"> Provide timely and accurate information. Engage media in Government programmes 	<ul style="list-style-type: none"> Responsible, objective and factual coverage and reporting. Partnership in public education
11.	Staff	<ul style="list-style-type: none"> Service provision 	<ul style="list-style-type: none"> Fairness, equity, and conducive work environment Staff motivation Career progression and succession management 	<ul style="list-style-type: none"> Optimal productivity and professionalism Adherence to laws, rules, circulars, and manuals in service delivery
12.	Private Sector	<ul style="list-style-type: none"> Partnerships and resource mobilisation 	<ul style="list-style-type: none"> Enabling environment for investments. Consultations on development matters 	<ul style="list-style-type: none"> Fair trade practices Collaborations in development
13.	Development Partners	<ul style="list-style-type: none"> Resource mobilisation Technology transfer 	<ul style="list-style-type: none"> Provision of relevant information Initiate bilateral and multilateral engagements to identify areas for support. 	<ul style="list-style-type: none"> Supplement government resources. Operate within government policy and regulatory framework.

S/NO	Stakeholder	Role	Expectations of the Stakeholder	Expectations of the organization
			<ul style="list-style-type: none"> ● Prudent resource management ● Transparency and accountability 	<ul style="list-style-type: none"> ● Provision of relevant information ● Align support to government priorities. ● Participate in Development Partners' Forums
14	International Community	<ul style="list-style-type: none"> ● Support Government Agenda 	<ul style="list-style-type: none"> ● Cooperation in the implementation of bilateral and multilateral agreements ● Adherence to international treaties and laws 	<ul style="list-style-type: none"> ● Cooperation in implementation of bilateral and multilateral agreements ● Adherence to international laws and regulations.

CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

The chapter analyses the strategic issues, goals and key result areas in the OPCS and MF&DA.

4.1 Strategic Issues

The identified strategic issues based on external and internal environments, and stakeholder analysis include:

- i. Coordination of National Government Operations
- ii. Kenya' s Anchor State Status
- iii. Economic and Commercial Diplomacy
- iv. Diaspora Savings, Investments, Remittances and Technology Transfer
- v. Consular services, Diaspora Welfare and Rights
- vi. Public diplomacy and Stakeholder engagement
- vii. Liaison and Partnerships
- viii. Policy, Legal and Institutional capacity

4.1.1. Coordination of National Government Operations

Effective coordination is paramount to enhancing delivery of National Government projects, policies and programmes. The formulation and implementation of programmes, policies and legislations across government has previously been undertaken in an incoherent manner. This has led to development of programmes, policies and laws that are not aligned to the development agenda and in some cases, it has resulted in duplication and wastage of resources.

This strategic plan has recognized this incoherence as a strategic issue that will be resolved by providing leadership in coordination and supervision of Government operations across Ministries, Departments and Agencies. In addition, the Strategic Plan seeks to align institutional arrangements, functional assignment, and implementation efforts across the government to avoid duplication and ensure effective use of resources.

4.1.2. Kenya' s Anchor State Status

Countries across the globe have diverse interests abroad. Depending on the extent to which these interests are met, they shape and influence the direction of the respective country's development agenda. Kenya's development aspirations inform its interests at the bilateral, regional and multilateral levels. The OPCS and MF& DA recognizes that these interests are critical in the country's overall development and has therefore identified strategies to pursue secure and safeguard the interests for social, economic and political prosperity of the country.

In furthering this, Kenya will focus on conflict resolution, mediation, and peacebuilding efforts. This includes engaging in conflict mediation and monitoring peace processes within organizations such as the East Africa Community (EAC), the African Union (AU), the Intergovernmental Authority on Development (IGAD), and the International Conference on the Great Lakes Region (ICGLR). The intention is to play a pivotal and agenda-setting role in various peace and security frameworks and work to ensure that their actions are aligned with Kenya's strategic security objectives in addressing global security challenges.

Kenya's Foreign Policy seeks *inter alia* to protect its sovereignty and territorial integrity and promote peace, security and stability within its borders and in its core, environment comprising the Horn of Africa and the Great Lakes Region. In this regard, Kenya's engagement in both bilateral and multilateral peace and security initiatives is guided by the need to protect its sovereignty and territorial integrity as well as enhancing regional peace and security. Indeed, Kenya's prosperity is inextricably linked to peace, security and stability in the region.

Additionally, Kenya shares common borders with five (5) countries namely; Uganda, Tanzania, South Sudan, Ethiopia and Somalia as well as the Indian Ocean and is geo-strategically positioned in a region with huge socio-economic development potential. The country also recognizes the enormous potential for economic and social transformation presented by marine resources.

Kenya is determined to secure its maritime boundaries to facilitate and accelerate the sustainable growth of the blue economy. However, the region has continued to experience some protracted and intractable conflicts leading to political instability.

4.1.3. Economic and Commercial Diplomacy

This strategic issue aims at fulfilling the aspirations of the Kenya Vision 2030 and the Bottom-Up Economic Transformation Agenda (BETA) which envisages an average Gross Domestic Product (GDP) growth rate of up to 10% per annum and progressively attain sustainable economic development. This calls for deliberate and concerted efforts to pursue mutually beneficial bilateral, regional and multilateral economic cooperation frameworks as well as trade and investment promotion cooperation frameworks.

The OPCS and MF& DA will therefore, upscale economic and commercial diplomacy as a means of driving the growth of Kenya's economy and adopt strategies that will facilitate and enhance access to foreign markets for Kenyan products, attract inward foreign direct investment and negotiate favourable trade frameworks at both multilateral and bilateral fora.

4.1.4 Diaspora Savings, Investments Remittances and Technology Transfer

High Transaction Costs of Remittances remain a major issue given the role played by remittances in foreign exchange earnings, contribution to household income, direct investment and overall economic development. High transaction costs limit remittance inflows and by extension reduce

the overall impact and benefits of remittances. The remittances field has a number of players including Central Bank of Kenya, local commercial banks and fintechs; diaspora organizations; and international partners with the potential to play a role in the reduction of remittance costs.

Local commercial banks have established dollar denominated savings accounts that are at the disposal of the Kenyan Diaspora. Despite this initiative, diaspora savings have remained low due to *interalia*, low interest rates on deposits. In addition, diaspora investments have been low compared to the increasing remittance inflows given that up to 75% of remittances are used for social philanthropy.

Harnessing the skills, experience, and expertise of the Diaspora: The Kenyan Diaspora has valuable skills, experiences and expertise that can contribute to the country's development if effectively harnessed. However, the skills, experiences and expertise are dispersed across different regions and fields and hence lack a collaborative platform to drive Kenya's development in a constructive manner. Further, supportive government legal, policy and regulatory frameworks are insufficient to offer required incentives for Kenyans living in the diaspora to offer inbound transfers. This strategic plan recognises the deficiencies and steps in to bridge the development gaps recognised

4.1.5. Consular Services, Diaspora Welfare and Rights

The Constitution of Kenya acknowledges the potential of the Diaspora by granting dual citizenship and voting rights, thereby empowering them to actively participate in Kenya's growth and progress. Moreover, the constitution ensures the protection of Kenyans both within the country and beyond the borders, emphasizing the government's commitment to safeguarding the interests of its citizens worldwide. The Kenya Vision 2030 and BETA initiatives underscore the critical role of the Diaspora in contributing to the country's economic growth and advancing its vision of becoming globally competitive and prosperous by 2030. In alignment with this vision, the Kenya Foreign Policy outlines policies aimed at harnessing the immense potential of Kenyans living abroad.

Consular services play a pivotal role in supporting Kenyan nationals living abroad. Enhancing consular services ensures that Kenyan Diaspora members have access to essential support and assistance whenever needed, fostering a sense of belonging and connection to their homeland. This Strategic Plan therefore, sets out strategies to strengthen the provision of consular services to the Kenyan Diaspora with in order to foster their engagement in national development efforts and ensuring their well-being while residing outside Kenya's borders.

The welfare and rights of the diaspora are guaranteed by the Constitution of Kenya 2010 and are protected and promoted by the Government through the State Department for Diaspora Affairs and the Kenya Missions abroad. This notwithstanding, regional and cross border conflicts pose significant challenges to the diaspora including security concerns, social integration and identity, political pressures, humanitarian crises, economic impact, strained international relations and

psychological stress. Kenyans are also exposed to increased cases of human trafficking, which poses significant challenges in vetting opportunities available in foreign countries. In addition, there is an upsurge in cases of Kenyans in distress abroad. These are issues of great concern that require attention and action

4.1.6. Public diplomacy and Stakeholder engagement

This strategic issue recognizes public diplomacy as a means to effectively engage the world. In promoting, projecting and protecting Kenya's national interests, public diplomacy plays a critical role in informing and engaging both domestic and international audiences. It is in view of this strategic issue that the Ministry seeks to strengthen Kenya's global influence, and enhance its reputation and recognition by developing mutually beneficial global relations.

Article 10 of the Constitution of Kenya binds all State organs, State officers, public officers, and all persons whenever they make or implement public policy decisions to facilitate the involvement and participation of the people. The engagement of the relevant stakeholders and citizens ensures adequate awareness of the implementation of Government plans and in turn guarantees public ownership of these initiatives across different communities.

There has been inadequate engagement of stakeholders and citizens which may derail implementation of the National Government development agenda due to litigation.

4.1.7. Liaison and Partnerships

Government is committed to implement the Legislative Agenda necessary for achievement of the national development agenda. It also recognizes the importance of engaging the Kenyan Diaspora in the national development process and harnessing their potential in nation building. To achieve this, it is imperative to ensure effective liaison between the Parliament and the Executive and partnership with the Diaspora. This will therefore require fostering partnership, collaborations and mutual understanding for effective governance and service delivery.

The existing frameworks for liaison and partnerships are not sufficient to support harmonious working relationships. This has inhibited effective engagement towards reaching mutually acceptable solutions, harnessing the requisite skills and providing timely feedback on policies, legislations, programmes and projects that require considerations and approvals. This Strategic Plan provides various strategies to guide the liaison, improve outreach and engagements, coordinate execution and regularly assess the collaboration to identify areas for improvement to achieve the development agenda.

4.1.8. Policy, Legal and Institutional capacity

Execution of the OPCS and MF& DA mandate is guided by the Constitution, Government of Kenya policy documents, circulars and executive orders. The key focus will be to strengthen the OPCS and MF& DA's policy, legal and institutional capacity to effectively deliver its mandate.

The OPCS and MF& DA will enhance implementation and reporting of the current legislative and regulative policies of the Government, ensure speedy finalization and implementation of internal policies, identify areas with policy gaps and develop related enabling policies. The OPCS and MF& DA will further engage proactively in dealing with legal and policy issues that impact both its operations and those of Kenya Missions abroad in order to preserve Kenya's image.

The OPCS and MF& DA will also endeavour to improve its institutional capacity to deliver on its expanded mandate. This will entail reviewing the organizational structure, strengthening its human resource management and development as well as enhancing the capacity of the Foreign Service Academy. The OPCS and MF& DA will also make deliberate efforts to improve the working environment through the development and maintenance of its facilities, backed by a modern, reliable and secure ICT infrastructure. The office will also pursue the Public Private Partnerships framework in the development of Kenya's diplomatic infrastructure abroad.

One of the core functions of government is to put in place effective policy, legal and institutional frameworks. These frameworks facilitate sustainable development and underpin provision of services to all citizens. The foundation of the OPCS and MF&DA mandate is derived from an array of different policies, pieces of legislation and regulations under various players and sectors. Enabling policies and legal frameworks are necessary in enhancing service delivery and encouraging domestic and foreign investments.

In addition, institutional and administrative capacity-strengthening is critical in the achievement of the goals set in this strategic plan. The OPCS and MF&DA will partner with relevant stakeholders in the development of supportive policy, legal and institutional frameworks.

4.2 Strategic Goals

The following are strategic goals that the strategic plan seeks to attain:

- i. Enhance Coordination of National Government Operations
- ii. Elevate Kenya's anchor state status.
- iii. Enhance Economic and Commercial Diplomacy.
- iv. Enhance Diaspora Savings, Investments, Remittances and Technology Transfer
- v. Improve Consular services, Diaspora Welfare and Rights
- vi. Strengthen public diplomacy and Stakeholder Engagement
- vii. Strengthen Liaison and partnerships
- viii. Strengthen Policy, Legal and Institutional capacity

4.3 Key Results Area

This Strategic Plan has identified the following Key Result Areas aligned to its strategic goals.

- i. Coordination and supervision of Government operations
- ii. Kenya's Sovereignty, Territorial Integrity and Global Interests
- iii. Economic cooperation and commercial diplomacy
- iv. Diaspora Savings, Investments, Remittances and Technology Transfer
- v. Consular services, Diaspora Welfare and Rights
- vi. Public diplomacy and Stakeholder engagement.
- vii. Liaison and partnerships
- viii. Policy, Legal and Institutional capacity.

Table 4.1: Strategic Issues, Goals and KRA

S/N	Strategic Issues	Strategic goal	Key Results Areas
1.	Coordination of National Government Operations	Enhanced coordination in service delivery	Coordination and supervision of Government operations
2.	Kenya's Anchor State Status	Elevate Kenya's anchor state status	Kenya's Sovereignty, Territorial Integrity and Global Interests
3.	Economic and Commercial Diplomacy	Enhance Economic and Commercial Diplomacy.	Economic cooperation and commercial diplomacy
4.	Diaspora Savings, Investments, Remittances and Technology Transfer	Enhanced Diaspora Savings, Investments, Remittances and Technology Transfer	Diaspora Savings, Investments, Remittances and Technology Transfer
5.	Consular Services, Diaspora welfare and rights	Improved Consular services, Diaspora welfare and rights	Consular services, Diaspora welfare and rights

S/N o	Strategic Issues	Strategic goal	Key Results Areas
6.	Public diplomacy and stakeholder engagement	Strengthen Public Diplomacy and stakeholder engagement	Public diplomacy and stakeholder engagement
7.	Liaisons and partnerships	Strengthened Liaison and partnerships	Liaison and partnerships
8.	Policy, Legal and Institutional Capacity	Strengthen Policy, Legal and Institutional capacity	Policy, Legal and Institutional Capacity

CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

This Chapter outlines the strategic objectives that the OPCS and MF&DA will adopt. It also outlines a 5-year projection of the expected annual outcome indicators and identifies the strategic choices that the OPCS and MF&DA will pursue to achieve strategic objectives.

5.1 Strategic Objectives

The strategic objectives identified are:

- i. To improve synergy in government operations
- ii. To Safeguard Kenya's Sovereignty, Territorial Integrity and Global Interests
- iii. To enhance Economic and Commercial Diplomacy
- iv. To increase Diaspora Savings, Investments, Remittances and Technology Transfer
- v. To improve Consular Services, Diaspora Welfare and Rights
- vi. To strengthen Public Diplomacy and Stakeholder engagement
- vii. To enhance execution of government business in parliament
- viii. To strengthen Policy, Legal and Institutional Capacity

Table 5.1: Outcomes Annual Projections

Objectives	Outcome	Outcome indicator	Baseline 2023	Projections				
				2023/24	2024/25	2025/26	2026/27	2027/28
KRA 1: Coordination and supervision of Government operations								
Strategic Objective 1: To improve synergy in government operations	Improved service Delivery	Citizen satisfaction level (%)		-	100	100	100	100
KRA 2: Kenya's Sovereignty, territorial integrity and global interests								
Strategic Objective 2: : To Safeguard Kenya's Sovereignty, Territorial Integrity and Global Interests	Strengthened Kenya's Diplomatic Representation globally	No. of new Foreign Missions and Consulates operationalized	65	2	2	2	2	2
	Enhanced foreign relations and diplomatic engagement	No. of Kenya's Country and individual candidatures in the international governance system lobbied	9	4	4	4	4	5
		No. of Bilateral Agreements / MoUs signed	152	7	7	7	7	7

Objectives	Outcome	Outcome indicator	Baseline e 2023	Projections				
				2023/24	2024/25	2025/26	2026/27	2027/28
		No. of Annual President's Report on fulfillment of Kenya's international obligations prepared	1	1	1	1	1	1
	Enhanced engagement in conflict prevention, resolution and peacebuilding regionally and globally	% level of coordination of Kenya's participation in the regional and international meetings aimed at preventing conflict within the region	100	100	100	100	100	100
		% level of collaboration with regional and international partners to support conflict resolution processes in the region	100	100	100	100	100	100
	Strengthened collaboration with relevant MDACs and other stakeholders	No. of quarterly reports on MDACs and other stakeholders collaboration to safeguard Kenya's sovereignty and territorial integrity	-	4	4	4	4	4

Objectives	Outcome	Outcome indicator	Baseline e 2023	Projections				
				2023/24	2024/2 5	2025/2 6	2026/2 7	2027/28
		% level of Monitoring of implementation of Joint Border Commissions' (JBCs) decisions.	100	100	100	100	100	100
KRA 3: Economic cooperation and commercial diplomacy								
Strategic Objective 3: To enhance Economic and Commercial Diplomacy	Strengthened bilateral, regional and multilateral economic, trade & investment cooperation, and private sector engagement	No. of negotiated bilateral, regional and multilateral economic cooperation frameworks	-	2	2	2	2	2
		No of monitoring and evaluation reports including agreed minutes on the status of the implementation of bilateral, regional and multilateral economic cooperation frameworks	-	10	10	10	10	10
		No of reports and briefs prepared on the status of elimination of non-tariff barriers (NTBs)	2	2	2	2	2	2
KRA 4: Diaspora Savings, Investments, Remittances and Technology Transfer								

Objectives	Outcome	Outcome indicator	Baseline e 2023	Projections				
				2023/24	2024/2 5	2025/2 6	2026/2 7	2027/28
Strategic Objective 4: To increase Diaspora Savings, Investments, Remittances and Technology Transfer	Enhanced contribution of the Diaspora to GDP	% Contribution of remittances to GDP		3	4	5	6	7
		No. of Kenyans placed in international jobs		500,000	500,000	500,000	500,000	500,000
		No. of identified skill sets and technologies for potential transfer		10	10	12	15	20
KRA 5: Consular Services, Diaspora Welfare and Rights								
Strategic Objective 5: To promote Welfare and protect the Rights of the Kenyan Diaspora	Improved service delivery to the Kenyan Diaspora	Level of Satisfaction with Government Services		-	100	100	100	100
	Resolved reported grievances	Proportion (%) of reported grievances resolved		100	100	100	100	100
KRA 6: Public diplomacy and stakeholder engagement								
Strategic Objective 6: To Strengthen Public Diplomacy and Stakeholder engagement	Enhanced ownership of Government initiatives	Level of citizen satisfaction		-	100	100	100	100
	Improved visibility for the OPCS and MF&DA	No. of published and publicized monthly Diplomacy e-newsletters.	12	9	9	9	9	12

Objectives	Outcome	Outcome indicator	Baseline e 2023	Projections				
				2023/24	2024/2 5	2025/2 6	2026/2 7	2027/28
		No. of briefings held with Diplomatic Corps, and the media.	4	3	3	3	3	4
		No of Kenya Missions abroad hosting national days celebrations	60	60	60	60	60	60
KRA 7: Liaison and partnerships								
Strategic Objective 7: To enhance execution of government business in Parliament	Seamless execution of Government business	Level (%) of implementation of the Government Legislative Agenda		100	100	100	100	100
	Enhanced collaboration with the Diaspora	Level of Diaspora trust and confidence in Government		-	100	100	100	100
KRA 8: Policy, Legal and Institutional Capacity								
Strategic Objective 8: To strengthen Policy, Legal and Institutional Capacity	Improved service delivery	No. of Policies finalized			1	1		
		No. of Legislations finalized				3	1	
		Citizen satisfaction level (%)		-	100	100	100	100

Objectives	Outcome	Outcome indicator	Baseline e 2023	Projections				
				2023/24	2024/25	2025/26	2026/27	2027/28
		Productivity index score (%)		-	100	100	100	100
	Economical, efficient and effective utilization of financial resources	Absorption rate of allocated resources	98	100	100	100	100	100
	Safe and Secure work Environment	% of Missions with CCTV Cameras and security instruments installed	20	100	100	100	100	100
		No. of Visitors management system installed	-	11	11	11	11	12
		100% of staff with adequate office facilities	-	100	100	100	100	100
	Cohesive and ethical work force	% of Corruption cases prosecuted.	100	100	100	100	100	100
		% of officers sensitized on National Cohesion & National Values	100	100	100	100	100	100

Objectives	Outcome	Outcome indicator	Baseline e 2023	Projections				
				2023/24	2024/25	2025/26	2026/27	2027/28
	Improved productivity	% of management audit recommendations implemented	-	100	100	100	100	100
		% level of implementation of the Career Progression Guidelines	-	100	100	100	100	100
		% level of officers annually appraised in GHRIS	100	100	100	100	100	100
	Fiscal Discipline	% level of financial reports unqualified		100	100	100	100	100
		% level of reports conforming to the financial reporting standards	100	100	100	100	100	100
	Improved digitalization in service delivery	% level of automation	-	100	100	100	100	100

5.2 Strategic Choices

The Strategic choices in this strategic plan are decisions from a consideration of numerous strategies alternatives and are geared towards achievement of the OPCS and MF&DA strategic goals and objectives. These choices are informed by the lessons learnt from the internal and external environment analyses.

Table 5.2: Strategic Objectives and Strategies

Key Result Area	Strategic Objective	Strategies
Coordination of National Government Operations	To improve synergy in government operations	Promote Whole of Government Approach and Open Government in Service Delivery
		Facilitate alignment of policies and legislations to the government development agenda
		Facilitate harmonious development of policies and legislations
		Monitor and evaluate policies, legislations, projects, and programs
Kenya's Sovereignty, territorial integrity and global interests	To Safeguard Kenya's Sovereignty, Territorial Integrity and Global Interests	Strengthen Kenya's foreign relations and expand diplomatic footprint.
		Promote international cooperation and a rule based multilateral system
		Strengthen Kenya's presence and influence in international organizations
		Enhance Kenya's leadership role in environmental issues
		Strengthen regional technical cooperation
		Promote Kenya as a premier destination for tourists as well as international conferences and events.
		Strengthen collaboration with relevant MDA, Counties and other stakeholders to safeguard Kenya's sovereignty and territorial integrity
		Enhance engagement in conflict prevention resolution and peace building regionally and globally
		Promote regional and international peace, security and stability

Key Result Area	Strategic Objective	Strategies
Economic cooperation and commercial diplomacy	To enhance Economic and Commercial Diplomacy	Transform Kenya's diplomatic Missions abroad into hubs for advancing economic agenda.
		Strengthen bilateral, regional and multilateral economic cooperation
		Establish strategic partnership in implementation of the Bottom-Up Economic Transformation Agenda (BETA).
Diaspora Savings, Investments, Remittances and Technology Transfer	To increase Diaspora Savings, Investments, Remittances and Technology Transfer	Facilitate International Jobs Mobility, Job Placements and Technology Transfer
		Facilitate Diaspora Savings and Investments
		Incentivize Diaspora Remittances
Consular, Diaspora Welfare and Rights	To enhance consular services, promote Welfare and protect the Rights of the Kenyan Diaspora	Protect the Rights and champion the Welfare of the diaspora
Public Diplomacy and Stakeholder Engagement	To Strengthen Public Diplomacy and Stakeholder engagement	Facilitate stakeholder and citizen engagements (Strategy on Media engagement)
		Facilitate mainstreaming of the Diaspora into National Development process
		Promote the participation of Kenya's diaspora in democratic processes in the country
		Enhance stakeholders/citizen engagement in policy and legislation development and implementation
		Promote Open Government Approach in service delivery
		Strengthen public diplomacy
		Promote cultural and sports diplomacy
		Strengthen stakeholder engagement and collaboration:
Liaison and Partnership	To enhance execution of government business in parliament	Enhance relations between the Executive and Parliament
		Facilitate Government legislative Agenda

Key Result Area	Strategic Objective	Strategies
	To enhance dialogue and engagement with the Kenyan Diaspora	Promote Continuous Dialogue and Engagement with Kenyans in the Diaspora
Policy, Legal and Institutional Capacity	To strengthen Policy, Legal and Institutional Capacity	Strengthen Institutional capacities
		Enhance financial resource base
		Facilitate Development and Review of policies and legislation
		Strengthen Policy and Legal Compliance
		Transform the Foreign Service Academy into a Centre of Excellence in training and foreign policy research and analysis.
		Enhance Asset Management.
		Strengthen Human Resource Management and Capacity Development
		Promotion of National Values and Principles of Governance
		Strengthen ICT Capacity and Security.
		Enhance Staff Wellness.
		Mainstream Gender, Youth and Disability Issues in the State Department
		Strengthen Result Based Management.
		Strengthen Public Financial Management and procurement procedures
Strengthen Records Management.		

CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

The chapter outlines the organization structure, the in-post vis-à-vis staff establishment over the Strategic Plan period 2023-2027. It further highlights the risks associated with the implementation of the OPCS and MF&DA Strategic Plan and some of the mitigation measures that will be put in place to ensure achievement of the Plan's goals.

6.1 Implementation Plan

The implementation plan describes in detail the schedule of tasks that can be used to track its success or failure. It is expected that the strategies chosen will deliver anticipated results upon successful implementation of the Plan. The implementation plan consists of the action plan (Implementation Matrix-Annex I), annual work plan and performance contract.

6.1.1 Action Plan

The action plan is an elaborate matrix linking the strategic issues to activities through KRAs, Outcomes, Strategic Objectives and Strategic goals. For each activity, the expected outputs are clearly defined with corresponding output indicators, annual targets with budgets, and the responsible institution to that specific activity as detailed in the implementation matrix Annex I

6.1.2 Annual Work Plan and Budget

Annual work plan gives order of activities for a whole financial year specifying its output, implementing unit, timelines, and the cost per item. To implement the strategic plan, annual work plans will be prepared for each State Department within the OPCS and MF&DA for each financial year of the plan period. Further, this will be cascaded down to all Kenya diplomatic Missions, directorates and divisions. The work plan is cost as per the activities and the available budgetary resources.

6.1.3 Performance Contracting

Performance contract is a yearly accountability tool to ensure effective and efficient service delivery in the public service. The OPCS and MF&DA will develop Annual Performance Contracts for the plan period and cascade it to its State Departments, Kenya diplomatic Missions, Directorates and Divisions.

6.2 Coordination Framework

The coordination framework ensures that stakeholders engage in problem-solving and decision making that will ensure faster and more effective implementation of service delivery. The framework entails institutional arrangement, staff establishment, competence development, leadership, systems, and procedures. The reporting structure will follow the organogram showing the relationships of The OPCS and MF&DA constituent administrative structures as illustrated in Annex II. The office will also maintain intensive consultations and collaboration with all MDAs and the Parliament in the Plan implementation processes.

6.2.1 Institutional Framework

The OPCS and MF&DA existing organization structure will support implementation of this Strategic Plan and will be reviewed as need arises over the plan period. In addition, appropriate policies, legislation, manuals and procedures will be developed to support the coordination role of the office. The OPCS and MF&DA will also ensure that the Steering Committee of the Government Legislative Agenda remains proactive and responsive. The Committee has representation from other key Government offices and has the overall mandate of coordinating the development and implementation of policy and legislative frameworks required for realization of the national development agenda across all MDAs and sectors.

6.2.2 Staff Establishment, Skills Set and Competence Development

The OPCS and MF&DA proposed establishment comprises a total of 1908 staff (SDDA-176 OPCS-111, SDFA 1526 and SDPA-95) vis-a-vis staff in-post of 1375 (OPCS-61, SDFA-1097, SDPA-60 and SDDA-157) across different civil service grading structures. This staffing is distributed across its four institutions namely: State Department for Parliamentary Affairs, State Department for Diaspora Affairs, State Department for Foreign Affairs and Office of the Prime Cabinet Secretary. A detailed breakdown of the current staff establishment showing the different job groups and staff category is provided in Annex III.

6.2.3 Leadership

To effectively implement the strategic plan, The OPCS and MF&DA will appoint Strategic Theme Teams (STTs) that will be responsible for the execution of the Strategic Plan. The leadership will be identified as strategic theme teams responsible for the eight strategic issues identified and a secretariat to the eight teams will also be formed. This leadership is meant to ensure transparency, accountability, professionalism, and inclusivity in achieving the desired goals. The composition of the teams and their guiding Terms of Reference (ToRs) is presented in annex IV

6.2.4 Systems and Procedures

The OPCS and MF&DA through its directorates have systems and mechanisms that will enable effective implementation of a Strategic Plan. The systems and procedures will be continually reviewed to provide delivery enhancements, ensure smooth end-to-end process management and tracking as well as make them end-user friendly for optimal utilization. The OPCS and MF&DA will also define clear standard operating procedures for its key activities and processes for successful implementation of the Strategic Plan.

6.3 Risk Management Framework

Table 6.1 provides the foreseeable risks that the OPCS and MF&DA will manage during the implementation of its 2023-27 Strategic Plan. The table shows the likelihood of occurrence, severity of the risks and the proposed mitigation measures.

Table 6.1: Risk Management Framework

Risk	Risk Likelihood	Severity	Overall Risk Level	Mitigation Measure(s)
Inadequate & uncoordinated policy and regulatory frameworks.	Medium	Medium	Medium	<ul style="list-style-type: none"> • Coordinating existing policies. • Tracking/Monitoring system to manage implementation of policies.
High turnover of skilled technical staff	Medium	Medium	Medium	<ul style="list-style-type: none"> • Clear career paths/guidelines • Identify the right talent/skills. • Create learning & development programs. • Create healthy work-life balance
Global economic instability	High	High	High	<ul style="list-style-type: none"> • Implementing resilient macro-economic and fiscal economic policies
Inadequate budgetary provisions	High	Medium	Medium	<ul style="list-style-type: none"> • Develop a prioritization criterion. • Developing a phased-out approach • Partnering with development partners • Pursue the exemption of ongoing capital projects in foreign countries from budget cuts occasioned by austerity measures • Budget implementation and control and early planning so that by the time exchequers are released the procurement is immediately effected. • Timely exchequer releases and ring fence funds meant for missions.
Slow uptake or adaptability of modern	High	Medium	Medium	<ul style="list-style-type: none"> • Sensitization/ training,

Risk	Risk Likelihood	Severity	Overall Risk Level	Mitigation Measure(s)
technology in service delivery				<ul style="list-style-type: none"> ● Invest in research, innovations, and adoption of appropriate technology. ● Investing in ICT related facilities and equipment ● Continuously updating to conform to rapid changes
Threats associated with Cyber Security	High	High	High	<ul style="list-style-type: none"> ● Complying with regulatory framework for use of ICT services and data ● Improved compliance with ICT regulatory controls. ● Develop a classification platform with regulated user rights.
Hybrid threats: The rise of information warfare and the spread of disinformation pose risks to public affairs and international relations. Manipulation of information, cyber propaganda, and fake news can shape public opinion, erode trust, and affect the credibility of the OPCS and MF&DA	High	High	High	<ul style="list-style-type: none"> ● Develop robust monitoring and analysis capabilities in the OPCS and MF&DA to identify disinformation campaigns in real-time. This can help understand their tactics, target audiences, and origins, enabling more effective responses. ● Actively communicate accurate information and engage with the public to counter disinformation narratives. ● Make use of both traditional and digital diplomacy tools to effectively communicate messages, build trust, and debunk false information.
Mismatch between the Kenya Procurement and Asset Disposal Act, 2015 and procurement procedures and practices in foreign jurisdictions	Medium	Medium	Medium	<ul style="list-style-type: none"> ● Pursue Procurement and Disposal Regulatory Authority to exempt Kenya Missions from certain provisions of the Kenya Procurement and Asset Disposal Act, 2015 and procurement procedures and practices
Foreign Exchange Losses by missions	High	High	High	<ul style="list-style-type: none"> ● Pursue the National Treasury through the sector resource bidding to develop a foreign exchange risk assumption

Risk	Risk Likelihood	Severity	Overall Risk Level	Mitigation Measure(s)
				facility to cushion Missions from budget losses occasioned by foreign exchange rate losses
Diminishing market access for Kenya products on the global market	High	High	High	<ul style="list-style-type: none"> ● Promote export of Kenya product abroad ● Coordinate negotiation for access to markets ● Follow-ups on implementation common market protocols and trade agreements ● Link local potential exporters to international markets
The effects of climate change	High	High	High	<ul style="list-style-type: none"> ● Mainstream climate change and natural disasters in projects and programmes.
Geopolitical realignment	High	High	High	<ul style="list-style-type: none"> ● Continue to play an active role in the realization of regional and international peace, security and stability through participation in various forums e.g. EAC, IGAD, ICGLR, AU & UN

CHAPTER 7: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

This chapter highlights the financial resource requirements, resource gaps, resource mobilization strategies and the resource management strategies for the Strategic plan period.

7.1 Financial Requirements

The total estimated financial resource requirement for the plan period is Kshs. 320,478 Million against an estimated allocation of Kshs. 135,907 Million hence a gap of Kshs. 184,571 Million. Table 7.1 summarizes the resource requirement for the State Department for the period 2023/24 – 2027/28.

Table 7.1: Financial Requirements for Implementing the Strategic Plan-

Cost Item	Projected Resource Requirements (Kshs. Mn)					
	2023/24	2024/25	2025/26	2026/27	2027/28	Total
KRA 1: Coordination and supervision of Government operations	441.8	534.5	529.3	488.3	462.1	2,456.0
KRA 2: Kenya's Sovereignty, Territorial Integrity and Global Interests	8,808.3	9,488.3	9,409.9	8,481.5	9,397.2	45,585.2
KRA 3: Economic cooperation and commercial diplomacy	788.1	822.8	899.7	906.8	952.0	4,369.4
KRA 4: Diaspora Savings, Investments, Remittances and Technology Transfer	205.0	440.0	332.0	324.0	341.0	1,642.0
KRA 5: Consular, Diaspora Welfare and Rights	1,431.0	3,716.0	2,946.0	3,017.6	2,226.0	13,336.6
KRA 6: Public diplomacy and Stakeholder engagement.	1,248.7	546.7	533.1	575.4	555.3	3,459.2
KRA 7: Liaison and partnerships	487.0	785.5	773.8	781.6	808.1	3,636.0
KRA 8: Policy, Legal and Institutional capacity.	5,412.4	14,768.3	13,609.1	13,606.8	13,191.6	60,588.2
Sub total	18,822.3	31,102.1	29,032.9	28,182.0	27,933.3	135,072.5
Other Budget Items						
PE	31,592.1	35,783.1	37,505.1	39,313.1	41,212.1	185,405.5
Total	50,414.4	66,885.2	66,538.0	67,495.1	69,145.4	320,478.0

Table 7.2: Resource Gaps

Financial Year	Estimated Financial Requirements (Kshs. Mn)	Estimated Allocations (Kshs. Mn)	Variance (Kshs. Mn)
2023/24	50,414.40	24,730.93	25,683.47
2024/25	66,885.20	26,057.30	40,827.90
2025/26	66,537.96	27,321.80	39,216.16
2026/27	67,495.09	28,311.23	39,183.86
2027/28	69,145.39	29,485.71	39,659.68
Total	320,478.04	135,906.97	184,571.07

7.2 Resource Mobilization Strategies

To facilitate the implementation of this Strategic Plan the OPCS and MF&DA shall pursue the following strategies:

- i. Engage the National Treasury and relevant Parliamentary Committees to enhance the recurrent and development budgets to address the financial gaps.
- ii. Continue lobbying for increased funding from the exchequer through the MTEF budget making process.
- iii. Engage local and foreign development partners to finance some programs of mutual interest, such as training and capacity building, and peace-building initiatives.
- iv. Increase capacity to raise adequate AIA funding.
- v. Create a Strategic Intervention Fund for flagship projects. and
- vi. Leverage Public-Private Partnership (PPP) funding arrangements.

7.3 Resource Management

To ensure prudent use of allocated resources, the OPCS and MF&DA intends to employ the following strategies:

- i. Pooling of common user resources: the OPCS and MF&DA will endeavour to centralize common services e.g. printing and transport.
- ii. Strictly adhering to the Public Financial Management Act (2012) and other related Acts and attendant regulations including PFMA Regulations of 2015, Public Audit Act 2015, Public Procurement and Asset Disposal Act (2015) and its Regulations (2020), as well as other financial management instructions in form of Circulars issued by the National Treasury from time to time.
- iii. Adoption of a zero-based budgeting to ensure proper costing for the prioritized programs/projects and activities.
- iv. Ensure that budgeting and planning are synchronized through ministerial, departmental, and individual work plans, quarterly reporting, and annual review and reporting processes.
- v. Enhance internal control mechanisms and institute measures that enhance effectiveness and efficiency such as digitization of operations and processes.

- vi. Implement value-chain execution framework for optimal fiscal management.
- vii. Maintaining the Budget Implementation Committee active and adaptive to prevailing budgetary provisions and fiscal policy.
- viii. Strengthening the offices of the internal Auditors
- ix. Conduct regular Monitoring and Evaluation exercises to ensure compliance
- x. Restricting contracted services to only activities where internal capacity cannot cope or is inadequate, and
- xi. Leverage ICT toward improving administrative efficiency and reducing operational costs

CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK

Overview

This chapter presents the Monitoring Framework, Performance Standards, Evaluation Framework, Mid-Term Evaluation and End - Term Evaluation. It also captures the Reporting Framework and Feedback Mechanisms.

8.1 Monitoring Framework

The Plan will be implemented through annual work plans and performance contracts as the main tools to monitor its activities. To ensure effective tracking of performance, the key performance indicators (KPIs) will be reported on a quarterly and annual basis by the strategic theme teams (STTs) to measure the success and challenges in implementation of strategic plan. Areas with challenges will be identified, a root-cause-analysis done, change strategies developed and an action plan developed to ensure continuous improvement.

Baseline data will be compiled and confirmed by the STTs and data sources and means of verification identified for the various indicators. Responsible departments will use the KPIs to monitor their activities. This will ensure ownership and accountability at different levels of implementation and decision-making.

The Central Planning and Project Monitoring Department (CPPMD) will coordinate monitoring, evaluation and reporting on implementation progress. Additionally, CPPMD will coordinate both mid-term and annual reviews of the Strategic and will be responsible for preparing and submitting periodic progress reports to top Management.

For continuous improvement in targeted results, OCPS&MFDA will rely on Ministerial performance contracting processes, ensuring that negotiated targets are growth-oriented and focused. Departmental annual work plans and performance contracts will be the main tools used in monitoring the implementation of this Strategic Plan. Reporting on indicators will occur quarterly and annually. Implementation of Performance Contract targets will be monitored through the online Public Service Performance Management and Monitoring Unit (PSPMMU) System.

8.2 Performance Standards

The Strategic Plan's monitoring and evaluation framework will be guided by international norms and best practices and incorporate the key principles of stakeholder participation, relevance, efficiency, effectiveness, sustainability, ethical considerations, and continuous improvement. This will also be captured in the Terms of Reference for the STTs. The STTs will get technical support from CPPMD to ensure tracking performance of the different indicators outlined in the implementation matrix (Annex I) and the outcomes Annual Projections (Table 8.1).

8.3 Evaluation Framework

Evaluation is the periodic assessment of the performance of identified outcomes towards the achievement of the set objective. Key outcome indicators as outlined in the Outcome Performance

Matrix (Table 8.1) show indicators aligned to the KRAs that correspond to the Strategic Issues of the Plan. Evaluation will be done through formal surveys and assessments and will look at what will be accomplished against the set targets. Activities/targets that will require re-scheduling/revision will be adjusted through a re-negotiated process with the top management. Evaluation activities will be undertaken during mid-term evaluation, end term evaluation and ad hoc evaluation (on need basis) as per the Table 8.1 below:

Table 8.1 Outcome Performance Matrix

Key Area	Result	Outcome	Outcome Indicator	Baseline		Target	
				Value	Year	Mid-Term Period	End-Term Period
KRA	1:	Improved service Delivery	Citizen satisfaction level (%)	-	2023	100	100
Key Area 2:	Kenya's Sovereignty, Territorial Integrity and Global Interest	Strengthened Kenya's Diplomatic Representation globally	No. of Foreign Missions and Consulates operationalized	65	2023	70	75
		Enhanced foreign relations and diplomatic engagement	No. of Kenya's Country and individual candidatures in the international governance system lobbied	9	2023	15	30
			No. of Bilateral Agreements / MoU's signed	152	2023	170	188
			No. of Annual President's report on fulfilment of Kenya's international obligations prepared	1	2023	2	5

	Enhanced engagement in conflict prevention, resolution and peacebuilding regionally and globally	% level of coordination of Kenya's participation in the regional and international meetings aimed at preventing conflict within the region	100	2023	100	100
		% level of collaboration with regional and international partners to support conflict resolution processes in the region	100	2023	100	100
	Strengthened collaboration with relevant	No. of quarterly reports on MDAs and other stakeholders collaboration to safeguard Kenya's sovereignty and territorial integrity	-	2023	10	20
		% level of Monitoring of implementation of Joint Border Commissions' (JBCs) decisions.	100	2023	100	100

Key Result Area 3: Promote Economic Cooperation and Commercial Diplomacy	Strengthened bilateral, regional and multilateral economic, trade & investment cooperation, and private sector engagement	No. of negotiated bilateral, regional and multilateral economic cooperation frameworks	-	2023	10	10
		No. of monitoring and evaluation reports including agreed minutes on the status of the implementation of bilateral, regional and multilateral economic cooperation frameworks	-	2023	25	25
		No. of reports and briefs prepared on the status of elimination of non-tariff barriers (NTBs)	-	2023	15	15
KRA 4: Diaspora Savings, Investments, Technology	Enhanced contribution of the	% contribution of Diaspora to GDP	3	2023	5	7

Transfer and Remittances	Diaspora to GDP	No. of identified skill sets and technologies for potential transfer	10	2023	12	20
KRA 5: Consular Services, Diaspora Welfare and Rights	Improved service delivery to the Kenyan Diaspora	Level of Satisfaction with Government Services		2023	100	100
	Resolve reported grievances	Proportion (%) of reported grievances resolved		2023	100	100
	Enhanced provision of Consular Services	(%) level of Kenyans in need assisted	100	2023	100	100
KRA 6: Public Diplomacy and Stakeholder Engagement	Enhanced ownership of Government initiatives	Level of citizen satisfaction		2023	100	100
	Improved visibility for the State Department for Foreign Affairs	No. of published and publicized monthly Diplomacy e-Newsletters.	12	2023	30	60
		No. of quarterly briefings with held Diplomatic Corps, and the media.	4	2023	10	20
		% level of hosted national day celebrations in Kenya Missions abroad	100	2023	100	100

KRA 7: Liaison and partnerships	Seamless execution of Government business	Level (%) of implementation of the Government Legislative Agenda		2023	100	100
	Enhanced collaboration with the Diaspora	Level of diaspora trust and confidence in Government		2023	100	100
KRA 8 Policy, Legal and Institutional Capacity	Improved service delivery	Productivity index score	-	2023	100	100
		No. of Policies finalized	-	2023	2	2
		No. of Legislations finalized	-	2023	3	4
		Citizen satisfaction level (%)	-	2023	100	100
	Economic, efficient and effective utilization of financial resources	Absorption rate of allocated resources	98	2023	100	100
	Safe and Secure work Environment	% of Missions with CCTV Cameras and security instruments installed	20	2023	100	100
		No. of Visitors management system installed	-	2023	33	66
		100% of staff with adequate office facilities	-	2023	100	100
	A cohesive and ethical work force	% of Corruption	100	2023	100	100

		cases prosecuted.				
		% of officers sensitised on National Cohesion & National Values	100	2023	100	100
	Improved productivity	% of management audit recommendations implemented	-	2023	100	100
		% level of implementation of the Career Progression Guidelines	-	2023	100	100
		% level of officers annually appraised in GHRIS	100	2023	100	100
	Fiscal Discipline	% level of financial reports unqualified		2023		
		% level of reports conforming to the financial reporting standards	100	2023	100	100
	Improved digitalization in service delivery	% level of automation	-	2023	50	100

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Evaluation

Implementation of the Strategic Plan will be undertaken in the financial year 2025/2026. This will be used to evaluate the achievements as per the plan and focus on the remaining period. We will further assess whether the strategic plan implementation is on track to attain all targets or if there would be need to review the targets accordingly to accommodate changes.

8.3.2 End-Term Evaluation

An end-term evaluation will be undertaken immediately following the June 2028 end of the Strategic Plan period. It will help determine whether the set objectives as per the strategic plan have been achieved. A report will be developed from the evaluation exercise to draw achievements, challenges, lessons learnt and recommendations to inform the next cycle of the strategic planning process.

8.4 Reporting Framework and Feedback Mechanism

The STTs will report quarterly on the performance indicators as outlined in the implementation matrices through use of the reporting templates in Tables 8.2, 8.3 and 8.4. The templates are to be incorporated into the digital government reporting system to enhance data availability for use and learning. Active engagement of stakeholders in the implementation is critical in M&E as well as the reporting processes of its Strategic Plan. A robust feedback mechanism will be instituted to ensure that all stakeholders can regularly provide feedback and conveniently access reports being generated on the Strategic Plan implementation progress. .

ANNEX I: IMPLEMENTATION MATRIX

Strategies	Key activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Kshs. Million)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Strategic Issue: Coordination of National Government Operations																	
Strategic Goal: Enhanced coordination in service delivery																	
Key Result Area 1: Coordination and supervision of Government operations																	
Outcome: Improved service Delivery																	
Strategic Objective: To improve synergy in government operations																	
Promote Whole of Government Approach and Open Government in Service Delivery	Develop and implement coordination framework	Coordination framework	No. of coordination framework	1	-	1	-	-	-	-	5	-	-	-	OPCS	Interior/SDDA/SDPA	
	Chair NDICs meetings	MDAs coordinated	No. of NDIC Meetings	22	2	4	4	4	4	8	20	20	20	20	OPCS	All MDAs	
	Operationalize Regional and county (RIMOCS/CIMOCs) committees	Regional and counties programmes coordinated	Number of Regional and County reports/ coordination meetings held	35	3	8	8	8	8	12	35	35	35	35	OPCS	Interior	
	Develop the National Government Dashboard	National Government Dashboard operational	(%) level of NGD developed and operational	100	50	70	100	100	100	100	50	50	95.5	20	20	OPCS	SDICT
	Track the implementation of Diplomatic and Economic	Diplomatic and Economic Partnerships	(%) of D&EP issues resolved	100	100	100	100	100	100	100	5.8	5.8	5.8	5.8	5.8	OPCS	SDFA

	Partnerships already signed	Issues resolved														
	Track Implementation of Labour Migration Policy Track Implementation of Diaspora Policy	Diaspora and Labour Migration Issues resolved	(%) of D&LR issues resolved	100	100	100	100	100	100	10	10	10	10	10	OPCS	SDDA
	Review the structure of the Government Communication mechanism	National Government Communication framework developed	Number of Government Communication Strategy Reports	5	1	1	1	1	1	66	66	66	66	66	OPCS	All MDAs
Facilitate alignment of policies and legislations to the government development agenda	Align policies and legislations with the government development agenda	Policies and legislations aligned	(%) Proportion of and legislations policies aligned	100	100	100	100	100	100	20	42	52	62	72	SDPA	MDAs
	Develop/review annual GLA programme	GLA programme	No. of programmes	5	1	1	1	1	1	18	20	22	23	24	SDPA	MDAs
	Undertake analysis of existing policies	Existing Policies analyzed	(%) Proportion of existing policies analysed	100	8	40	60	80	100	-	39	45	50	58	SDPA	All State Dept
	Formation & operationalization of Adhoc working committees for sector policy reviews	Adhoc working committees operationalized	No. operationalized	5	2	5	5	5	5	2	5	5.5	6	6.7	SDPA	
Facilitate harmonious	Develop and maintain a policy	Policy tracking	% completion	100	20	100				120	70	10	5	5	SDPA	MDAs

development of policies and legislations	and legislation Tracking Information System	information system developed and piloted	n of the system													
		Policy tracking information system maintained	Percentage Maintenance	100	-	-	100	100	100	-	-	15	15	15	SDPA	MDAs
	Develop a public policy formulation handbook for Kenya	Public policy handbook	Public policy handbook	1	-	1				50	-	-	-	-	SDPA	MDAs
	Establish public policy repository	Public policy repository established and updated	Public policy repository	1	-	1	-	-	-	-	25	-	-	-	SDPA	MDAs
	Prepare and issue guidelines on policy, legislations and statutory instruments development	Guidelines for development of National Government policy legislation developed	No. of guidelines developed	1	-	1				9	18				SDPA	MDAs
	Capacity building for MDAs on policy development	MDAs capacity built on policy development	No. of MDAs capacitated on policy development	52	52	52	52	52	52	51	92	94	95	97	SDPA	MDAs
	Develop and maintain a legislative drafting tool for use by MDAs	Legislative drafting tool	(%) completion	100	5	50	100	-	-	-	10	30	50	-	SDPA	MDAs

Monitor and evaluate policies, legislations, projects, and programs	Prepare progress reports on development and implementation of policies projects, programmes and legislative initiatives	Implementation status reports	No. of reports	10	2	2	2	2	2	2	12	13.2	14.52	15.97	17.57	OPCS	All State DEpt
	Identify and undertake research on key policy issues	Research reports	No. of reports	5	1	1	1	1	1	1	8	8.5	9	9.5	10	SDPA	MDAs
Strategic Issue: Kenya 's Anchor State Status																	
Strategic Goal: Elevate Kenya 's Anchor State Status																	
Key Result Area 2: Kenya's Sovereignty, Territorial Integrity and Global Interest																	
Outcome: Foreign Relations and Diplomatic Engagement Enhanced																	
Strategic Objective: To Safeguard Kenya's Sovereignty, Territorial Integrity and Global Interest																	
1. Strengthen Kenya's foreign relations and expand diplomatic footprint.	1.1 Organize and coordinate State, Official & high-Level exchange visits.	State/ Official high-level exchange visits facilitated	Reports	100	20	20	20	20	20	20	1500	1545	1590	1635	1680	SDFA	<ul style="list-style-type: none"> ● State Hse ● NT
	1.2 Organize Biennial Ambassadors' /High Commissioners' conference.	Ambassadors' /High Commissioners' Conference held.	Report of the Ambassador's Conference.	2	-	1	-	-	1	-	150	-	-	154	154	SDFA	<ul style="list-style-type: none"> ● NT
	1.3 Develop a Cabinet memo for opening of new embassies and consulate general	Cabinet memo developed	Cabinet memo	1	1	-	-	-	-	2	-	-	-	-	-	SDFA	<ul style="list-style-type: none"> ● NT ● AG
	1.4 Expand Kenya's	New Embassies opened	No. of embassies	10	3	2	2	1	2	2	800	206	224	218	442	SDFA	<ul style="list-style-type: none"> ● NT ● AG

	Diplomatic footprint	New Consulate General opened	No. of new Consulate General	15	2	5	5	1	2	400	1030	1060	218	448	SDFA	<ul style="list-style-type: none"> ● NT ● AG
		New Honorary Consuls appointed	No. of Honorary Consuls appointed	9	3	1	2	1	2	2	2.06	2.12	2.18	4.48	SDFA	<ul style="list-style-type: none"> ● NT ● AG
		New Liaison offices opened	No. of Liaison offices opened	2	-	-	-	1	1	-	-	-	50	51.5	SDFA	<ul style="list-style-type: none"> ● NT ● AG
	1.5 Organize biennial Honorary Consuls' conference.	Honorary Consuls' conference held.	Conference report	2	-	1	-	-	1	-	80	-	-	82.4	SDFA	<ul style="list-style-type: none"> ● Diaspora Affairs
	1.6 Multiple accreditations	Missions accredited to more receiving states	Report	5	1	1	1	1	1	500	515	530	545	560	SDFA	<ul style="list-style-type: none"> ● NT
	1.7 Administer privileges and immunities to all foreign Missions and international organizations in Kenya	Privileges and Immunities administered	Annual Report on the privileges and immunities administered.	5	1	1	1	1	1	10	10.3	10.6	10.9	11.2	SDFA	<ul style="list-style-type: none"> ● NT ● Immigration ● AG ● NPS ● KRA ● NTSA
	1.8 Mediate disputes between persons/entities enjoying privileges and immunities and Kenyan nationals / organizations	Disputes mediated	Reports	20	4	4	4	4	4	1	1.03	1.06	1.09	1.12	SDFA	<ul style="list-style-type: none"> ● NT ● Immigration ● AG ● NPS ● KRA ● NTSA
1.9 Undertake Political audits	Political audits and	Annual Audit and	5	1	1	1	1	1	100	103	106	109	112	SDFA	<ul style="list-style-type: none"> ● NT 	

	and Mission inspections	mission inspections conducted	inspection reports													
	1.10 Initiate and facilitate, negotiation and conclusion of bilateral cooperation frameworks	Bilateral frameworks concluded.	Number of cooperation frameworks concluded.	50	10	10	10	10	10	20	20.6	21.22	21.85	22.51	SDFA	● All MDAs
	1.11 Develop and implement a Database of bilateral cooperation frameworks and Kenya's international obligations	Database developed	Database	1	1	-	-	-	-	3	-	-	-	-	SDFA	● All MDAs
		Database implemented	% level of implementation	100	100	100	100	100	100	1	1.03	1.06	1.09	1.12	SDFA	● All MDAs
	1.12 Develop and implement a dashboard for Monitoring, evaluation and reporting of cooperation frameworks	Status of implementation report prepared	Quarterly Implementation reports.	20	4	4	4	4	4	50	51.5	53.05	54.64	56.28	SDFA	● All MDAs
	1.13 Develop and implement strategies of engagement for each of the five regions	Strategies developed and implemented for Africa, Europe, Asia, Americas and Middle East	No. of Strategies developed.	50	10	10	10	10	10	0.1	0.1	0.1	0.1	0.1	SDFA	● NT

2. International cooperation and a rule based multilateral system Promoted	2.1 Coordinate preparation of country positions for engagement at the UN, AU and other international forums	Country position papers prepared.	Country position papers	100	20	20	20	20	20	20	10	10.3	10.6	10.9	11.2	SFDA	● All MDAs
	2.2 Articulate Kenya's Foreign Policy in the UN, AU and other international forums.	Kenya's Foreign Policy articulated	No. of forums	100	20	20	20	20	20	200	206	212	218	224	SDFA	● All MDAs	
	2.3 Carry out a Cost-Benefit Analysis (CBA) on membership and subscriptions to international organizations.	CBA conducted	No. of annual Reports.	5	1	1	1	1	1	10	10.3	10.6	10.9	11.2	SDFA	● All MDAs	
	2.4 Disseminate and advice on the implementation of the outcomes, decisions and resolutions of UN, AU, and other International forums.	Information with the relevant stakeholders disseminated	Quarterly reports	20	4	4	4	4	4	5	5.15	5.3	5.5	5.6	SDFA	● All MDAs	
	2.5 Articulate Kenya's Foreign Policy position in the EAC Sectoral Council on Foreign Policy	Kenya's Foreign Policy articulated.	No. of forums	10	2	2	2	2	2	2	2.06	2.12	2.18	2.24	SDFA	● EAC ● SDT ● NT ● KRA	
	2.6 Lobby for Common African positions on important issues	Common African positions on important	No. of positions secured	50	10	10	10	10	10	200	206	212	218	224	SDFA	● Relevant MDAs	

	at the UN, AU, NAM, G77 & China.	issues lobbied															
3. Strengthen Kenya's presence and influence in international organizations	3.1 Lobby for country candidatures	Country candidature Positions lobbied	No of country positions lobbied/ secured	15	3	3	3	3	3	400	412	424	436	448	SDFA	● All MDAs	
	3.2 Lobby for individual candidatures	Individual candidature Positions lobbied	No of individual positions lobbied/ secured	25	5	5	5	5	5	150	154.5	159.1	163.9	168.8	SDFA	● All MDAs	
	3.3 Map and create a database for current and future vacant positions in the UN and other international Organizations	Database developed	Database	Database	1	1	-	-	-	-	3	-	-	-	-	SDFA	● All MDAs
		Database updated	% level of implementation	% level of implementation	100	100	100	100	100	100	5	5.15	5.3	5.5	5.6	SDFA	● All MDAs
	3.4 Develop and implement a framework strategy for identification and lobbying for Kenyan candidates.	Framework strategy developed.	Framework strategy	Framework strategy	1	1	-	-	-	-	3	-	-	-	-	SDFA	● All MDAs
		Framework implemented	% level of implementation	% level of implementation	100	100	100	100	100	100	10	10.3	10.6	10.9	11.2	SDFA	● All MDAs
	3.5 Disseminate information on available vacancies in international organizations.	Vacant positions disseminated.	Quarterly reports	Quarterly reports	20	4	4	4	4	4	1	1.03	1.06	1.09	1.12	SDFA	● All MDAs
3.6 Update a framework for secondment / attachment of officers from the	Framework updated	% level of implementation	% level of implementation	100	100	100	100	100	100	10	10.3	10.6	10.9	11.2	SDFA	● All MDAs	

	State Department to UNON, RECs and other international organizations.															
4. Enhance Kenya's leadership role in environmental issues	4.1 Participate in developing Kenya's and Africa's position on Major environmental issues	Position papers prepared	Country Position paper	25	5	5	5	5	5	10	10.3	10.6	10.9	11.2	SDFA	<ul style="list-style-type: none"> • SDE&C • C • Housing
	4.2 Articulate Kenya's Foreign Policy in environmental meetings at international level	Reports prepared and disseminated to the relevant stakeholders	No. of Reports	25	5	5	5	5	5	10	10.3	10.6	10.9	11.2	SDFA	<ul style="list-style-type: none"> • SDE&C • C • Housing
	4.3 Mainstream green and blue economy in the global dialogue on sustainable development	Green and blue economy mainstreamed	No. of forums	25	5	5	5	5	5	10	10.3	10.6	10.9	11.2	SDFA	<ul style="list-style-type: none"> • SDE&C • C • Housing • Shipping and Maritime • KIBO
	4.4 Support global mechanisms for access to climate finance and investment.	Climate finance accessed	No. of climate related projects programs	25	5	5	5	5	5	10	10.3	10.6	10.9	11.2	SDFA	<ul style="list-style-type: none"> • SDE&C • C • Housing
		Climate investment attracted.	No. of investments	5	1	1	1	1	1	2	2.06	2.12	2.18	2.24	SDFA	<ul style="list-style-type: none"> • SDE&C • C • Housing
	4.5 Establish think-tanks on environmental	Think-tanks established	No. of think tanks	2	-	2	-	-	-	-	5	-	-	-	SDFA	<ul style="list-style-type: none"> • SDE&C • C • Housing

	diplomacy and sustainable human settlement																
5. Strengthen regional technical cooperation	5.1 Undertake capacity building for Diplomats in the region	Diplomats in the region trained	No. of Diplomats trained	100	20	20	20	20	20	40	41.2	25	42.2	43.2	S DFA	• NT	
	5.2 Implement Government executive commitments in the region	Executive commitment honored	No. of reports	5	1	1	1	1	1	120	123.6	127.3	131.1	135.1	S DFA	• NT	
	5.3 Develop and implement policy guidelines on Regional Technical cooperation fund	Policy guidelines developed	Policy guidelines	1	1	-	-	-	-	2	-	-	-	-	S DFA	• NT • AG	
		Policy guidelines implemented	%level of implementation	100	100	100	100	100	100	100	103	106	109	112	S DFA		
	5.4 Establish Ambassadors' kitty for strategic/emergency intervention in the region.	Ambassadors' kitty established	Amount (ksh.in Mn)	500	1	1	1	1	1	1	100	103	106	109	112	S DFA	• NT
6.Promote Kenya as a preferred destination for International Conferences and Events	6.1 Develop and implement a framework to guide hosting major international conferences and events	Framework developed	% level of implementation	100	100	100	100	100	100	80	82.4	84.9	87.4	90	S DFA	• All MDAs	
	6.2 Coordinate hosting of major international conferences and events in Kenya	International conferences and events in Kenya hosted	No. of Conferences	10	2	2	2	2	2	200	206	212	218	224	S DFA	• All MDAs	

	6.3 Conduct an assessment on the impact of the international conferences and events hosted in Kenya	Assessment reports prepared	No. of reports	10	1	1	1	1	1	1	50	51.5	53.1	54.6	56.2	SDFA	● All MDAs
7. Strengthen collaboration with relevant MDAs and other stakeholders to safeguard Kenya's sovereignty and territorial integrity	7.1. Articulate Foreign Policy position during multi-agency forums on promotion of maritime security	Foreign Policy position articulated	Quarterly reports	20	4	4	4	4	4	4	10	10.5	11	11.6	12.1	SDFA	● Shipping and Maritime
	7.2. Articulate Kenya Foreign Policy position during Joint Border Commission meetings	Kenya Foreign Policy Position articulated	No. of Reports	10	2	2	2	2	2	2	10	10.5	11	11.6	12.1	SDFA	● Relevant MDAs
	7.3. Monitor implementation of Joint Border Commissions' (JBCs) decisions	Agreed Minutes implementation monitored and documented	Annual progress reports	5	1	1	1	1	1	1	5	5.3	5.5	5.8	6.1	SDFA	● Relevant MDAs
	7.4. Liaise with relevant MDAs and other actors to collect, analyze, and report on issues with the potential to impact sovereignty and territorial integrity.	Analytical reports	Quarterly reports	20	4	4	4	4	4	4	5	5.3	5.5	5.8	6.1	SDFA	● Relevant MDAs

8. Enhance engagement in conflict prevention and resolution and peacebuilding regionally and globally	8.1. Coordinate Kenya's participation in the regional and international meetings aimed at preventing conflict within the region	Reports prepared	Quarterly reports	20	4	4	4	4	4	100	105	110	116	122	SDFA	● Relevant MDAs
	8.2. Collaborate with regional and international partners to support conflict resolution processes in the region	Report on support of regional peace processes	Quarterly reports,	20	4	4	4	4	4	50	52.5	55.1	57.9	60.8	SDFA	● Relevant MDAs
	8.3. Participate in training for Peace Support Operations of the Africa Peace & Security Architecture through EASF, EAC Command Post Exercises (CPX)	Report on participation support of Peace & Security Architecture	No. of reports	20	4	4	4	4	4	10	10.5	11	11.6	12.1	SDFA	● Relevant MDAs
	8.4. Provide technical assistance to support post-conflict reconstruction and development in the region	Report on technical assistance provided	Annual reports	5	1	1	1	1	1	50	52.5	55.1	57.9	60.8	SDFA	● Relevant MDAs
	8.5. Develop guidelines for mediators/	Guidelines developed	Guidelines	1	1	-	-	-	-	8	-	-	-	-	SDFA	● Relevant MDAs

	negotiations on peace and security															
	8.6. Develop database on mediators and negotiators on peace and security	Developed database	Database	1	1	-	-	-	-	8	-	-	-	-	S DFA	● Relevant MDAs
	8.7. Update database on mediators and negotiators on peace and security	Database updated	% of Updated Database	100	100	100	100%	100%	100%	-	0.2	0.2	0.2	0.2	S DFA	● Relevant MDAs
9. Promote regional and international peace, security and stability	9.1. Articulate Kenya's Foreign policy position in national security mechanisms including the NSC, NSAC and ad hoc task force on emerging security issues	Foreign Policy articulated in national security mechanisms	Quarterly Reports	20	4	4	4	4	4	0.2	0.2	0.2	0.2	0.2	S DFA	● Relevant MDAs
	9.2. Coordinate Kenya's participation in the regional and global peace and security organs	Report on coordination of Kenya's participation in the regional and global peace and security organs	Quarterly reports	20	4	4	4	4	4	200	210	221	232	243	S DFA	● Relevant MDAs
	9.3. Coordinate Kenya's participation in Elections Observer Missions and	Reports prepared	No. of reports	10	2	2	2	2	2	5	5.3	5.5	5.8	6.1	S DFA	● Relevant MDAs

	monitor elections within the region																
	9.4. Support mechanisms aimed at combating transnational crime	Report on support provided to mechanisms combating transnational crime	Annual Reports	5	1	1	1	1	1	1	5	5.3	5.5	5.8	6.1	S DFA	● Relevant MDAs
	9.5. Facilitate the activities of Kenya's Special Envoys within the region	Special Envoys facilitated	Annual Reports	5	1	1	1	1	1	1	5	5.3	5.5	5.8	6.1	S DFA	● Relevant MDAs
	9.6. Monitor peace processes in the region	Peace processes monitored	Quarterly reports	20	4	4	4	4	4	4	10	10.5	11	11.6	12.1	S DFA	● Relevant MDAs
Strategic Issue: Economic Cooperation, International Trade and Investment																	
Strategic Goal: Enhanced Economic and Commercial Diplomacy																	
Key Result Area 3: Economic Cooperation and Commercial Diplomacy																	
Outcome: Bilateral, regional and multilateral economic, trade & investment cooperation, and private sector engagement Strengthened																	
Strategic Objective: To promote Economic Cooperation, International Trade and investment																	
1. Transform Kenya's diplomatic Missions abroad into hubs for advancing economic agenda	1.1. Conduct Kenya trade/investment fairs in various countries	Trade and investments forums held.	No. of trade and Investment forums	25	5	5	5	5	5	5	145	152.3	159.9	167.9	176.2	S DFA	● Relevant MDA
	1.2. Coordinate trade and investment forums	Trade and investment forums hosted in Kenya and abroad	No. of trade and investment forums	50	10	10	10	10	10	10	102	107.1	112.5	118.1	124.0	S DFA	● Relevant MDA
	1.3. Conduct market Surveys in countries of accreditation	Market surveys conducted	No. of Surveys	330	66	66	66	66	66	66	29.8	31.3	32.9	34.5	36.2	S DFA	● Relevant MDA
	1.4. Map out potential products and markets for	Database of products	database	5	1	1	1	1	1	1	29.8	31.3	32.9	34.5	36.2	S DFA	● Relevant MDA

	Kenya products and services	and markets developed														
	1.5. Develop targeted marketing campaigns to promote Kenyan products and investment opportunities in countries of accreditation.	Market campaigns developed and executed	No. of campaigns	300	60	60	60	60	60	100	105	110.3	115.8	121.6	SDFA	● Relevant MDA
	1.6. Monitor emerging NTBs and elimination of existing non-tariff barriers (NTBs)	Reports on elimination of NTBs prepared	Quarterly Reports	20	4	4	4	4	4	85	89.3	93.7	98.4	103.3	SDFA	● Relevant MDA
	1.7. Negotiate and advocate for elimination of non-tariff barriers	Negotiation meetings held	No. of negotiations/meetings held	10	2	2	2	2	2	4.5	4.7	5.0	5.2	5.5	SDFA	● Relevant MDA
	1.8 Engage with industry associations, chambers of commerce, and business councils in countries of accreditation to leverage their networks and resources for trade promotion and investment facilitation.	Roundtable meetings organized	Quarterly meetings held	20	4	4	4	4	4	18.0	18.9	19.8	20.8	21.9	SDFA	● Relevant MDA
	1.9. Disseminate information on investment opportunities	Information disseminated	Quarterly Dissemination reports	20	4	4	4	4	4	1.5	1.6	1.7	1.8	1.9	SDFA	● Relevant MDA

	available within various cooperation frameworks															
	1.10. Facilitate experience sharing among Kenya diplomatic missions for exchanging best practices, success stories, and lessons learned in market intelligence and research.	Meetings/trainings held	Quarterly reports of virtual meetings/trainings	20	4	4	4	4	4	1.5	1.6	1.7	1.8	1.9	S DFA	● Relevant MDA
	1.11. Develop training programs specifically tailored to the needs of economic diplomacy, (negotiation skills, economic analysis, trade promotion, market research methodologies, data analysis, trend identification)	Program developed and implemented	Program	1	1	-	-	-	-	5.0	-	-	-	-	S DFA	● Relevant MDA
% level of implementation			100	-	100	100	100	100	7.3	7.7	8.0	8.5	8.9	S DFA	● Relevant MDA	
	1.12. Forge partnerships with international organization (WTO, UNCTAD, regional economic blocs)	Partnerships forged with relevant stakeholders	Annual reports on partnership	5	1	1	1	1	1	3.6	3.8	40	4.2	4.4	S DFA	● Relevant MDA

	to leverage their expertise and resources in economic diplomacy.															
	1.13. Participate in international forums, conferences, and negotiations to advocate for policies supporting MSMEs, access to finance, and trade agreements favourable to local producers	International forums/conferences participated in	Quarterly reports	20	4	4	4	4	4	3.6	3.8	4.0	4.2	4.4	S DFA	● Relevant MDA
	1.14. Coordinate joint conferences, seminars, and workshops to forge partnerships between Kenyan universities, research institutions, and their counterparts abroad	Partnerships forged	Annual report on partnerships forged	5	1	1	1	1	1	9.0	9.5	9.9	10.4	10.9	S DFA	● Relevant MDA
	1.15. Host online forums or webinars where diplomats, government officials, business leaders, and entrepreneurs can discuss topics related to Kenya's economic	Online Forums hosted	Annual report	5	1	1	1	1	1	3.0	3.2	3.3	3.5	3.6	S DFA	● Relevant MDA

	potential, innovation, and entrepreneurship																
	1.16. Collaborate in hosting innovation expos.	Innovation expos hosted	No. of innovation expos	10	2	2	2	2	2	26	27.3	28.7	30.1	31.6	S DFA	● Relevant MDA	
	1.18. Foster partnerships with wish stakeholders working towards the achievement of SDGs related to poverty alleviation, inclusive economic growth, and sustainable livelihoods.	Partnerships fostered	Annual Report	5	1	1	1	1	1	3.0	3.2	3.3	3.5	3.6	S DFA	● Relevant MDA	
2. Strengthen bilateral, regional and multilateral economic, trade and investment cooperation	2.1. Coordinate negotiation of bilateral, regional and multilateral economic cooperation frameworks	Negotiated/ concluded bilateral frameworks	No. of frameworks	175	35	35	35	35	35	103	108.2	113.6	119.2	125.2	S DFA	● Relevant MDA	
		Economic Partnership Agreements (EPAs) signed	No. of Agreements signed	25	5	5	5	5	5	103	108.2	113.6	119.2	125.2	S DFA	● Relevant MDA	
	2.2. Monitor and evaluate the implementation of bilateral, regional and multilateral economic cooperation frameworks	Develop and update dash board for bilateral, regional and multilateral economic cooperation frameworks	Develop dash board developed and updated		1	1	1	1	1	1	26.3	27.6	28.9	30.4	26.3	27.6	● Relevant MDA
		Implementation of bilateral,	No. of M&E reports	10	2	2	2	2	2	2	55	57.8	60.6	63.7	66.9	S DFA	● Relevant MDA

		regional and multilateral economic cooperation frameworks monitored															
	2.3. Coordinate Trade negotiations at the OACPS, AfCFTA, EAC, IORA, COMESA, Kenya-US FTA, Kenya-UK Trade arrangements, AGOA, Post 2020 ACP-EU Negotiations, and WTO level	Trade negotiations at the OACPS, AfCFTA, EAC, IORA, COMESA, Kenya-US FTA, Kenya-UK Trade arrangements, AGOA, Post 2020 ACP-EU Negotiations, and WTO level coordinated /attended	No. of Country position papers prepared	50	10	10	10	10	10	25	26.3	27.6	28.9	30.4	SDFA	● Relevant MDA	
	2.4. Coordinate Joint bilateral frameworks and meetings (JTCs, JECs, etc.)	Joint bilateral frameworks and meetings (JTCs, JECs, etc.), coordinated / participated in	No. of agreed minutes	28	5	5	6	6	6	6.5	6.8	7.2	7.5	7.9	SDFA	● Relevant MDA	

	2.5. Carry out research and analysis to inform the country's trade and economic policy decisions.	Research on trade and economic policy done	No. of research papers	10	2	2	2	2	2	18	18.9	19.8	20.8	21.9	SDFA	● Relevant MDA
		Country Trade and Economic briefs developed	No. of Country Trade and Economic briefs	300	60	60	60	60	60	18	18.9	19.8	20.8	21.9	SDFA	● Relevant MDA
		Country profiles developed and updated	No. of Country Profiles	190	190	190	190	190	190	18	18.9	19.8	20.8	21.9	SDFA	● Relevant MDA
	2.6. Coordinate in-bound and out-bound trade and investment forums	Trade and investment forums hosted in Kenya and abroad	No. of trade and investment forums	50	10	10	10	10	10	102	107.1	112.5	118.1	124.0	SDFA	● Relevant MDA
	2.7. Develop and implement Economic and Commercial Diplomacy Strategy	Economic and Commercial Diplomacy Strategy developed	Economic and Commercial Diplomacy Strategy developed and implemented	1	1	-	-	-	-	18	18.9	19.8	20.8	21.9	SDFA	● Relevant MDA
3. Establish strategic partnership in implementation of Bottom-up Economic Transformation Agenda (BETA)	3.1 Liaise with National Assembly, County Governments and relevant MDACs to engage with foreign governments on BETA	Liaison Services provided	Quarterly reports	20	4	4	4	4	4	3.0	3.2	3.3	3.5	3.6	SDFA	● Relevant MDA

Strategic Issue: Diaspora Savings, Investments Technology Transfer and Remittances																
Strategic Goal: Increased Diaspora Savings, Investments, Remittances and Technology Transfer																
Key Result Area 4: Diaspora Savings, Investments Technology Transfer and Remittances																
Outcome: Enhanced contribution of the Diaspora to GDP																
Strategic Objective: To increase Diaspora Savings, Investments, Remittances and Technology Transfer																
Facilitate Diaspora Savings and Investments	Develop Diaspora Investment Strategy	Diaspora Investment Strategy	Strategy	1	-	1	-	-	-	-	50	-	-	-	SDDA	Commonwealth Secretariat, The Diaspora
	Facilitate development of Diaspora facing investment products	Diaspora facing investment products developed	No. of Diaspora facing products	5	1	1	1	1	1	5	10	10	10	5	SDDA	
	Lobby agencies on the cost reduction modalities	Transaction costs on Remittance reduced	(%) Reduction in remittance cost	5%	1	1	1	1	1	-	10	10	10	10	SDDA	
	Facilitate establishment of diaspora SACCOs	Diaspora SACCOs established	No. of SACCOs formed	5	1	1	1	1	1	-	10	10	10	10	SDDA	
	Collaborate with counties to develop diaspora facing investment products	County diaspora facing Investment products developed	No. of Counties	47	1	1	1	1	1	-	20	30	-	-	SDDA	
Incentivize Diaspora Remittances	Conduct a baseline survey on remittances	Baseline Survey on remittances conducted	Survey Report	1	1	-	-	-	-	50	-	-	-	-	SDDA	CBK, KNBS

	Develop a Tactical Plan to facilitate increase in remittances	Tactical Plan developed	Tactical Plan	1	-	1	-	-	-	-	55	-	-	-	SDDA	CBK, KNBS
Facilitate International Jobs Mobility, Job Placements and Technology Transfer	Facilitate negotiation of strategic Partnerships on diaspora jobs and investment	Strategic partnerships on Diaspora jobs & investment established	No. of strategic partnership	20	4	4	4	4	4	20	25	27	29	31	SDDA	SDL and Skills Development
	Map out diaspora job opportunities and facilitate placement of Kenyans	International Employment opportunities identified and published	No. of Kenyans placed in international jobs (Million)	2,5	0.5	0.5	0.5	0.5	0.5	100	100	100	120	120	SDDA	SDL and Skills Development
	Facilitate inbound technology and skills transfer	Technology and skills transferred by the Diaspora to Kenya	No. of inbound diaspora skills transferred	10	-	2	2	2	4	-	10	10	10	20	SDDA	
			No. of inbound technologies adopted	10	-	2	2	2	4	-	10	10	10	20	SDDA	
Map Diaspora professionals and business people in 60 Countries	Skills and expertise of Kenyan diaspora in different regions and sectors identified	No. of countries mapped	60	12	12	12	12	12	20	20	20	20	20	SDDA		

		and documented															
	Development of the Kazi Majuu Portal	Kazi Majuu Portal developed	Portal	1	1	-	-	-	-	-	10	-	-	-	SDDA		
	Standardize qualifications with Kenya and other countries	Mutually recognized qualifications identified, negotiated and facilitated	No. of instruments negotiated	20	-	4	4	5	7	-	100	100	100	100	SDDA	SDL&SD	
	Develop skills database for Diaspora expertise	Skills Database Developed	% completion	100	50	100	-	-	-	10	10	5	5	5	SDDA		
Strategic Issue: Diaspora Welfare and Rights Consular Services, Diaspora Welfare and Rights																	
Strategic Goal: Improved Diaspora Welfare and Rights																	
Key Result Area 5: Consular Services, Diaspora Welfare and Rights																	
Outcome: Improved service delivery to the Kenyan Diaspora																	
Strategic Objective: To promote Welfare and protect the Rights of the Kenyan Diaspora																	
Strategic Issue: Diaspora Welfare and Rights																	
Protect the Rights and champion the Welfare of the diaspora	Develop an evacuation plan	Evacuation Plan developed	No. of Evacuation Plans	1	1	-	-	-	-	10	20	-	-	-	SDDA	MDAs	
	Develop an emergency and welfare facility	Diaspora Emergency and Welfare Facility developed	Operational Emergency and	1	-	1	-	-	-	10	870	380	320	320	SDDA	MDAs	

		welfare facility														
		Distressed Kenyans abroad safely evacuated	Proportion (%) of distressed Kenyans evacuated	100	100	100	100	100	100							
			Proportion (%) of returnees offered psychosocial support and reintegrated to the society	100 %	100 %	100 %	100 %	100 %	100 %	12	12	12	12	12	SDDA	MDAs
	Facilitate migrant rights and welfare fora	Migrants Rights and welfare fora held	No. of fora held	5	1	1	1	1	1	-	10	10	10	10	SDDA	MDAs
	Develop DIIMS	A Diaspora integrated information management system (DIIMS) developed	Operational DIIMS	100	80	20	-	-	-	60	800	430	400	240	SDDA	MDAs
	Establish a 24hr Diaspora response center	24hr Diaspora Response	Operational Centre	1	1	-				80	20	-	-	-	SDDA	MDAs

		Centre Established														
	Host the Annual Diaspora Investment Conference	Diaspora Investment Conference hosted	Conference Report	5	1	1	1	1	1	70	100	100	100	100	SDDA	MDAs
	Hold diaspora conferences and investment expos	Conferences and Expos undertaken	No. of diaspora conferences and investment Expos held	20	4	4	4	4	4	20	20	20	20	20	SDDA	MDAs
	Undertake annual mobile consular services	Consular services decentralized	No. of mobile consular services	16	4	4	4	4	4	120	120	120	120	120	SDDA	MDAs
	Conduct 4 high level consular visits annually	Streamlined relations in countries with major consular issues affecting Kenyans	No. of high-level meetings	20	4	4	4	4	4	30	30	30	30	30	SDDA	MDAs
	Visit Kenyans abroad in prisons, custody, deportation centers and hospitals		No. of visits done	5	1	1	1	1	1	20	20	20	20	20	SDDA	

	Establish and operationalize Diaspora Safe houses	10 Safe houses for Diaspora established and operationalized	No. of operational safe houses	10	-	2	2	3	3	-	120	120	180	180	SDDA	
	Develop diaspora Mental Health Strategy	Diaspora Mental Health Strategy developed	Mental Health strategy	1	1	-	-	-	-	15	-	-	-	-	SDDA	
		Mission staff sensitized on the strategy	No. of Missions covered	62	-	20	21	21		24	24	24	24	24	SDDA	
	Facilitate establishment of diaspora and Consular units in the Missions	Diaspora and Consular units abroad established and operationalized	No. of diaspora consular desk offices	62	0	20	21	21	-	0	600	630	630	0	SDDA	
	Facilitate the processing of; Police clearance certificate, emergency travelling certificate, National ID Cards, Birth and Death certificates, Marriage	Issuance of Documents facilitated	Monthly report/consular returns	480	96	96	96	96	96	8	8	8.8	9.6	9.6	S DFA	<ul style="list-style-type: none"> ● NPS ● Immigration ● Interior

	certificate, Dual Citizenship applications, Pet import licence, and Authentication of official documents																
	Facilitate issuance of Visas for Kenyan Delegations' and/or official travelling abroad	Visas to Kenya delegations issued	Monthly reports/consular returns	60	12	12	12	12	12	1	1	1.1	1.2	1.2	SDFA	● Relevant MDAs	
	Facilitate appointment of Honorary Consuls	Honorary Consuls appointed	No. of Honorary Consuls	15	3	3	3	3	3	0.5	0.5	0.6	0.6	0.7	SDFA	● Interior	
	Review of Honorary Consuls Handbook	Reviewed handbook	Reviewed Handbook	2	1	0	0	1	0	10	0	0	11.6	0	SDFA	● MITI	
Strategic Issue: Public Diplomacy and Stakeholder Engagement																	
Strategic Goal: Strengthen Public Diplomacy and Stakeholder Engagement																	
Key Result Area 6: Public Diplomacy and Stakeholder Engagement																	
Outcome: Strengthen Public Diplomacy and Stakeholder Engagement																	
Strategic Objective: To Strengthen Public Diplomacy and Stakeholder Engagement																	
1. Facilitate stakeholder and citizen engagements (Strategy on Media engagement)	Develop and a stakeholders' engagement framework for policy & legislative development and implementation	Stakeholders engagement framework developed	Stakeholder engagement framework	1	0	1	0	0	0	30	10	10	10	10	OPCS		
	Undertake stakeholder mapping	Stakeholder database	Database	1	-	1	-	-	-	-	-	-	-	-	OPCS	MOICT	

	Develop and Implement stakeholder media engagement plan	Media Engagement Plan	Plan	1	-	1	-	-	-	-	2.5	-	-	-	OPCS	
	Carry out stakeholder and citizen fora	Stakeholder and citizen fora	(%) of fora	100	100		100		100	28	42	42	42	42	OPCS	All PSs
	Establishment of call centre and online feedback platform	Call centre	(%) of establishment	100	-	80	100	-	-	-	6	5	-	-	OPCS	
	Brand OPCS & NGCS	Branded OPCS & NGCS	Branded OPCS & NGCS	1	-	1	-	-	-	-	15	-	-	-	OPCS	
2. Facilitate mainstreaming of the Diaspora into National Development process	Undertake diaspora public participation on government policies, legislations, programmes and projects	Diaspora public participation forums held	No. of forums	20	4	4	4	4	4	10	15	15	15	18	OPCS	
			No. of Diasporians engaged	4000	800	800	800	800	800	800						
3. Strengthen public diplomacy	Publish and publicize quarterly Diplomacy e-Newsletters	Quarterly Diplomacy e-Newsletter published and publicized	Quarterly bulletins	60	12	12	12	12	12	1.2	1.3	1.4	1.5	1.6	SDFA	● NT
	Hold quarterly briefs with Diplomatic Corps	Quarterly briefings held	Briefing Reports	20	4	4	4	4	4	5	5.2	5.5	5.7	6.0	SDFA	● Relevant MDAs
	Hold quarterly briefings with the media	Briefing meetings held	Briefing Reports	20	4	4	4	4	4	5	5.2	5.5	5.7	6.0	SDFA	● Relevant MDAs
	Host national day celebrations in Kenya Missions abroad	National day celebrations hosted	No. of Missions hosting National day	56	56	56	56	56	56	120	126	132	139	146	SDFA	● Relevant MDAs

			celebrations													
	Review and implement State Department's communication strategy	State Department's communication strategy reviewed	Reviewed communication strategy	2	1	0	0	1	0	30	0	0	30	0	SDFA	• NT
		State Department's communication strategy implemented	% level of implementation	100	100	100	100	100	100	1.2	1.3	1.4	1.5	1.6	SDFA	• NT
	Publicize State Department's programmes and activities through the media	State Department's programmes and activities publicized	No. of publications per Mission	20	4	4	4	4	4	5	135.2	135.5	135.8	136.1	SDFA	• Relevant MDAs
	Brand Kenya Missions abroad	Missions branded	No. of branded Missions	63	18	15	15	15	15	126	105	105	105	105	SDFA	• Relevant MDAs
	Regularly update the State Department's and Missions' websites and all social media sites	Updated websites and all social media sites	% level of update	100	100	100	100	100	100	0.6	0.6	0.7	0.7	0.8	SDFA	• Relevant MDAs
	Monitor and evaluate the effectiveness of public diplomacy and stakeholder engagements every two years	Areas of improvement established based on feedback from	Biennial reports	5	1	1	1	1	1	0	5	0	5	0	SDFA	• Relevant MDAs

		stakeholders															
4. Promote cultural and sports diplomacy	Celebrate the UN World Kiswahili Language Day on July 7, annually in Kenya and Missions abroad	Kiswahili day celebrated	Event reports	5	1	1	1	1	1	6	6	6	6	7	S DFA	● Relevant MDAs	
	Collaborate with like-minded countries to follow up on AU resolution of February 2021, on making Kiswahili as a working language of the Union	Kiswahili included as one of the (AU) working languages	Annual progress reports	5	1	1	1	0	0	0.5	0.5	0.5	0	0	S DFA	● Relevant MDAs	
	Collaborate with other MDAs to lobby for Kenya's Natural and Cultural Heritage sites and practices to be inscribed in the UNESCO World List	Natural and Cultural Heritage sites and practices inscribed in UNESCO World List	No. of Heritage sites/practices	5	1	1	1	1	1	6	6.3	6.6	7.0	7.3	S DFA	● Relevant MDAs	
	Coordinate nomination of cultural and Sports goodwill Ambassadors	Cultural and Sports goodwill Ambassadors nominated	No. of Cultural/Sports goodwill Ambassadors	15	3	3	3	3	3	1.2	1.3	1.4	1.5	1.6	S DFA	● Relevant MDAs	
	Organize cultural and sports exchange programmes	Cultural and sports exchange programmes undertaken	No. of cultural and sports exchange programmes	20	4	4	4	4	4	6	6.3	6.6	7.0	7.3	S DFA	● Relevant MDAs	

	Develop and implement a framework on promoting Kenyan culture globally	Framework developed	Framework		1	-	-	-	-	20	-	-	-	-	SDFA	● Relevant MDAs
		Framework implemented	% level of implementation		100	100	100	100	100	30	30	30	30	30	SDFA	● Relevant MDAs
	Organize consultative meetings with the development partners	Development partner meetings	No. of meetings	10	2	2	2	2	2	17	21	23	27	29	OPCS	
Strategic Issue: Liaisons and Partnerships																
Strategic Goal: Strengthen Liaison and partnerships																
Key Result Area 7: Liaison and Partnership																
Outcome: Seamless execution of Government business																
Strategic Objectives: To enhance execution of government business in parliament : To enhance dialogue and engagement with the Kenyans Diaspora																
1. Enhance relations between the Executive and Parliament	Develop parliamentary Liaison framework	Framework for response to parliamentary matters developed	Framework for response to parliamentary matters	1	-	1	-	-	-	-	30	-	-	-	SDPA	MDAs
	Implement parliamentary Liaison framework	Framework for response to parliamentary matters operationalized	No. of reports	3	-	-	1	1	1	-	-	8	12	15	SDPA	MDAs
	Prepare reports on implementation of government business in parliament	Implementation report	Number of reports	20	4	4	4	4	4	9	9.5	9.6	10	12	SDPA	MDAs

	Convene fora with parliamentary leadership to deliberate on government business in parliament	Fora hd	No. of fora	20	4	4	4	4	4	4	42	45	48	50	51	SDPA	MDAs
	Develop a system to track executive's implementation of Parliamentary resolutions	Tracking system developed and maintained	(%) completion of the system	100	50	60	80	90	100	100	30	20	10	10		SDPA	MDAs
	Capacity building for MDAs on legislative and parliamentary affairs	Liaison officers capacity built	No. of officers	495	55	110	110	110	110	42	85	87	90	92		SDPA	MDAs
	Establish and maintain database of parliamentary liaison officers in MDAs	Database established and maintained	Database for liaison officers	1	1	1	1	1	1	12	12.5	13	13.8			SDPA	MDAs
	Train MDACs and Parliamentary staff on treaty making process, protocol and foreign policy related issues	MDACs and Parliamentary staff trained	No. of Staff trained	500	100	100	100	100	100	70	74	77	81	85		SDFA	● Relevant MDAs
	Organize quarterly briefings with relevant	Quarterly Briefing meetings held	Quarterly Reports	20	4	4	4	4	4	6	6.3	6.6	7.0	7.3		SDFA	● Relevant MDAs

	parliamentary committees																
	7.1 Liaise with National Assembly, County Governments and relevant MDAs to engage with foreign governments on BETA	Liaison Services provided	Quarterly reports	20	4	4	4	4	4	4	1	1.03	1.06	1.09	11.2	SDFA	• Relevant MDAs
2. Facilitate Government legislative Agenda	Hold Inter-ministerial meetings on legislative agenda	Report on implementation of resolutions on the legislative agenda	No. of reports	20	4	4	4	4	4	4	40	40	42	42	44	SDPA	MDAs
	Prepare and disseminate implementation status of Government legislative Agenda	Implementation status report prepared and disseminated	No. of reports	5	1	1	1	1	1	1	7	7.2	8	8.2	9	SDPA	MDAs
3. Promote Continuous Dialogue and Engagement with Kenyans in the Diaspora	Oversee the implementation of the Labour migration policy	Labour migration policy implemented	No. of annual tracking report	5	1	1	1	1	1	1	16	17	19	14	21	OPCS	SDPA SD
	Oversee the identification of the causes/gaps contributing to	Causes of illegal immigration identified	Level of issues addressed	100	100	100	100	100	100	100	13	17	19.5	23.5	27.6	OPCS	

illegal and irregular migration	and addressed															
Oversee implementation of foreign policy and submit quarterly reports to the presidency	Reports	No. of reports	20	4	4	4	4	4	4	13	15	19	23	27	OPCS	MFA
Award exemplary Kenyans in the diaspora	Diaspora excellence awards gala hosted	No. of awards issued	25	5	5	5	5	5	5	-	250	250	250	250	OPCS	SDDA
Facilitate appointment of Honorary Consuls	Honorary Consuls appointed	No. of honorary consuls	62	20	20	22	-	-	-	-	30	30	30	30	OPCS	SDFA, SDDA
Conduct engagement meetings with diaspora in outbound state visits	Diaspora engagements strengthened	No. of engagement meetings in outbound state visits	20	4	4	4	4	4	420	100	100	100	100	100	SDDA	
Hold diaspora virtual town hall meetings	Reports	No. of virtual town hall meetings	180	36	36	36	36								SDDA	
Hold meetings with regional deans of Ambassadors	Meetings held	Reports	20	4	4	4	4	4	4	1	1	1	1	1	SDDA	
Organize, attend and participate in	Kenyan culture	No. of Cultural	30	6	6	6	6	6	6	5	5	5	5	5	SDDA	

	6 cultural events, festivals and exhibitions in the diaspora	mainstreamed in the diaspora	events, festivals and exhibitions organized														
	Cohost 6 national day celebrations in Kenya Missions	National days celebrated in Missions	No. of National day celebrations held	30	6	6	6	6	6	5	5	5	5	5	SDDA		
	Undertake feasibility studies for the establishment of Diaspora Centers	Diaspora Centres Established in Missions	Feasibility study reports.	4	-	1	1	1	1	5	5	5	5	5	SDDA		
Strategic Issue: Policy, Legal and Institutional capacity																	
Strategic Goal: Strengthened Policy, Legal and Institutional capacity																	
Key Result Area 8: Policy, Legal and Institutional Capacity																	
Outcome: Improved service delivery																	
Strategic Objective: To strengthen Policy, Legal and Institutional Capacity																	
Strengthen Policy and Legal Compliance	1.1 To review Kenya's Foreign policy	Foreign policy reviewed	Revised Foreign Policy	1	1	0	1	0	0	10	0	0	0	0	S DFA	• OPCS	
	1.2 Sensitize staff on the provisions of the Constitution and other relevant legislations	Increased awareness and compliance on constitution and other legislations	No. Staff sensitized	500	100	100	100	100	100	2	2	3	4	5	OPCS	• All MDAs	
	1.3 Maintain and update Treaties database	Database of treaties	Updated Database of treaties	1	1	1	1	1	1	10	10	10	10	10	S DFA	• All MDAs	

		maintained and updated														
1.4	Monitor implementation of treaties ratified by Kenya	Quarterly reports prepared	Quarterly reports	20	4	4	4	4	4	20	20	20	20	20	SDFA	• All MDAs
		Annual report prepared	Annual report	5	1	1	1	1	1	5	5	5	5	5	SDFA	• All MDAs
1.5	Conduct Public Awareness on treaties ratified by Kenya	Public awareness activities conducted	Number of sensitizations conducted	5	1	1	1	1	1	50	50	50	50	50	SDFA	• All MDAs
1.6	Prepare the CS's report to the National Assembly on the Treaties ratified by the Republic of Kenya	CS's annual report to the National Assembly on the Treaties ratified by Kenya prepared	CS's annual report on Treaties ratified	5	1	1	1	1	1	20	20	20	20	20	SDFA	• All MDAs
1.7	Prepare Annual President's report on the progress made in fulfilling international obligations	President's annual report on International Obligations prepared	President's annual Report	5	1	1	1	1	1	30	30	30	30	30	SDFA	• All MDAs
1.8	Coordinate preparation of legal positions on foreign issues	Position papers prepared	Country position papers	20	4	4	4	4	4	1	1	1	1	1	SDFA	All MDAs

	1.9 Review host country agreements that the government of Kenya has signed with international organizations	Host Country Agreements Reviewed	No. of reviewed Host country agreements	2	0	1	0	0	1	10	10	10	10	10	S DFA	● Relevant MDAs
	1.91 Review of Diaspora Policy	Diaspora Policy Reviewed	Diaspora policy	1	1	-	-	-	-	30	-	-	-	-	S DDA	
	1.92 Development of the Diaspora Bill	Diaspora Bill developed	Diaspora Bill	1	-	1	-	-	-		50	-	-	-	S DDA	
	1.93 Develop Public Participation Bill	Public Participation Bill developed	Public Participation Bill	1	1	-	-	-	-	8	-	-	-	-	S DPA	MDAs
	1.94 Develop the Transition of Executive Authority Bill	Transition of Executive Authority Bill developed	Transition of Executive Authority Bill	1	1	-	-	-	-	7.9	-	-	-	-	S DPA	MDAs
	1.95 Develop the Nairobi Centre for International Commercial Arbitration Bill	Nairobi Centre for International Commercial Arbitration developed	Nairobi Centre for International Commercial Arbitration	1	1	-	-	-	-	7.8	-	-	-	-	S DPA	MDAs
2. Strengthen Human Resource Management	2.1 Develop and Implement succession management/	Succession management/ human resource	Succession management/ human resource	4	4	0	0	0	0	800	800	800	800	800	All State Departments	● NT ● Public Service ● PSC

and Capacity Development	human resource management plan	management plan developed	management plan													and OPCS	
		Succession management/ human resource management plan implemented	% level	100	100	100	100	100	100	100	12	12	12	12	12	All State Departments and OPCS	<ul style="list-style-type: none"> ● NT ● Public Service ● PSC
	2.3 Undertake staff capacity development	Skill gap Analysis Undertaken	Skills and competences inventory	4	4	0	0	0	0	0	16	0	0	0	0	All State Departments and OPCS	<ul style="list-style-type: none"> ● NT ● Public Service ● PSC
		Training Needs Assessment (TNA) undertaken	TNA report	20	4	4	4	4	4	4	2	2	2	2		All State Departments and OPCS	<ul style="list-style-type: none"> ● NT ● Public Service ● PSC
		TNA report implemented	% level of implementation	100	100	100	100	100	100	100	60	60	60	60	60	All State Departments and OPCS	<ul style="list-style-type: none"> ● NT ● Public Service ● PSC
Mentorship programs Institutionalized	No of staff mentored	300	60	60	60	60	60	60	4	4	4	4	4	All State Departments and OPCS	<ul style="list-style-type: none"> ● NT ● Public Service ● PSC 		

	2.4 Implement online Performance Appraisal System	Online Staff Appraisal system implemented	% level of implementation	100	100	100	100	100	100	4	4	4	4	4	All State Departments and OPCS	<ul style="list-style-type: none"> • Public Service
	2.5 Review and implement the Foreign Service Regulations	Review Foreign Service Regulations	Revised Foreign Service Regulations	1	0	0	0	0	0	7	0	0	0	0	SDFA	<ul style="list-style-type: none"> • NT • AG • Public Service • PSC
		Foreign Service Regulations implemented	% level	100	100	100	100	100	100						SDFA	<ul style="list-style-type: none"> • NT • PSC
	2.6 Implement and sensitize staff on HR/relevant Government policies and guidelines	Staff sensitized	Number officers sensitized	2000	400	400	400	400	400	12	12	12	12	12	All State Departments and OPCS	<ul style="list-style-type: none"> • Public Service • PSC
	2.7 Establish diaspora and Consular units and deploy Diaspora Officers	Diaspora and Consular units abroad established and operationalized	No. of diaspora consular desk offices	62	0	20	21	21	-	0	600	630	630	0	SDDA	
			No. of diaspora officers deployed	62	0	20	21	21	-						SDDA	

	2.8 Develop and review Organization structure	Organization structure	Organization structure	1	-	1	-	-	-	-	14	3.5	-	-	OPCS		
	2.9 Recruitment of staff	Staff recruited	No. of staff recruited	140	-	100	40	-	-	-	388.2	377	388.31	399.96	OPCS		
	2.91 Develop career guidelines	Career guidelines developed	Career guidelines	4	0	4	0	0	0	0	32	0	0	0	OPCS and all State Departments	<ul style="list-style-type: none"> Public Service PSC 	
	2.92 Establish and update knowledge management repository	Established and updated repository	Operational KM repository	20	4	4	4	4	4	7	7.7	8.47	9.32	10.25	OPCS and all State Departments	<ul style="list-style-type: none"> Public Service PSC 	
3. Strengthen ICT Capacity and Security.	3.1 Acquire and maintain ICT Equipment	Implement ICT procurement plan	% Level of implementation	100	100	100	100	100	100	100	100	100	100	100	SDFA	<ul style="list-style-type: none"> NT 	
	3.2 Finalize and implement ICT policy	ICT Policy finalized	ICT policy	1	1	0	0	0	0	3	0	0	0	0	SDFA	<ul style="list-style-type: none"> NT ICT Ministry 	
		ICT Policy implementation	% level of implementation	100	100	100	100	100	100	15	15	15	15	15	SDFA	<ul style="list-style-type: none"> NT ICT Ministry 	
	3.3 Upgrade and maintain Data center and establish Disaster Recovery Centre	Data center upgraded	Upgrading report		1	1	1	1	1	1	18	0	0	0	0	SDFA	<ul style="list-style-type: none"> NT ICT Ministry
		Data Centre maintained	% level of maintenance		100	100	100	100	100	100	2	2	2	2	2	SDFA	<ul style="list-style-type: none"> NT ICT Ministry

		Disaster Recovery center established	Disaster Recovery center	1	1	1	1	1	1	3	3	3	3	3	SDFA	<ul style="list-style-type: none"> • NT • ICT Ministry
	3.4 Digitalization of services offered	Services digitalized	No of services	60	12	12	12	12	12	120	120	120	120	120	OPCS and all State Departments	<ul style="list-style-type: none"> • NT • ICT Ministry
		Digitalized services maintained	% level	100	100	100	100	100	100	100	20	20	20	20	20	
	3.5 Training staff on ICT Skills, Cyber security and modern technologies	staff trained on ICT skills	No. of staff trained.	2000	400	400	400	400	400	64	64	64	64	64	OPCS and all State Departments	<ul style="list-style-type: none"> • NT • ICT Ministry
	3.6 Re-Design websites (Global, & Missions)	Interactive and user-friendly website(s)	No. of websites	4	4	4	4	4	4	8	8	8	8	8	OPCS and all State Departments	<ul style="list-style-type: none"> • NT • ICT Ministry
4. Strengthen Public Financial Management and procurement procedures	4.1 Roll out IFMIS in Kenya Missions	IFMIS installed in missions	No of Missions connected to IFMIS	65	10	20	35	0	0	30	60	100	0	0	SDFA	<ul style="list-style-type: none"> • NT
	4.2 Undertake regular internal audit on the financial management to acquire zero audit queries	Audit reports prepared	Quarterly Internal Audit Reports	80	16	16	16	16	16	120	120	120	120	120	OPCS and all State Departments	<ul style="list-style-type: none"> • NT

	4.3 Ensure optimal operational efficiency	Operational offices	Level of efficiency (%)	100	100	100	100	100	100	1,100	2345.2	2019.8	2107.9	2308	OPCS	
	4.4 Implement and review the Strategic Plan	Strategic Plan reviewed	Strategic plans	2			1		1			12		15	OPCS	
5. Strengthen Records Management	5.1 Appraise records in the Missions in line with the laid down laws and regulations	Records in Missions appraised	No of Missions	50	10	10	10	10	10	20	20	20	20	20	SDFA	● National Archives
		Records in Missions destroyed / preserved	No of Missions	80	16	16	16	16	16	6	6	6	6	6	SDFA	● National Archives
	5.2 Implementation of the revised Records Management Policy and File Index & Classification Scheme	Revised Records Management Policy and File Index & Classification Scheme Implemented	% level of implementation	100	100	100	100	100	100	0.1	0.1	0.1	0.1	0.1	SDFA	● NT ● National Archives
	5.3 Develop and Operationalize Electronic Documents and Records Management System (EDRMS)	Electronic Documents and Records Management System (EDRMS) Developed	Report	1	0	1	0	0	0	0	0	2	0	0	0	SDFA

	Establish diaspora and Consular units and deploy Diaspora Officers 5.4 Sensitize and train staff on EDRMS	Electronic Documents and Records Management System (EDRMS) Operationalized All staff Sensitized and trained on EDRMS	% level of operationalization	100	0	0	50	70	100	0	0	0.1	0.1	0.2	SDFA	<ul style="list-style-type: none"> • NT • National Archives 	
			Annual Reports	5	1	1	1	1	1	0.1	0.1	0.1	0.1	0.1	SDFA	<ul style="list-style-type: none"> • NT • National Archives 	
6. Strengthen Result Based Management	6.1 Review and implement Service Charters	Service charters reviewed and implemented	Reviewed service charters	20	4	4	4	4	4	2	2	2	2	2	OPCS and all State Departments	<ul style="list-style-type: none"> • Public Service 	
	6.2 Conduct biennial Customer satisfaction surveys	Customer satisfaction surveys conducted and reports prepared	Customer survey Reports	8	0	4	0	4	0	0	12	0	12	0	OPCS and all State Departments	<ul style="list-style-type: none"> • Public Service 	
	6.3 Implementation of the strategic plan	Performance Contracts and work plans implemented	No. of Annual Work plans implemented	20	4	4	4	4	4	4	4	4	4	4	4	OPCS and all State Departments	<ul style="list-style-type: none"> • All MDAs
			No. of signed Performance Contracts	20	4	4	4	4	4	4	4	4	4	4	4	OPCS and all State Departments	<ul style="list-style-type: none"> • Relevant MDAs

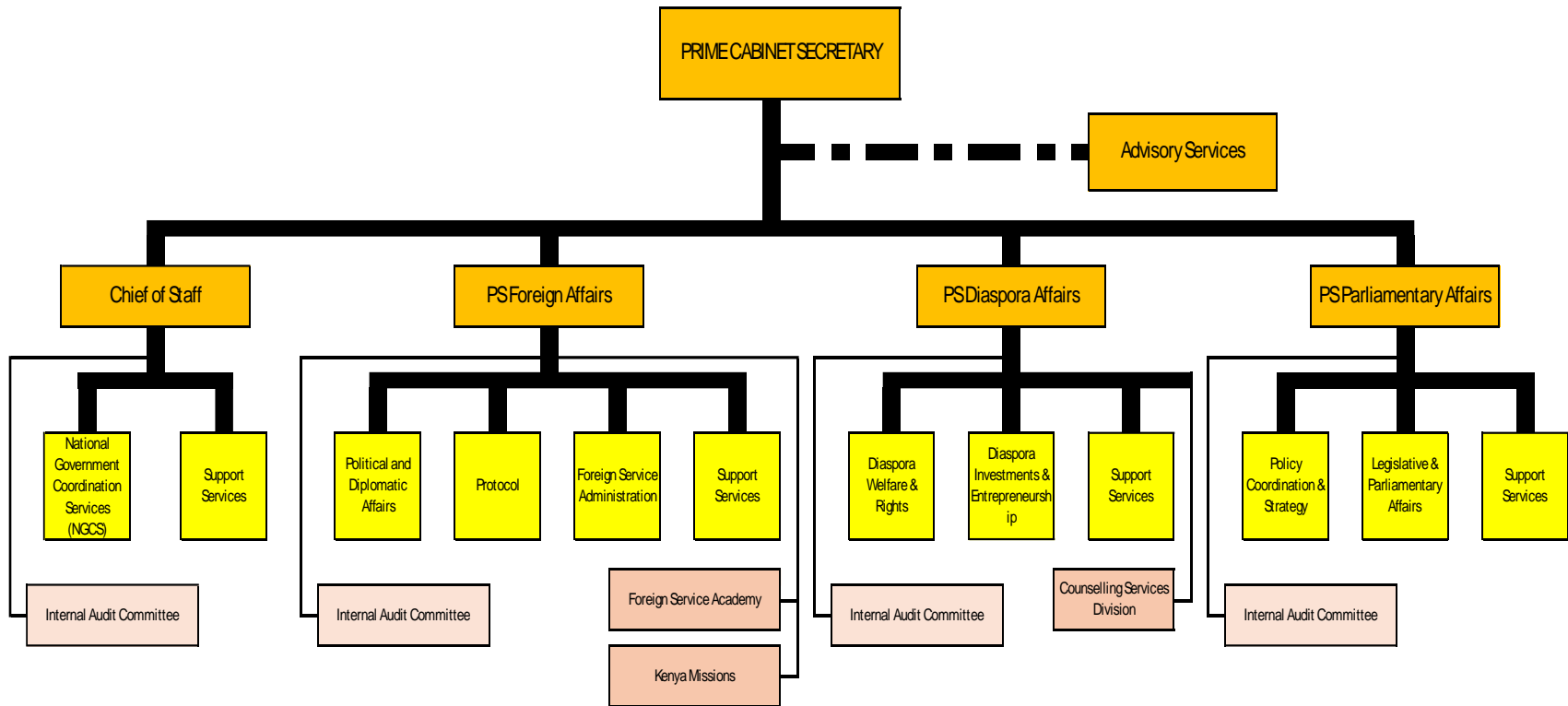
7. Enhance Staff Wellness	7.1 Organize ministerial team building/ wellness day	Ministerial team building day observed	No of team building activities	10	2	2	2	2	2	2	9	9	9	9	9	OPCS AND MF&D A	● Relevant MDAs
8. Mainstream Gender, Youth and Disability Issues in the State Department	8.1 Undertake affirmative action for vulnerable group and their needs.	Affirmative action undertaken for the special groups	No. of affirmative action taken	1	1	1	1	1	1	1	1	1	1	1	1	OPCS AND MF&D A	● Relevant MDAs
	8.2 Develop and implement youth mainstreaming strategy	Youth strategy developed	Youth strategy	4	0	4	0	0	0	0	0	2	0	0	0	OPCS and all State Departments	● Relevant MDAs
9. Promotion of National Values and Principles of Governance	9.1 Prepare Annual Presidential report on measures taken and progress achieved in the realization of national values and principles of governance	Annual Presidential report prepared	Annual Presidential report	20	4	4	4	4	4	4	4	4	4	4	4	OPCS and all State Departments	● Relevant MDAs
	9.2 Sensitize staff on ethics, integrity and good governance	Staff sensitized	No. of Staff sensitized	1200	240	240	240	240	240	12	12	12	12	12	12	OPCS and all State Departments	● Relevant MDAs

10. Transform Foreign Service Academy into a Centre of Excellence in training and foreign policy research and analysis.	10.1 Established and operationalized Foreign Service Academy	Foreign Service Academies established and operationalize	% Level of implementation	100	100	20	20	20	20	500	500	500	500	500	SDFA	<ul style="list-style-type: none"> ● NT ● AG ● PSC
11. Enhance Asset Management.	11.1 Establish Diplomatic Enclave	Diplomatic Enclave Established	% Level of establishment	100	10	30	40	10	10	-	550	400	400	400	SDFA	<ul style="list-style-type: none"> ● NT ● SDPW ● Lands
	11.2 Rent, Acquire, Develop, refurbish and brand government properties abroad.	Rent, Acquire, Develop, refurbish and brand government properties abroad.	% level of implementation of the Assets Acquisition and Management Master Plan on government properties abroad involving renting acquisition, development, refurbishment, branding	25	5	5	5	5	5	2110	8,648	8000	8000	8000	SDFA	<ul style="list-style-type: none"> ● NT ● SDPW ● Lands
	Finalization and implementation of	Asset Acquisition	Asset Acquisition	1	1	0	0	0	0	0.5	0	0	0	0	SDFA	<ul style="list-style-type: none"> ● NT ● SDPW

	the Asset Acquisition and Management Plan (AAMP)	and Management Plan (AAMP) Finalized	n and Management Plan (AAMP)															• Lands
		Asset Acquisition and Management Plan (AAMP) Implemented	% level of implementation	100	100	100	100	100	100	100	1	1	1	1	1	SDFA		<ul style="list-style-type: none"> • NT • SDPW • Lands

ANNEX II: ORGANOGRAM

**OFFICE OF THE PRIME CABINET SECRETARY & MINISTRY OF FOREIGN AND DIASPORA AFFAIRS
ORGANOGRAM**



ANNEX: III STAFF ESTABLISHMENT

OFFICE OF THE PRIME CABINET AND MINISTRY OF FOREIGN AND DIASPORA AFFAIRS

S/No.	CADRE	CSG	APPROVED ESTABLISHMEN T (A)	IN – POST (C)	VARI ANCE D= (B- C)
OFFICE OF THE PRIME CABINET SECRETARY					
1.	Prime Cabinet Secretary	4	1	1	0
2.	Deputy Director, Office Administrative Services	6	1	0	1
3.	Personal Assistant	7	1	1	0
4.	Senior Office Administrator/Principal	9/10	1	2	0
5.	Principal Driver 1	10	1	1	0
6.	Senior Driver/Chief	10/11	1	0	1
7.	Cleaning Supervisor IIA/I	12/13	2	3	0
	Sub-Total		8	8	2
CHIEF OF STAFF OFFICE					
1.	Chief of Staff	3	1	1	0
2.	Senior Assistant Office Administrator/Principal	9/8	1	1	0
3.	Driver 1/Senior	12/13	1	2	0
4.	Cleaning Supervisor IIB/A	12/13	1	1	0
	Sub-Total		4	5	0
PRINCIPAL ADMINISTRATIVE SECRETARY OFFICE					
1.	Principal Administrative Secretary	3	1	0	1
2.	Principal Assistant Office Administrator	9/8	1	0	1
3.	Chief Driver	10	1	0	1
4.	Cleaning Supervisor IIB/A	12/13	1	0	1
5.	Assistant Accountant General	7	1	0	1
6.	Principal Accountant	10	1	0	1
7.	Accountant I/Senior	10	1	0	1
8.	Senior Principal Finance Officer	9	1	0	1
	Sub-Total		8	0	8
PRIVATE SECRETARY'S OFFICE					
1.	Private Secretary	3	1	1	0

S/No.	CADRE	CSG	APPROVED ESTABLISHMENT (A)	IN – POST (C)	VARIANCE D= (B-C)
2.	Assistant Office Administrator II/I/Senior	9/10	1	0	0
3.	Driver II/I	13/12	1	0	1
	Sub-Total		3	1	1
ADVISORY SERVICES					
1.	Advisor	3	5	5	0
2.	Secretary Strategic Communication	4	1	1	0
	Sub-Total		6	6	0
SPOUSE TO OPCS					
1.	Spouse to PCS		1	1	0
2.	Chief of Staff	4	1	0	1
3.	Program Officer	8/9/10	3	3	0
4.	Assistant Director, Office Administrative Services	6/7	1	0	1
5.	Senior Driver/Chief	12/13	1	0	1
6.	Senior Support Staff	12/13	1	0	1
	Sub-Total		8	3	4
PRESS SERVICE					
1.	Director, Press Services	5	1	1	0
2.	Deputy Director, Press Services	6	1	1	0
3.	Senior/Principal Press Officer	8/9	2	2	0
4.	Photographer	9/8	2	2	0
5.	Editor	8	1	1	0
6.	Graphic Designer	8	2	3	-1
7.	Technician (Electronics)	12/13	2	2	0
8.	Driver II/I/Senior/Chief	12/13	3	1	2
	Sub-Total		14	13	1
HOSPITALITY SERVICES					
1.	Assistant Director Hospitality Services	7	1	1	0
2.	Principal Assistant Hospitality Services	8	1	1	0
3.	Assistant Hospitality Services II/I/Senior	10/9	1	1	0
	Sub-Total		3	3	0
PROTOCOL SERVICES					

S/No.	CADRE	CSG	APPROVED ESTABLISHMENT (A)	IN – POST (C)	VARIANCE D= (B-C)
1.	Assistant Protocol Services	8/7	1	1	0
2.	Protocol Officer I/Senior/Principal	10/9	1	1	0
	Sub-Total		2	2	0
NATIONAL GOVERNMENT COORDINATION SECRETARIAT (NGCS)					
1.	Head-National Government Coordination Secretariat	3	1	0	1
2.	Technical Secretariat	5	5	5	0
3.	Regional Coordinators	6	8	0	8
4.	Deputy Regional Coordinators	7	8	0	8
5.	Economic	9/8	10	0	10
6.	Support services	12/11/10/9/8	20	0	20
	Sub-Total		52	5	47
TOTAL OFFICE OF PCS			111	61	65
STATE DEPARTMENT FOR PARLIAMENTARY AFFAIRS					
OFFICE OF THE PRINCIPAL SECRETARY					
1.	Principal Secretary	2	1	1	0
2.	Assistant Director Office Administrative Services	7	1	1	0
3.	Senior Assistant Office Administrator/Principal	9/8	1	1	0
4.	Principal Driver II	11	1	1	0
5.	Driver I/Senior	14/13	1	1	0
6.	Support Staff Supervisor/Cleaning Supervisor IIA/I	16/15/14/13	2	2	0
	Sub-Total		7	7	0
DIRECTORATE OF LEGISLATIVE AND PARLIAMENTARY AFFAIRS					
1	Secretary, Legislative and Parliamentary Affairs	4	1	1	0
2	Principal Assistant Office Administrator	8	1	1	0

S/No.	CADRE	CSG	APPROVED ESTABLISHMENT (A)	IN - POST (C)	VARIANCE D= (B-C)
3.	Driver I	13	1	1	0
4.	Support Staff Supervisor/Cleaning Supervisor IIA/I	16/15/14/13	1	1	0
5.	Sub-Total		4	4	0
LEGISLATIVE AND LEGAL AFFAIRS DIVISION					
1.	Director Legislative and Parliamentary Affairs	5	1	1	0
2.	Deputy Director, Legislative and Parliamentary Affairs	6	2	-	2
3.	Assistant Director, Legislative and Parliamentary Affairs	7	4	-	2
4.	Parliamentary Affairs Officer/Senior/Principal	10/9/8	4	2	0
5.	Chief State Counsel	5	1	-	1
6.	Deputy Chief State Counsel	6	2	-	2
	Total		14	3	7
PARLIAMENTARY AFFAIRS DIVISION					
1	Director Parliamentary Affairs	5	1	1	0
2	Deputy Director Parliamentary Affairs	6	2	-	2
3	Assistant Director Parliamentary Affairs	7	4	-	4
4	Parliamentary Affairs Officer/Senior/Principal	10/9/8	4	1	3
	Total		11	2	9

S/No.	CADRE	CSG	APPROVED ESTABLISHMENT (A)	IN – POST (C)	VARIANCE D= (B-C)
DIRECTORATE OF POLICY ANALYSIS AND COORDINATION					
1	Secretary Policy Analysis and Coordination	3	1	1	0
2	Principal Assistant Office Administrator	8	1	1	0
3	Driver I	13	1	1	0
4	Support Staff Supervisor/Cleaning Supervisor IIA/I	16/15/14/13	1	1	0
	Total		4	4	0
POLICY COORDINATION AND STRATEGY DIVISION					
1	Director Policy Coordination and Strategy	5	1	-	1
2	Deputy Director, Policy Coordination and Strategy	6	2	-	2
3	Assistant Director Policy Coordination	7	2	-	2
4	Policy Coordination and Strategy Officer/Senior/Principal	10/9/8	4	-	4
	Total		9	-	7
POLICY ANALYSIS AND COORDINATION DIVISION					
1.	Director Policy Analysis and Coordination	5	1	-	1
2.	Deputy Director, Analysis and Coordination	6	2	-	2
3.	Assistant Director, Policy Analysis and Coordination	7	2	-	2
4.	Senior/ Principal Policy analysis and Coordination	9/8	4	-	4

S/No.	CADRE	CSG	APPROVED ESTABLISHMENT (A)	IN – POST (C)	VARIANCE D= (B-C)
	Total		9		7
SUPPORT SERVICES					
ADMINISTRATION					
1.	Secretary Administration	5	-	1	0
2.	Assistant Secretary/ Senior Assistant Secretary	9/8	1	1	0
3.	Assistant Office Administrator II/I/Senior/Chief	12/10/9/8	3	1	2
4.	Driver II/1/Senior/Chief	15/14/13/12	4	1	3
5.	Senior Support Staff/ Cleaning Supervisor II B/IIA	16/15/14	3	-	3
	Total		12	4	8
HUMAN RESOURCE MANAGEMENT & DEVELOPMENT					
1.	Director Human Resource Management and Development	5	1	-	1
2.	Deputy Director Human Resource Management and Development	6	-	1	0
3.	Assistant Director Human Resource Management and Development	7	1	-	1
4.	Human Resource Management Officer I/Senior/Principal	-	-	3	1
5.	Human Resource Assistant II/I/Senior/Principal	11/10/9/8	2	2	0
6.	Support Staff	-	-	1	0
7.	Senior Clerical Officer	-	-	1	0

S/No.	CADRE	CSG	APPROVED ESTABLISHMENT (A)	IN – POST (C)	VARIANCE D= (B-C)
	Total		4	8	3
ACCOUNTS UNIT					
1.	Deputy Accountant General	6	1	1	0
2.	Principal Accountant	8	1	1	0
3.	Accountant II/I/Senior	10/9	2	1	1
4.	Principal Office Administrator	-	-	1	0
5.	Clerical Officer I	-	-	2	0
6.	Support Staff Supervisor	-	-	1	0
	Total		4	7	1
FINANCE UNIT					
1.	Chief Finance Officer	6	1	-	1
2.	Senior Principal Finance Officer	-	-	1	0
3.	Finance Officer I/Senior /Principal	10/9/8	1	2	0
4.	Office Administrator I	-	-	1	0
	Total		2	4	1
ICT UNIT					
1.	Deputy Director ICT	6	1	-	0

S/No.	CADRE	CSG	APPROVED ESTABLISHMENT (A)	IN – POST (C)	VARIANCE D= (B-C)
2.	ICT Officer II/I/ Senior/ Principal	11/10/9/8	2	6	-2
	Total		3	6	-2
CENTRAL PLANNING AND PROJECT MANAGEMENT DIRECTORATE					
1.	Director Planning	-	-	1	0
2.	Chief Economist	6	1	-	1
3.	Economist II/I/Senior	10/9/8	1	4	0
	Total		2	5	1
SUPPLY CHAIN MANAGEMENT UNIT					
1.	Deputy Director Supply Chain Management	6	1	-	1
2.	Assistant Director Supply Chain Management	-	-	1	0
3.	Supply Chain Management Officer II/I/Senior/Principal	11/10/9/8	1	1	0
4.	Supply Chain Management Assistant IV/III/II/I	14/13/12/11	1	1	0
	Total		3	3	1
PUBLIC COMMUNICATION UNIT					
1.	Deputy Director Public Communication	6	1	-	1
2.	Assistant Director Public Communication	-	-	1	0
3.	Public Communication Officer II/I/Senior	11/10/9	1	-	1
	Total		2	1	2
INTERNAL AUDIT DIVISION					

S/No.	CADRE	CSG	APPROVED ESTABLISHMENT (A)	IN – POST (C)	VARIANCE D= (B-C)
1.	Director Internal Auditor	-	2	1	1
TOTAL STATE DEPARTMENT FOR PARLIAMENTARY AFFAIRS			95	60	46
STATE DEPARTMENT FOR DIASPORA AFFAIRS					
OFFICE OF THE PRINCIPAL SECRETARY					
1.	Principal Secretary	2	1	1	0
2.	Ass. Director Office Administrator	7	1	0	-1
3.	Principal Asst. Office Administrator	8	1	1	0
4.	Principal Driver	11	1	0	-1
5.	Chief Driver	12	1	1	0
6.	Cleaning Supervisor IIB/I/A	13/14/15	2	1	1
	Sub Total		7	4	-3
OFFICE OF THE CHIEF ADMINISTRATIVE SECRETARY					
1.	Chief Administrative Secretary	-	1	0	-1
2.	Principal Asst. Office Service	8	1	1	0
3.	Principal Driver	11	1	0	-1
4.	Cleaning Supervisor I	13	1	1	0
	Sub Total		4	2	-2
DIASPORA WELFARE AND RIGHTS DIRECTORATE					
1.	Ambassador/ Secretary	4	1	1	0
2.	Director Foreign Service	5	2	2	0
3.	Deputy Director Foreign Service	6	2	1	-1
4.	Asst. Director Foreign Service	7	2	3	1
5.	Senior Foreign Service Officer	8	8	0	-8
6.	Foreign Service Officer II	9	6	0	-6
7.	Foreign Service Officer III/Foreign Service Cadet	11/10	14	23	9
	Sub Total		35	30	-5
INVESTMENTS AND ENTREPRENEURSHIP DIRECTORATE					
1.	Ambassador/ Secretary	4	1	0	-1
2.	Director Foreign Service	5	2	1	-1
3.	Deputy Director Foreign Service	6	2	1	-1
4.	Asst. Director Foreign Service	7	6	1	-5
5.	Senior Foreign Service Officer	8	6	0	-6
6.	Foreign Service Officer II	9	12	1	-11

S/No.	CADRE	CSG	APPROVED ESTABLISHMENT (A)	IN – POST (C)	VARIANCE D= (B-C)
7.	Foreign Service Officer III/Foreign Service Cadet	11/10	16	23	7
	Sub Total		45	27	-18
ADMINISTRATION DIVISION					
1.	Director of Administration	5	1	1	0
2.	Senior Deputy Secretary/ Under Secretary	6/7	1	1	0
3.	Asst. Secretary III/II	11/10/9	1	3	2
	Sub Total		3	5	2
HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT DIVISION					
1.	Director/ Deputy HRM &D	5/6	1	2	1
2.	Asst. Director	7	1	0	-1
3.	Principal HRM &D	8	1	1	0
4.	Senior HRM &D	9	0	2	2
5.	HRM & D Officer II/I	11/10	2	1	-1
6.	HRM & D Assistant III/II	12/11/9	1	3	2
	Sub Total		6	9	3
OFFICE ADMINISTRATIVE SERVICES					
1.	Assistant Director, Office Administrative Services	7	1	0	-1
2.	Principal Assistant Office Administrators	8	2	5	3
3.	Senior Assistant Office Administrator	9	0	2	2
4.	Assistant Office Administrator II/I	10	2	0	-2
5.	Office Administrative Assistant III/II/I	13/12/11	1	1	0
	Sub-Total		6	8	2
DRIVERS					
1.	Principal Driver II/I	10/11	2	0	-2
2.	Driver III/II/I/Snr/Chief	16/15/14/12	3	4	1
	Sub-Total		5	4	-1
CLERICAL OFFICERS					
1.	Principal/ Chief Clerical Officer	10/11	1	6	5
2.	Senior Clerical Officer	12	2	13	11
	Sub-Total		3	19	16
SUPPORT STAFF					

S/No.	CADRE	CSG	APPROVED ESTABLISHMENT (A)	IN – POST (C)	VARIANCE D= (B-C)
1.	Senior Support Staff	13	3	1	-2
2.	Support Staff/Cleaning Supervisor/IIB/IIA/ Cleaning Supervisor I	17/16/15/14	0	2	2
	Sub-Total		3	3	0
FINANCE DIVISION					
1.	Senior Chief Finance Officer/Chief Finance Officer	5/6	1	1	0
2.	Senior Principal Finance Officer/Principal Finance	7/8	1	1	0
3.	Finance Officer I/II	9/10	1	3	2
	Sub-Total		3	5	2
ACCOUNTS DIVISION					
1.	Senior/Deputy Accountant General	5/6	1	2	1
2.	Principal Accountant	7	1	1	0
3.	Senior Accountant	9	1	1	0
4.	Accountant II/I	11/10	1	9	8
	Sub-Total		4	13	9
CENTRAL PLANNING AND PROJECT MONITORING DEPARTMENT					
1.	Director Planning	5	1	1	0
2.	Chief Economist /Principal Economist	6/7	0	3	3
3.	Economist II/I	10/9	1	2	1
	Sub-Total		2	6	4
SUPPLY CHAIN MANAGEMENT DIVISION					
1	Deputy Director, Supply Chain Management	6	1	0	-1
2.	Assistant Director, Supply Chain Management	7	1	1	0
3.	Principal Supply Chain Management Officer/t	8	0	1	1
4.	Senior Supply Chain Management Assistant	9	0	2	2
5.	Supply Chain Management Officer II/I	11/10	1	5	4

S/No.	CADRE	CSG	APPROVED ESTABLISHMENT (A)	IN – POST (C)	VARIANCE D= (B-C)
6.	Supply Chain Management Assistant IV/III/II/I	13/12	1	3	2
	Sub-Total		4	12	8
PUBLIC COMMUNICATION OFFICERS/ASSISTANT					
1.	Director, Public Communications/Deputy Director, Public Communication	5/6	1	0	-1
2.	Assistant Director Public Communications	7	1	0	-1
3.	Principal Public Communication Officer	8	0	3	3
4.	Senior Public Communication Officer /Assts.	9	1	0	-1
5.	Public Communication Officer II/I /Assts.	11/10	0	2	2
6.	Film Officer I	10	1	0	-1
	Sub-Total		4	5	1
LEGAL UNIT					
1.	Principal State Counsel	7	1	0	-1
2.	Senior State Counsel I	8	1	0	-1
	Sub-Total		2	0	-2
RECEPTIONIST					
1.	Senior Receptionist	11	1	0	-1
2.	Receptionist Assistant II/I	13/12	1	0	-1
	Sub-Total		2	0	-2
INFORMATION COMMUNICATION TECHNOLOGY					
1.	Assistant Director, Information Communication Technology	7	1	0	-1
2.	Principal Information Communication Technology Officer	8	1	1	0
3.	Senior Information Communication Technology Officer	9	1	1	0
	Sub-Total		3	2	-1
LIBRARY UNIT					

S/No.	CADRE	CSG	APPROVED ESTABLISHMENT (A)	IN POST (C)	VARIANCE D= (B-C)
1.	Senior Library Assistant		1	0	-1
	Sub-Total		1	0	-1
RECORDS MANAGEMENT UNIT					
1.	Assistant Director, Records Management	7	1	0	-1
2.	Principal Records Management Officer	8	0	0	0
3.	Senior Records Management Officer	9	1	0	-1
4.	Records Management Officer III/II/I	12/11/10	1	1	0
	Sub-Total		3	1	-2
COUNSELLING UNIT					
1	Deputy Director, Counselling Services	6	1	1	0
2	Principal Counselor	8	2	0	-2
3	Senior Counselor	9	1	0	-1
4	Counselor II/I	11/10	1	0	-1
	Sub-Total		5	1	-4
	TOTAL STATE DEPARTMENT FOR DIASPORA AFFAIRS		176	157	-19

State Department for Foreign Affairs

Deployment Office	Cadre/Designation	CSG	Approved Establishment	In Post	Variance
Office of the Cabinet Secretary	Cabinet Secretary		1	1	0
	Advisor - Specialist[1b]		0	0	0
	Advisor - Specialist[1c]	CSG4	0	0	0
	Assistant Director, Office Administrative Services	CSG7	1	1	0
	Administrator Principal Office	CSG8	1	1	0
	Principal Driver	CSG11/10	1	1	0
	Chief Driver	CSG12	1	1	0
	Cleaning Supervisor I	CSG13	1	1	0
	Cleaning Supervisor II	CSG 14	1	0	-1
	Total		7	6	-1
Office of the Chief Administrative Secretary	Chief Administrative Secretary		1	0	1
	Personal Assistant[1] (Presidency)	CSG7	0	0	0

Deployment Office	Cadre/Designation	CSG	Approved Establishment	In Post	Variance
	Principal Office Administrative Services	CSG8	1	0	1
	Principal Driver	CSG11	1	0	1
	Cleaning Supervisor I	CSG13	1	0	1
	Total		4	2	2
Office of the Principal Secretary	Principal Secretary		1	1	0
	Deputy Director-Research	CSG6	0	1	1
	Ambassador/Policy Advisor	CSG4	0	0	0
	Assistant Director - Office Administrative Services	CSG7	1	2	1
	Principal Office Administrative Services	CSG8	1	2	1
	Principal Driver	CSG11	1	0	-1
	Chief Driver	CSG12	1	2	1
	Cleaning Supervisor I	CSG13	1	1	0
	Cleaning Supervisor II	CSG14/15	1	1	0
	Total		7	10	3
Technical Services	High Commissioner / Ambassador	CSG41	31	16	-15
	High Commissioner / Ambassador	CSG4	120	83	-37
	Director, Foreign Service	CSG5	100	42	-58
	Deputy Director/Foreign Service	CSG6	110	16	-94
	First Counsellor	CSG7	130	109	-21
	Second Counsellor	CSG8	140	5	-135
	Second Secretary	CSG9	160	85	75
	Third Secretary/Third Secretary Cadet	CSG10/11	300	250	-50
	Total		1,094	606	-488
Support Services Accounts Division	Senior Deputy Accountant General	CSG5	1	1	0
	Deputy Accountant General	CSG6	2	8	6
	Assistant Accountant-General	CSG7	12	13	1
	Principal Account	CSG8	18	42	24
	Senior Accountant	CSG9	17	16	-1
	Accountant II/I	CSG10	0	21	21
	Total		50	101	51
Administration Division	Secretary[2]		1	0	-1
	Director - Administration	CSG5	1	1	0
	Deputy Secretary	CSG6	2	1	-1
	Under Secretary	CSG7	2	1	-1

Deployment Office	Cadre/Designation	CSG	Approved Establishment	In Post	Variance
	Senior Assistant Secretary	CSG8	2	2	0
	Assistant Secretary II	CSG9	1	4	3
	Assistant Secretary[3]	CSG10	1	7	6
	Total		10	16	4
Clerical Officer	Principal Clerical	CSG11/10	6	11	5
	Chief Clerical Officer - General Office Ser	CSG10	8	16	8
	Senior Clerical Officer - HRM	CSG12	9	14	5
	Clerical Officer I/II	CSG13	14	6	-8
	Total		37	47	10
Public Affairs & Communication	Director - Public Communications	CSG5	1	0	1
	Deputy Director - Public Communications	CSG6	1	0	-1
	Assistant Director - Public Communications	CSG7	1	0	-1
	Principal Information Officer	CSG8	0	0	0
	Principal Public Communications Officer	CSG8	0	1	1
	Senior Public Communications Officer	CSG10	1	3	2
	Principal Film Officer	CSG8	0	0	0
	Senior Film Officer	CSG9	0	1	1
	Film Officer	CSG10	1	0	-1
	Total		4	5	1
Drivers	Principal Driver	CSG11/10	10	6	-4
	Driver III/II/I/Snr/Chief Driver	CSG16/15/14/13/12	25	20	-5
	Total		35	26	-9
Central Planning & PMU	Director - Macro Planning	CSG5	1	1	0
	Chief Economist	CSG6	1	0	-1
	Principal Economist	CSG7	1	6	5
	Senior Economist[1]	CSG8	1	4	3
	Economist II/I	CSG9	2	6	4
	Statistical Assistant	CSG10	1	0	0
	Total		7	17	10
Finance Division	Senior Chief Finance Officer	CSG5	1	1	0
	Chief Finance Officer	CSG6	1	0	-1
	Assistant Director - Budget	CSG7	1	1	0
	Principal Budget Officer	CSG8	2	1	-1
	Senior Finance Officer	CSG9	1	0	-1
	Finance Officer III/II]	CSG11/10	2	3	1

Deployment Office	Cadre/Designation	CSG	Approved Establishment	In Post	Variance
	Total		8	6	-2
HRM & Dev DIVISION	Director - HRM	CSG5	1	1	0
	Deputy Director - HRD	CSG6	1	1	0
	Assistant Director - HRD	CSG7	2	3	1
	Principal HRM Officer/Assistant	CSG8	3	3	0
	Senior HRM Officer/Assistant	CSG9	3	1	-2
	HRM Officer II/I	CSG10	2	4	-2
	HRM Assistant I	CSG10	1	0	-1
	HRM Assistant III/II	CSG12/11	1	1	0
	Total		15	14	-1
Information Communication Division	Deputy Director - ICT	CSG6	1	0	-1
	Assistant Director - ICT	CSG7	2	2	0
	Principal ICT Officer	CSG8	1	1	0
	Senior ICT Officer	CSG9	2	4	2
	ICT Officer II/I	CSG11/10	2	1	-1
	Total		8	8	0
Librarian	Principal Librarian	CSG8	1	1	0
	Senior Library Assistant	CSG11	1	0	-1
	Library Assistant II/I	CSG11/12	1	1	0
	Total		3	2	-1
Supply Chain Management Division	Senior Deputy Director - Supply Chain Manag	CSG5	1	0	-1
	Deputy Director - Supply Chain Manag	CSG6	1	1	0
	Assistant Deputy Director - Supply Chain Manag	CSG7	2	1	-1
	Principal Supply Chain Management Officer	CSG8	0	2	2
	Senior Supply Chain Management Officer	CSG9	2	4	2
	Supply Chain Management Officer II/I	CSG11/10	2	4	2
	Supply Chain Management Assistant[1]	CSG10	0	2	2
	Supply Chain Management Assistant[2]	CSG11	1	5	4
	Supply Chain Management Assistant IV/III	CSG13/12	2	1	-1
	Total		11	20	9
Records Management	Deputy Director - Records Management	CSG6	0	1	1

Deployment Office	Cadre/Designation	CSG	Approved Establishment	In Post	Variance
	Assistant Director - Records Management	CSG7	1	3	2
	Principal Records Management Officer	CSG8	4	3	-1
	Senior Records Management Officer	CSG9	4	2	-2
	Records Management Officer[1]	CSG10	3	9	6
	Records Management Officer II/III	CSG12/11	5	6	1
	Total		17	24	7
Receptionist	Senior Reception Assistant[1]	CSG11	2	0	-2
	Reception Assistant II/I	CSG13/12	2	3	1
	Reception Assistant III	CSG16	0	0	0
	Total		4	3	-1
Office Administrators	Deputy Director - Office Administrative Services	CSG6	0	6	6
	Assistant Director - Office Administrative Services	CSG7	5	14	9
	Principal Office Administrator	CSG8	10	1	-9
	Senior Office Administrator	CSG9	7	2	-5
	Office Administrator [1]	CSG11/10	7	1	-6
	Principal Assistant Office Administrator[1]	CSG10	35	52	17
	Senior Assistant Officer Administrator	CSG9	20	33	13
	Assistant Officer Administrator [1]	CSG10	15	2	-13
	Assistant Officer Administrator II/III	12/11	15	0	-15
	Senior Office Administrative Assistant	CSG10	5	0	-5
	Office Administrative Assistant[1]	CSG11	5	3	-2
	Office Administrative Assistant II/III	CSG13/12	10	0	-10
	Senior Office Assistant	CSG13/12	0	15	15
	Senior Administrative Assistant	CSG10	0	10	10
	Office Assistant I/II/II	CSG14/15	0	4	4
	Total		134	143	2
Legal Directorate	Deputy Solicitor General	CSG4	0	0	0
	Chief State Counsel	CSG5	1	4	3
	Deputy Chief State Counsel	CSG6	2	1	-1

Deployment Office	Cadre/Designation	CSG	Approved Establishment	In Post	Variance
	Principal State Counsel	CSG7	4	3	-1
	Senior State Counsel I	CSG8	3	1	-2
	State Counsel	CSG9	2	0	-2
	Total		11	9	-2
Registrar of Treaties	Deputy Solicitor General	CSG4	0	0	0
	Registrar of Treaties	CSG5	1	0	0
	Deputy Chief State Counsel	CSG6	1	0	0
	Senior State Counsel	CSG7	1	0	0
	State Counsel	CSG8	0	0	0
	Senior ICT Officer	CSG9	0	0	0
	Total		3	0	0
Support Staff	Cleaning Supervisor[1],(2a),(2b) Support Staff Supervisor & S. Staff Supervisor	CSG/17/16 /15/14/13	20	17	3
	Total		20	17	-3
Public Communications (Telephone Services)	A/ Dir. - Public Communications (Telephone Services)	CSG7	1	0	-1
	Principal Public Communications (Telephone Services)	CSG8	2	0	-2
	Public Communications Assistant (Telephone Services)	CSG9	1	3	2
	Public Communications Assistant I (Telephone Services)	CSG10	1	7	6
	Public Communications Assistant II (Telephone Services)	CSG11	1	1	0
	Public Communications Assistant II (Telephone Services)	CSG12	1	0	-1
	Total		7	11	-4
Security	Security Officer[2]	CSG11	0	0	0
	Security Warden[2]	CSG15	0	2	2
	Total		0	2	-2
Peace	Director Peace Building and Conflict Management	CSG5	0	1	1
	Total		0	1	-1
Assets Management Division	Ambassador/Policy Advisor	CSG4	0	1	1
	Director- Asset Management	CSG5	1	0	-1
	Deputy Director-Land Surveys	CSG6	1	0	-1
	Assistant Surveys/Land Surveys	CSG7	3	0	-3

Deployment Office	Cadre/Designation	CSG	Approved Establishment	In Post	Variance
	Senior Superintending Quality Surveyor	CSG8	0	0	0
	Assistant Quality Surveyor	CSG9	0	0	0
	Quality Surveyor Assistant II	CSG11	0	0	0
	Total		5	1	-4
Grand Total			1,497	1097	-400

ANNEX IV: STRATEGIC THEME TEAMS AND THE TERMS OF REFERENCE

A. STRATEGIC THEME TEAMS

S/NO	STRATEGIC ISSUES	STRATEGIC THEME TEAMS
i.	Coordination of National Government Operations	COS- OPCS- Chair PS-SDPA Head-NGCS Secretary LPA Secretary PC&S
ii.	Kenya's Anchor State Status	PS-SDFA-Chair PS-SDPA PS-SDDA COS-OPCS
iii.	Economic and Commercial Diplomacy	PS-SDFA-Chair PS-SDPA PS-SDDA COS-OPCS
iv.	Diaspora Savings, Investments, Remittances and Technology Transfer	PS-SDDA-Chair PS-SDFA COS-OPCS
v.	Consular Services, Diaspora Welfare and Rights	PS-SDDA-Chair PS-SDFA COS- OPCS
vi.	Public Diplomacy and Stakeholder engagement	COS-OPCS-Chair PS-SDDA PS-SDFA Head- NGCS
vii.	Liaison and Partnerships	PS-SDPA- Chair PS-SDDA PS-SDFA COS-OPCS Secretary LPA Head-NGCS

viii.	Policy, Legal and Institutional Capacity	COS-OPCS-Chair PS-SDPA PS-SDDA PS-SDFA Head-NGCS
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B. TERMS OF REFERENCE FOR STRATEGIC THEME TEAMS

1. Preparation of annual work plans for the activities under respective KRAs
2. Preparation of resourcing plans-funds, staff, equipment etc.
3. Lobbying for resources for the respective KRAs
4. Development of M&E tools aligned to Strategic Plan KPIs and the quarterly and annual reporting templates
5. Draw schedules for data collection and M&E exercises
6. Conducting annual reviews of progress and work planning for the subsequent years
7. Conducting evaluation.
8. Preparation of end term progress report