



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

**STATE DEPARTMENT FOR NATIONAL GOVERNMENT COORDINATION  
STRATEGIC PLAN- 2025- 2027**

**NOVEMBER, 2025**

## Foreword

The State Department for National Government Coordination is pivotal in ensuring seamless execution of the National Government's development agenda, fostering accountability, and enhancing service delivery across Ministries, Departments, and Agencies (MDAs). Established through Executive Order No. 1 of June 2025 under the Office of the Prime Cabinet Secretary & Ministry of Foreign and Diaspora Affairs, the State Department serves as the cornerstone for coordinating public sector reforms, performance management, and stakeholder engagement.

This Strategic Plan for 2025-2027 outlines the State Department's vision to become a centre of excellence in national government coordination, strengthening accountability and cohesiveness for a globally competitive and prosperous Kenya. It is meticulously aligned with global, regional, and national frameworks, including the United Nations 2030 Agenda for Sustainable Development, African Union Agenda 2063, East African Community Vision 2050, the Constitution of Kenya, Kenya Vision 2030, the Fourth Medium-Term Plan, and the Bottom-Up Economic Transformation Agenda (BETA). By adopting the Whole of Government (WoG) and Open Society (OS) approaches, this Plan emphasizes inclusive service delivery, citizen participation, and efficient resource utilization to achieve our strategic goals: strengthen performance management across public service; strengthen policy and institutional capacity; entrench national values and principles of governance in the public service; strengthen coordination and supervision of national government operations; and enhance stakeholder relations and citizen engagements.

In an era of dynamic challenges ranging from economic pressures and technological advancements to social and environmental shifts, this Strategic Plan provides a robust roadmap for navigating these complexities. It builds on past achievements, addresses identified gaps, and leverages opportunities to entrench a culture of performance, innovation, and unity. I, therefore, urge all stakeholders, government entities, private sector partners, development organizations, and citizens to collaborate in realizing this vision. Together, we will drive transformative change for a resilient and prosperous nation.

**H.E. Dr. Musalia Mudavadi, E.G.H.**  
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## Preface and Acknowledgement

The development of this Strategic Plan for 2025-2027 has been a collaborative endeavour, reflecting the dedication and expertise of numerous individuals and institutions. On behalf of the State Department for National Government Coordination, I extend our sincere gratitude to all who contributed to this vital document. First and foremost, I acknowledge the visionary leadership of the Prime Cabinet Secretary & Cabinet Secretary for Foreign and Diaspora Affairs, Hon. Musalia Mudavadi, EGH, whose guidance has been instrumental in shaping our strategic direction. Special thanks goes to the technical committee appointed to coordinate the preparation of this Plan, whose tireless efforts in synthesizing guidelines, conducting situational and stakeholder analyses, and defining strategic priorities were exemplary.

We are deeply appreciative of the contributions from the Heads of Departments across our technical and support units, including the Public Service Performance Management Unit (PSPMU), National Economic and Social Council (NESC), National Government Coordination Secretariat (NGCS), and Directorate of National Cohesion and Values (DNCV). Their insights ensured the Plan's alignment with our core mandate and national development frameworks. Our gratitude extends to internal and external stakeholders who participated in extensive consultations, providing valuable feedback that enriched the document.

Finally, we thank the entire staff of the State Department for their commitment and the various partners, including MDAs, County governments, the private sector, development partners, and civil society, for their ongoing collaboration. This Plan is a testament to our collective resolve to enhance government coordination and service delivery for the benefit of all Kenyans.

**Hon. Ahmed Abdisalan Ibrahim**  
**PRINCIPAL SECRETARY**  
**STATE DEPARTMENT FOR NATIONAL GOVERNMENT COORDINATION**

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## Key Concepts and Terminologies

<b>Coordination</b>	-Organizing government entities so that they work together smoothly and effectively towards a common goal
<b>Institutional capacity</b>	-The ability of an organization to perform its mandate optimally
<b>Open Government</b>	-A government that embraces a transparent, participatory, and collaborative approach in service delivery to the citizens
<b>Partnerships</b>	-A collaborative arrangement between two or more entities working together towards a shared objective
<b>Stakeholder Relations and Citizen Engagement</b>	- The involvement of individuals, citizens, or the general public in the implementation of programmes and projects
<b>Synergy</b>	- The collaboration of people or organizations to achieve a common goal
<b>Whole-of-Government Approach</b>	- Inculcating a synergized work ethic in the public service

## Acronyms and Abbreviations

BETA	-	Bottom-Up Economic Transformation Agenda
CPPMD	-	Central Planning & Project Monitoring Department
DNCV	-	Directorate of National Cohesion and Values
DFIs	-	Development of Financial Institutions
EAC	-	East African Community
GPCIS	-	Government Performance Contracting Information System
HRM&D	-	Human Resource Management & Development
ICT	-	Information and Communication Technology
KRAs	-	Key Result Areas
MDAs	-	Ministries, Departments and Agencies
MDCAs	-	Ministries, Counties, Departments and Agencies
MSMEs	-	Micro, Small and Medium Enterprises
MTP IV	-	Fourth Medium Term Plan
NDIC	-	National Development Implementation Committee
NESC	-	National Economic and Social Council
NGCS	-	National Government Coordination Secretariat
OS	-	Open Society
PAIR	-	Public Administration and International Relations
PESTEL	-	Political, Economic, Social, Technological, Environmental, and Legal
PSPMU	-	Public Service Performance Management Unit
PSC	-	Public Service Commission
SDGs	-	Sustainable Development Goals
STTs	-	Strategic Theme Teams
WoG	-	Whole of Government
VDS	-	Vision Delivery Secretariate

## Executive Summary

The Strategic Plan 2025–2027 for the State Department for National Government Coordination (SDNGC) provides a comprehensive framework for strengthening performance management, enhancing policy coherence, improving coordination of government operations, and entrenching national values across the public service. Anchored in key national, regional, and global development commitments—including the Constitution of Kenya (2010), Vision 2030, BETA, AU Agenda 2063, and the Sustainable Development Goals (SDGs)—the Plan positions the State Department as a central driver of accountable, citizen-centred, and results-oriented governance.

The Plan affirms the importance of strategic management in improving organisational effectiveness, optimizing resource utilization, and advancing government priorities. It identifies core thematic areas: performance management, coordination and supervision of Ministries, Departments and Agencies (MDAs), policy development, institutional capacity strengthening, and values-based governance.

The State Department executes its mandate through four key institutions—PSPMU, NESC, NGCS, and DNCV—which collectively advance the Whole-of-Government and Open Society approaches to strengthen collaboration, transparency, and citizen participation.

A comprehensive situational analysis highlights opportunities such as political goodwill, technological innovations, and a dynamic human resource base. It also recognises persistent challenges, including fiscal constraints, policy gaps, inadequate institutional capacity, and weak coordination mechanisms. Past performance demonstrates notable achievements, including the institutionalisation of performance contracting, the development of critical policy documents, mainstreaming of national values, and coordination of national programmes. Nonetheless, challenges related to legal frameworks, human resource deficits, and system inefficiencies remain.

The Plan identifies seven strategic issues: weak performance management systems; inadequate institutional capacity; limited policy advisory capability; ethnic and social disharmony; low appreciation of national values; weak supervision of government programmes; and limited stakeholder engagement. These inform five strategic goals and related Key Result Areas (KRAs) focusing on strengthened performance management, institutional development, evidence-based policy formulation, promotion of national cohesion, coordinated supervision of government programmes, and enhanced citizen engagement.

Clear strategic objectives, strategies, outcome indicators, and an implementation framework—supported by annual work plans, performance contracting, and Strategic Theme Teams—provide structure for effective execution. A strengthened monitoring, evaluation, and reporting framework ensures accountability, learning, and evidence-based decision-making.

The Plan outlines significant financial requirements for the period 2025–2027, necessitating expanded resource mobilization through exchequer funding, development partner support, ICT optimization, and public-private partnerships.

This Strategic Plan is organised into eight chapters, each addressing a key component of the State Department’s strategic direction and delivery framework. Chapter One introduces the Strategic Plan by outlining the importance of strategy for organisational success, the context within which the Plan has been developed, the establishment of the Office of the Prime Cabinet Secretary (OPCS), and the methodology used in formulating the Plan. Chapter Two sets out the mandate, vision, mission, strategic goals, core values, and the quality policy statement that guide the Office’s operations. Chapter Three presents a comprehensive situational analysis, covering the external environment, opportunities and strengths, internal environment, institutional strengths and weaknesses, an assessment of past performance, and a detailed stakeholder analysis. Chapter Four identifies the strategic issues, strategic goals, and Key Result Areas (KRAs) that will enable the Office to fulfil its mandate and advance the National Government’s Transformative Agenda.

Chapter Five outlines the strategic objectives, expected outcomes, outcome indicators, and the strategies to be pursued over the Plan period. Chapter Six describes the operationalization and institutionalization of the Strategic Plan, including the implementation plan, coordination mechanisms, and the risk management framework. Chapter Seven details the financial resource requirements, identifies resource gaps, and sets out the resource mobilisation and resource management strategies for the Strategic Plan period. Finally, Chapter Eight elaborates on the monitoring, evaluation, and reporting frameworks, the feedback mechanism, and the performance standards that will guide accountability, learning, and continuous improvement.

## CHAPTER ONE: INTRODUCTION

This chapter 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 State Department for National Government Coordination; Key Policy and Legal documents; and the methodology that was adopted in developing the Strategic Plan for 2025-2027.

### 1.0. Strategy as an imperative for Organizational Success

The Strategic Plan will be the State Department's guiding framework for formulating and implementing activities, Programmes and projects for the period 2025-2027. It provides the State Department's strategic direction. The Plan outlines the goals, strategic objectives, key results areas and expected outcomes over the implementation period. The Plan will guide the State Department in making informed decisions on optimal utilization of resources for desired results that lead to efficient and impactful policies, Programmes and projects.

The strategic plan will focus on performance management, coordination and supervision across MDAs in the public service as core thematic areas to deliver the mandate of the State Department. In addition, institutional capacity will be enhanced to optimal levels to support delivery of the core mandate. The development of the strategic plan identified key policy and legal frameworks necessary for anchoring the core functions of the State Department. These policy and legal frameworks would require expeditious attention at the onset of the implementation of the strategic plan.

The Strategic plan will ensure clear harmony of the State Department's key mandate and the national government development blueprint—the Bottom-Up Economic Transformation Agenda. The strategic plan will be implemented through the *Whole of Government* (WoG) and *Open Society* (OS) approaches to facilitate inclusive service delivery and encourage citizen participation in decision-making. This will be augmented by annual work plans, performance contracts and staff performance appraisal tools.

### 1.2 The Context of Strategic Planning

This Strategic Plan is developed in the context of global, regional and national development frameworks. Specifically, the Strategic Plan is aligned to the United Nations 2030 Agenda for Sustainable Development; African Union Agenda 2063; East Africa Community Vision 2050; Constitution of Kenya; Kenya Vision 2030; Fourth Medium Term Plan; and Bottom-Up Economic Transformation Agenda (BETA).

#### 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 State Department plays a key role in coordinating the 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 State Department will adopt WoG to

ensure that no Kenyan is left behind and there is the participation of all stakeholders in determining and implementing policies, programmes and projects.

- **Goal 17, Target (14) is to "Enhance policy coherence for sustainable development."** The State Department 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 State Department 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.
- **SDG 16, Indicator 16.6.2 on "proportion of population satisfied with their last experience of public services"**. The State Department will contribute towards service delivery by institutionalising performance management and entrenching the values and principles of governance in public service.
- **SDG 17, Target (17) is to "Encourage effective partnerships"**: The State Department will contribute towards this goal by fostering collaborations across MDAs, private sector actors and citizens.

### 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"**: This Strategic Plan provides an inclusive coordination framework for development of policies, programmes and projects towards attaining a diversified, transformed economy and jobs by contributing to raising productivity, competitiveness, and service delivery.
- **Aspiration No.3 on "An Africa of Good Governance, Democracy, Respect for Human Rights, Justice and the Rule of Law"**: The State Department will focus on entrenching good governance and transformative leadership through the WoG and OS approaches in defining, developing policies, and coordinating programmes and projects. The State Department will strengthen collaboration and partnership with the continental, regional and sub-regional organisations to achieve this aspiration.
- **Aspiration No 6: "An Africa, Whose Development is People-Driven, relying on the Potential of African People, Especially Its Women and Youth"**: The State Department will Coordinate and Supervise policies, programmes and projects that empower women, youth, and other marginalized groups, in line with Agenda 2063's focus on people-driven development.

### 1.2.3. EAC 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. The Vision focuses on initiatives that will create gainful employment for the economically active population to accommodate the development pillars and enablers that will create jobs to absorb the expected expansion of the workforce.

The Strategic Plan will facilitate the implementation of the common aspirations of the EAC Vision 2050 by enhancing inclusiveness in development and socio-economic transformation, and coordinating the development of EAC Trade Hubs in building sound economic institutions.

#### **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. This Strategic Plan will uphold and implement the provisions of the Constitution of Kenya. Specifically, the Strategic Plan will be guided by Article 10 of the Constitution that outlines the national values and principles of governance, while Article 232 provides values and principles of public service.

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

Kenya Vision 2030 aims at transforming Kenya into a newly industrializing middle-income country, providing a high quality of life to all its citizens in a secure environment by 2030. Public sector reforms is one of the foundations that underpin the Kenya Vision 2030. The State Department adopts a coordination framework which aims at coordinating implementation of development Programmes and projects, as well as a results-based Management framework to implement public sector reforms through performance contracting, strategic planning, annual work plans and staff appraisal systems.

The Bottom-Up Economic Transformation Agenda aims at improving the livelihoods and welfare of Kenyans. The State Department coordinates national government priority Programmes and projects implemented along BETA sectors namely: Agricultural Transformation; Micro, Small and Medium Enterprise (MSME); Housing and Settlement; Healthcare; Digital Superhighway and Creative Industry.

The Medium-Term Plan (MTP) IV is categorized into five (5) clusters, namely: Finance and Production; Infrastructure; Social; Environment and Natural Resources; and Governance and Public Administration. The State Department is an enabler as it coordinates government operations across all clusters and/or sectors.

#### **1.2.6 Sector Policies and Laws**

The State Department is categorized within the Public Administration and International Relations (PAIR) Sector in the Medium-Term Expenditure Framework budget process. This Strategic Plan is anchored on various government policies and legal documents which include: The Constitution of Kenya 2010; Executive Order No. 1 of June 2025 on Organization of the Government of the Republic of Kenya; National Government Coordination Act 2013; Public Finance Management Act 2012; the Leadership and Integrity Act 2012; Public Service Commission (Performance Management) Regulations 2021; and Data Protection Act 2019 among others.

### **1.3 History of the State Department for National Government Coordination**

The State Department for National Government Coordination was established by the Executive Order No. 1 of June 2025 on Organization of the Government of the Republic of Kenya under the Office of the Prime Cabinet Secretary & Ministry of Foreign and Diaspora Affairs. The State Department has four (4) key Institutions: Public Service Performance Management Unit (PSPMU); National Economic and Social Council (NESC); National Government Coordination Secretariat (NGCS); and Directorate of National Cohesion and Values (DNCV).

The four (4) institutions form the operational backbone for the Government's coordination framework. They play a pivotal role in steering the **Whole-of-Government** and **Open Society** approaches envisioned in Executive Order No. 1 of 2025 through integrated planning, performance management; conceptualization, reforming and redesigning of policies on economic and social development; coordinating implementation of Programmes and projects; promoting national values and principles of governance; and undertaking stakeholder engagement & inter-agency coordination.

#### **1.4 Methodology of Developing the Strategic Plan**

The development of the Strategic Plan 2025-27 was developed in adherence to the guidelines on the development of the 5<sup>th</sup> generation strategic plans issued by the State Department for Economic Planning. The process started with the appointment of a technical committee whose primary role was to coordinate the preparation of the Strategic Plan 2025 - 2027. The Committee also synthesized the revised guidelines for preparation of the 5th generation strategic plans for Ministries, Departments, Agencies, and Counties (MDACs) and applied them to generate content and organize it into the Strategic Plan 2025-2027. This was undertaken through a retreat held from 17<sup>th</sup> – 21<sup>st</sup> November 2025 that provided an opportunity for the technical committee and the heads of departments from both technical and support units to develop the zero draft Strategic Plan.

## **CHAPTER TWO – STRATEGIC DIRECTION**

The chapter presents the State Department’s mandate which outlines its functions, the vision that gives its aspirations, while the mission articulates how to achieve its vision. In addition, it outlines the strategic goals that address strategic issues. Further, the chapter presents core values and the quality policy statement that guides the implementation of the Department’s mandate.

### **2.1 Mandate**

The mandate of the State Department for National Government Coordination is prescribed as functions in the Executive Order No.1 of June 2025, as follows:

- i) Oversee Performance Management across Ministries, State Departments and Agencies;
- ii) Monitor and evaluate performance to ensure contracting parties are within the parameters of the agreed performance targets;
- iii) Co-ordinate cross-cutting public sector reforms across Ministries, State Departments and Agencies;
- iv) Co-ordination and oversight of assigned special Presidential Functions through:
  - a. The National Economic and Social Council; and
  - b. The Directorate of National Cohesion and Values.
- v) Co-ordinate the functions of the Prime Cabinet Secretary in his role of assisting the President and the Deputy President in the coordination and supervision of functions across Ministries and State Departments;
- vi) Coordinate government engagement with religious organizations through the Inter Faith/Religious Council;
- vii) Co-ordinate Government engagement with the private sector through the Private Sector Round Table;
- viii) Harness private sector expertise through collaboration and strategic partnerships to drive efficient and effective delivery of the Administration’s agenda; and
- ix) Co-ordinate the implementation of the recommendations of the Presidential Taskforce on the Review of the Legal and Regulatory Framework Governing Religious Organizations.

### **2.2. Vision Statement**

A Centre of excellence in national government coordination that strengthens accountability and cohesiveness for a globally competitive and prosperous Kenya

### **2.3. Mission Statement**

To provide strategic leadership in the coordination of Government operations for accountability and effective service delivery

### **2.4. Strategic Goals**

- i. Strengthen performance management across public service;

- ii. Strengthen Policy and institutional capacity
- iii. Entrench national values and principles of governance in the public service
- iv. Strengthen coordination and supervision of national government operations; and
- v. Enhance stakeholder relations and citizen engagements;

## 2.5. Core Values

- i. **Professionalism:** Uphold high level of competence, diligence, reliability and meritocracy in work performance and apply quality standards in service delivery;
- ii. **Teamwork:** Endeavour to attain targeted results through a high level of coordination, networking and collaboration with both internal and external stakeholders;
- iii. **Results-oriented:** Focus on efficiency in the delivery of services to the citizenry;
- iv. **Accountability:** Uphold and promote transparency, inclusivity and participation of the people in the national development agenda; and
- v. **Integrity:** Foster honesty, truth, respect, honour and an incorruptible work ethic to win public trust.

## 2.6 Quality Policy Statement

The State Department is committed to delivering quality services while adhering to the highest ethical standards and continuously improving our operations to meet stakeholders' expectations. This will be achieved through effective and efficient coordination, resource management, continuously enhancing staff competencies, and regularly measuring and reviewing performance as informed by stakeholder feedback.

## **CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSES**

The Situational and stakeholder analyses establish a clear understanding of the State Department's operating environment. The analyses provide a clear understanding of the external and internal environment as well as the advantages an institution enjoys and the challenges that it is likely to face. It further provides array of various stakeholder interests that is important in helping bring out related implications and emerging issues which will inform decisions and future action.

### **3.1 Situational Analysis**

This entails a thorough evaluation of the external and internal environments using appropriate approaches, tools and frameworks to gain a clear understanding of developments which have strategic implications for the State Department. These implications manifest in either opportunities and/or threats within the external environment, as well as strengths and/or weaknesses within the internal environment. These will form a basis for the identification of strategic issues that require attention from the State Department to address through goals, objectives and strategies.

#### **3.1.1 External Environment**

Analysis of the external environment enables us to identify opportunities and threats that may form the basis for future strategic actions. The analysis focuses on the macro and micro environments at global, regional and national realms. Below is a summary of some major developments in the external environment that have implications for the operations of the State Department.

##### **3.1.1.1 Macro-environment**

The macro-environment has been analyzed using Political, Economic, Social, Technological, Environmental, and Legal (PESTEL) tool.

#### **Political factors**

- i. Existing cordial intergovernmental relations in Kenya will enhance implementation of the State Department's mandate;
- ii. Kenya's political stability and goodwill enhance seamless service delivery to citizens; and
- iii. Kenya's relations with various multi-lateral organizations and partnerships in offering technical and financial support.

#### **Economic factors**

- i. An external shock of rising inflation, exchange rates, and interest rates, and geo-political instability;
- ii. Fluctuation in oil prices that impacts the economy;
- iii. Employment challenges, especially among the youth;
- iv. An upsurge in the rethinking of the global financial architecture;

- v. The resilience of the service sector, slow growth of the manufacturing sector and continued rebound of the agricultural sector stimulate economic growth;
- vi. Competing government priorities for limited resources, giving room for innovative resource mobilisation strategies and optimal utilisation of resources; and
- vii. The tightened fiscal space presents other significant challenges and implications on economic policies and development.

## **Social Factors**

- i. Varied global, regional and national demographic trends across different dimensions, including age, gender, income levels, literacy levels, mortality rates, migration patterns are likely to remain dynamic;
- ii. Intense activism across the globe for public participation, good governance, upholding of human rights and inclusivity by the public, special interest, vulnerable and marginalized groups;
- iii. Breakdown of social structures and erosion of values;
- iv. Increasing disease burden and the widely acceptable desire to secure health of the citizens;
- v. Upsurge of global labour mobility;
- vi. Access to basic needs like clean & safe water, education, food, security and shelter;
- vii. The existing trend of a more informed, knowledgeable, and resilient society on public affairs; and
- viii. Growth of mainstream and social media continues to influence public perception.

## **Technological factors**

- i. Continuous innovations and advancements in technology;
- ii. Digitisation of Government records and automation of services;
- iii. Expansion and access to internet connectivity; and
- iv. Cyber threats, cybercrime, and data security.

## **Environmental factors**

- i. Concerted efforts to reduce the adverse effects of climate change, protect ecosystems and build resilience against future climate impacts will continue to inform Climate action;
- ii. Environmental stress due to resource depletion, biodiversity loss and pollution is expected to be a source of conflict and public health concern;
- iii. Potential waste management; and
- iv. Urbanization: the higher the rate of urbanization, the higher the ecological footprint and impact.

## **Legal factors**

- i. The Constitution of Kenya and enabling legislation will continue to provide the legal and regulatory anchorage during the plan period;
- ii. Extant international treaties, conventions, agreements and protocols as well as laws and regulations, will continue to bind Kenya; and
- iii. Cordial relationship among the three (3) arms of government is expected to prevail in the plan period.

### 3.1.1.2 Micro-environment

In analyzing the micro environment, three (3) main areas of concern to the State Department identified are Customer Profiles, suppliers and creditors, and labour markets.

#### Customer Profiles

- i. Geographic: Public sector institutions in Kenya exist both at the headquarters and across the country. The implementation and coordination of performance management, monitoring of policies, programmes and projects, and mainstreaming of values and principles of governance is spread country-wide;
- ii. Demographics: Kenya faces various demands for public services owing to its diverse population of over 56 million. Age distribution, urbanization rates, ethnic diversity, and income levels all influence government policies and priorities. They pose challenges for ensuring equitable representation and social cohesion, requiring inclusive governance strategies. Analysis of demographics, therefore, provides valuable information for decision-making; and
- iii. Psychographics: Kenya's population is diverse with different beliefs, values, lifestyles, perceptions, attitudes, tastes and preferences. Kenyans are well aware of the constitutional guarantees of their rights and freedoms.

#### Suppliers

- i. The State Department is a consumer of various and assorted goods and services that are necessary in the execution of its mandate. Suppliers play a significant role in providing essential resources such as office supplies, technology, equipment, and services required for efficient functioning; and
- ii. The State Department maintains cordial relationships with its suppliers within the provisions of the applicable policies, laws and regulations.

#### Labour Market

- i. The State Department will leverage the well-trained youthful population to obtain the human capital requirement;
- ii. The State Department will collaborate with relevant professional bodies as well as government training institutions for skills and capacity enhancement; and
- iii. The State Department will offer opportunities for attachment, internships and apprenticeships.

### 3.1.2 Summary of Opportunities and Threats

Based on the external environment analysis, a summary of the emergent opportunities and threats has been provided in Table 3.1.

**Table 3.1: Summary of Opportunities and Threats**

Factor	Opportunities	Threats
Political	<ul style="list-style-type: none"><li>• Political stability and goodwill.</li><li>• Cordial intergovernmental relations.</li><li>• Cordial relations with various multi-lateral agencies.</li></ul>	<ul style="list-style-type: none"><li>• Negative impacts of Geopolitics.</li><li>• Spontaneous insecurity incidences.</li><li>• Evolving political landscape.</li></ul>
Economic	<ul style="list-style-type: none"><li>• Reforms in the global financial</li></ul>	<ul style="list-style-type: none"><li>• High global inflation and interest</li></ul>

Factor	Opportunities	Threats
	architecture. <ul style="list-style-type: none"> <li>• Resilient national economic growth.</li> <li>• Alternative funding for public goods and services.</li> <li>• Positive impact of globalization.</li> <li>• Cordial relationship with suppliers.</li> </ul>	rates. <ul style="list-style-type: none"> <li>• Fluctuation of oil prices.</li> <li>• Employment challenges.</li> <li>• Foreign exchange volatility.</li> <li>• Tightened fiscal space.</li> <li>• Global supply chain disruptions.</li> </ul>
Social	<ul style="list-style-type: none"> <li>• Market opportunities due to varied tastes and preferences among regional and global consumers.</li> <li>• Global labour market opportunities.</li> <li>• Highly engaging, informed, and active citizenry.</li> <li>• A vibrant, productive and proactive youth population.</li> <li>• A diverse and resilient society.</li> <li>• Perceptions on government policies and services.</li> </ul>	<ul style="list-style-type: none"> <li>• Negative effects of a globalized society.</li> <li>• Disease prevalence and incidences.</li> <li>• Abuse of expanded space for expression.</li> <li>• Cultural indoctrination and negative ethnicity.</li> <li>• Increased unemployment amongst the youth fuelling crime and social unrest.</li> <li>• Exploitation of migrant workers.</li> <li>• Prevalent drug and substance abuse.</li> <li>• Subsisting poverty in spite of notable decline.</li> <li>• Spate of urbanization.</li> <li>• Potential disparities arising from geographics.</li> </ul>
Technological	<ul style="list-style-type: none"> <li>• Advanced developments in innovation and technologies.</li> <li>• A society that is technologically adaptive and adoptive.</li> <li>• Fairly developed infrastructure to support the adoption of technology.</li> <li>• Government support for digitising and digitalisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Cyber threats.</li> <li>• Cybercrime.</li> <li>• Rapid technological change that outpaces adoption.</li> <li>• Disinformation, mal-information and information overload.</li> <li>• Overreliance on technology has reduced human interaction.</li> </ul>
Environmental	<ul style="list-style-type: none"> <li>• Heightened global, regional and national climate action agenda.</li> <li>• Rich and diverse ecosystem.</li> <li>• Centrality of Kenya in championing climate action regionally and globally.</li> </ul>	<ul style="list-style-type: none"> <li>• Climate change shocks and impacts.</li> <li>• Environmental stress.</li> <li>• Inconsistent climate change financing.</li> <li>• Urbanization.</li> </ul>
Legal	<ul style="list-style-type: none"> <li>• Subsisting and progressive legal and regulatory framework.</li> <li>• International Treaties, Conventions, Protocols and Agreements.</li> <li>• Cordial relations among the three (3) arms of government.</li> <li>• Existence of Alternative Dispute Resolution frameworks.</li> </ul>	<ul style="list-style-type: none"> <li>• Conflicting legal and regulatory provisions.</li> <li>• Highly litigious citizenry.</li> </ul>

### 3.1.3 Internal Environment

The analysis of internal operating environment helps in identifying areas of strengths and/or weaknesses in the State Department. The variables that are analyzed include governance

and administrative structures; internal business processes; and resources and capabilities. Appropriate frameworks and approaches have been used for analysis.

### 3.1.3.1 Governance and administrative structures

- i. The Executive Order No. 1 of June 2025 establishes the State Department;
- ii. The State Department operates within a defined administrative framework led by the Principal Secretary;
- iii. The State Department is guided by existing policy, legal, regulatory framework and circulars that are issued from time to time in the execution of its mandate;
- iv. The State Department has an approved organizational structure; and
- v. The human resource management is guided by the Public Service Commission's human resource policies and procedures manual.

### 3.1.3.2 Internal Business Processes

- i. There are clearly documented internal business processes and procedures that guide implementation of the core mandate. For instance, performance management, monitoring and evaluation, budget implementation, and supply chain management. However, there is a lack of clearly documented standard operating procedures and established systems for some processes;
- ii. The management of human resources at the State Department is guided by the Human Resource Policies and Procedures Manual from the Public Service Commission (PSC). However, there should be a concerted effort by HRM&D to monitor and follow up on in-service staff capacity development;
- iii. The State Department has two systems: Government Performance Contracting Information Management System (GPCIS) and National Government Dashboard for Programmes and projects; and
- iv. There exists a communication framework for internal stakeholder engagement.

### 3.1.3.3 Resources and Capabilities

- i. There exists competent and skilled personnel in leadership positions within the State Department. However, there is sub-optimal placement in some support services; minimal opportunities for competency enhancement; inadequate succession planning; and weak implementation of staff rewards/sanctions frameworks;
- ii. Inadequate office space and working tools hinders effective service delivery; and
- iii. The State Department is funded through exchequer releases. However, there is inadequate budgetary allocation for optimal execution of the mandate.

**Table 3.2: Summary of Strengths and Weaknesses**

Factors	Strengths	Weaknesses
Governance and Administrative Structures	<ul style="list-style-type: none"> <li>• Clear mandate and vision.</li> <li>• Existence of enabling policies, legislations, regulation and guidelines.</li> <li>• Supportive leadership.</li> <li>• Well defined roles and responsibilities.</li> <li>• Established partnerships and collaborations.</li> </ul>	<ul style="list-style-type: none"> <li>• Ineffective systems to address mal-administration.</li> <li>• Inadequate legal and regulatory frameworks.</li> </ul>
Internal Business Processes	<ul style="list-style-type: none"> <li>• Established Performance Management framework.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of clearly documented standard operating procedures.</li> </ul>

Factors	Strengths	Weaknesses
	<ul style="list-style-type: none"> <li>• Adoption of management information systems.</li> <li>• Existence of a communication framework.</li> <li>• Business process reengineering and digitization of processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Occasional downtime of systems.</li> <li>• Incomplete system modules.</li> <li>• Weak policy, legal and regulatory framework.</li> </ul>
Resources and Capabilities	<ul style="list-style-type: none"> <li>• Qualified, experienced and professional staff.</li> <li>• Diverse skill sets and competencies.</li> <li>• Superintending operations across MDAs.</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate resources.</li> <li>• Inadequate office space and working tools.</li> <li>• Inadequate human capital and development.</li> </ul>

### 3.1.5 Analysis of Past Performance

The State Department for National Government Coordination was established through Executive Order No. 1 of June 2025. However, the technical Directorates were domiciled in various MDAs during the period under review. The following were the key achievements, challenges, emerging issues and lessons learnt during the review period.

#### 3.1.5.1 Key Achievements

The following were the key achievements of the State Department: Developed Kenya Performance Integrated Performance Policy, 2021; Developed a draft Public Service Performance Management Bill; Developed and disseminated the Kenya Integrated Performance Management Guidelines for County Governments; Vetted Annual Performance Contracts for all eligible MDAs-progressively increased uptake from 394 in FY 2021/2022 to 496 in FY 2024/2025; Reviewed and issued five (5) sets of Performance Contracting Guidelines which were released to MDAs in readiness for the preparation of their Performance Contracts; Conducted five (5) Annual Performance Evaluations of MDAs and prepared reports for the same from FY 2019/2020- FY 2023/2024; Developed and deployed Government Performance Contracting Information System to all MDAs placed on Performance Contracts; GPCIS won an African Award for promotion of service delivery during the African Public Service week held in Zimbabwe in 2021; and Achieved recognition for institutionalizing Performance Management in the Public Service in the category of *Entrenching Performance Management* during the Africa Public Service Day, Kenya Chapter in 2022.

In addition, provided advisory to the government on matters of national strategy and policy options on economic and social fronts in the conceptualization, review of existing and redesign of policies including Vision 2030 implementation and follow up through Vision 2030 Delivery Secretariate (VDS); Leveraging on ICT for development with the core ICT Programmes for the attainment of Vision 2030; Strategy for 24-hour economy; Mineral resource utilization vide National Minerals and Mining Policy; Urban planning and development strategy. Further, the policy recommendations led to strengthening of the manufacturing sector, value addition in agriculture, development of financial institutions (DFIs) through DFI Strategy Paper, consolidation of DFIs into one major institutions under the supervision of the National Treasury, and Unclaimed Assets Authority and infrastructure bonds.

Other achievements were : Prepared and Disseminated the Annual President's Reports on National Values and Principles of Governance for the years 2020, 2021, 2022/23 and 2023/24; Developed and published the National Values and Principles of Governance Training Manual in 2022; Facilitated the loading of National Values and Principles of Governance into the Performance Contracting cycles of Ministries, Departments and

Agencies (MDAs); Conducted sensitization of over 500 MDAs and trained over 1,500 focal point persons to mainstream national values and principles of governance in institutions; Conducted a pilot survey on the impact of narratives on ethnic relationships and national unity in Kenya; Developed a training manual for parents on nurturing national values among children and the youth; and held consultative forums with 42 county governments on national values and principles of governance mainstreaming and reporting.

Finally, Coordinated six (6) National Development Implementation Committee (NDIC) meetings resolving 78 out of 113 bottlenecks affecting national government Programmes and projects; Identified and monitored 51 high-impact priority Programmes and projects per the five (5) BETA clusters across seven (7) regions; Coordinated the G7+ Development Partners support to priority projects in Nairobi Metropolitan Area (Transport Sector) to improve urban transport mobility; Coordinated a multi-agency team to implement Visa free regime in Kenya; Held stakeholder and Citizen engagement fora in four(4) Counties (Kwale, Kilifi, Kakamega and Uasin Gishu); and Spearheaded the IMF/Kenya Governance Diagnostic Assessment Scoping Mission to align Kenya with global governance standards to enhance transparency, investor confidence, and financial credibility.

### 3.1.5.2 Challenges

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

- i. **Budgetary constraints:** Budget constraints and government-wide austerity measures led to partial or non-implementation of planned Programmes, projects, and activities;
- ii. **Human resource capacity gaps:** Inadequate numbers of professional/technical officers and limited human resource development opportunities;
- iii. **Limited Office Space and Equipment:** Lack of sufficient office space and equipment leading to sub-optimum service delivery;
- iv. **Inadequate policy and legal frameworks:** Necessary policy and legal framework to guide performance and delivery management is not in place leading to ineffective execution of the institutional mandates;
- v. **Incomplete Government Performance Contracting Information System (GPCIS) modules:** The system modules for GPCIS are not fully developed and deployed, thus affecting operations; and
- vi. **GPCIS connectivity issues due to inadequate infrastructure:** The server has low capacity to host several MDAs hence persistent connectivity issues resulting in long downtime periods.

### 3.1.5.3 Lessons Learnt

- i). Enhancing human resource management and development within the public service to address capacity gaps is key for the successful implementation of the strategic plan;

- ii). The public service has highly competent, skilled and experienced human capital that can be utilized in business process reengineering as opposed to outsourcing;
- iii). Inter-ministerial and inter-agency coordination are fundamental in service delivery;
- iv). The implementation of the Strategic Plan requires collaboration, monitoring and embracing ICT through automation of business processes; and
- v). Teamwork is key to the successful delivery of services.

### 3.2 Stakeholder Analysis

The State Department has both internal and external stakeholders, who play different roles, and have varied interests. An understanding of who the stakeholders are and what relationships exist between them as well as their interests and expectations is important because it informs decisions made towards the success of the State Department. The analysis of the State Department’s key stakeholders is presented in Table 3.1.

**Table 3.3: Stakeholder Analysis**

S/NO	Stakeholder	Role	Expectations of the Stakeholder	Expectations of the State Department
1.	Ministries, Departments, and Agencies (MDAs)	Service delivery	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Policy guidance and coordination</li> <li>• Harmonious working relations</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in consultative meetings and forums</li> <li>• Implement policy guidelines and development programmes and projects</li> <li>• Feedback and cooperation</li> </ul>
2.	Parliament	Legislation and oversight	<ul style="list-style-type: none"> <li>• Timely submission of legislative proposals</li> <li>• Budget proposals and cooperation</li> <li>• Accountability and transparency in resource utilization</li> <li>• Operationalize laws and legislations</li> </ul>	<ul style="list-style-type: none"> <li>• Consideration of legislative and budgetary proposals</li> <li>• Timely approval of legislative proposals</li> </ul>
3.	Citizens	<ul style="list-style-type: none"> <li>• Provide feedback on services delivered by MDAs</li> <li>• Ownership of government programmes and projects</li> </ul>	<ul style="list-style-type: none"> <li>• Quality service delivery</li> <li>• Timely response to complaints and inquiries</li> <li>• Regular sharing of information</li> <li>• Involvement in policy formulation</li> </ul>	<ul style="list-style-type: none"> <li>• Support government programmes and projects</li> <li>• Feedback on service delivery</li> </ul>
4.	Suppliers and Service Providers	Supply quality goods and services	<ul style="list-style-type: none"> <li>• Compliance with procurement laws and regulations</li> <li>• Timely payments</li> <li>• Fairness in tender awards and contract</li> </ul>	<ul style="list-style-type: none"> <li>• Timely delivery of quality goods and services</li> <li>• Compliance with procurement laws and regulations</li> </ul>

S/NO	Stakeholder	Role	Expectations of the Stakeholder	Expectations of the State Department
			management	<ul style="list-style-type: none"> <li>Value for money</li> </ul>
5.	County Governments	<ul style="list-style-type: none"> <li>Delivery of services</li> <li>Cooperation and collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Provide policy and facilitate consultations through intergovernmental meetings and fora</li> </ul>	<ul style="list-style-type: none"> <li>Accountability</li> <li>Favourable environment for investment</li> <li>Timely implementation of programmes and projects</li> <li>Value for money</li> </ul>
6.	Media	Inform and educate	<ul style="list-style-type: none"> <li>Provide timely, accurate and reliable information</li> <li>Engagement in government programmes and projects</li> </ul>	<ul style="list-style-type: none"> <li>Responsible, objective and factual reporting</li> <li>Partnership in public education</li> </ul>
7.	Staff	Service delivery	<ul style="list-style-type: none"> <li>Career progression</li> <li>Conducive work environment</li> <li>Motivation</li> </ul>	<ul style="list-style-type: none"> <li>Productivity</li> <li>Professionalism</li> <li>Accountability</li> <li>Uphold national values and principles of governance</li> </ul>
8.	Private Sector	Partnership and collaboration	<ul style="list-style-type: none"> <li>Enabling environment for investments</li> <li>Provide policy direction</li> <li>Identify priority areas for development</li> </ul>	<ul style="list-style-type: none"> <li>Fair trade practices</li> <li>Collaborations in development</li> </ul>
9.	Development Partners	<ul style="list-style-type: none"> <li>Resource mobilization</li> <li>Technological transfer</li> </ul>	<ul style="list-style-type: none"> <li>Provision of relevant information</li> <li>Collaboration</li> <li>Transparency and accountability</li> </ul>	<ul style="list-style-type: none"> <li>Timely provision of financial and technical resources</li> <li>Operate within government policy and regulatory framework</li> <li>Align support to government priorities</li> <li>Provision of relevant information</li> </ul>

<b>S/NO</b>	<b>Stakeholder</b>	<b>Role</b>	<b>Expectations of the Stakeholder</b>	<b>Expectations of the State Department</b>
10.	Office of the Attorney General	Consider policy, legal and regulatory proposals	<ul style="list-style-type: none"> <li>• Timely submission of policy, legal, and regulatory proposals</li> </ul>	<ul style="list-style-type: none"> <li>• Timely feedback</li> <li>• Legal advice</li> </ul>
11.	Judiciary	<ul style="list-style-type: none"> <li>• Interpret and apply the law accordingly</li> <li>• Resolve disputes</li> </ul>	<ul style="list-style-type: none"> <li>• Uphold the rule of law</li> </ul>	<ul style="list-style-type: none"> <li>• Timely adjudication of disputes</li> </ul>
12.	Civil society	<ul style="list-style-type: none"> <li>• Civic education</li> <li>• Complement Government agenda</li> <li>• Advocacy and oversight</li> </ul>	<ul style="list-style-type: none"> <li>• Policy direction</li> <li>• Collaboration</li> <li>• Accountability</li> <li>• Adhere to the rule of law</li> </ul>	<ul style="list-style-type: none"> <li>• Participate policy development</li> <li>• Accountability and compliance with rules and regulations</li> <li>• Cooperation</li> </ul>

## **CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS**

The chapter provides an analysis of the strategic issues that may hinder the achievement of the State Department's mandate. It also provides goals and key result areas to address the strategic issues.

### **4.1 Strategic Issues**

The external and internal environments, stakeholders and past performance analyses will determine the approaches for better strategic choices and ensure optimization on potential opportunities that will be leveraged for quality service delivery. The identified strategic issues include:

- i. Weak Performance Management Framework;
- ii. Inadequate institutional capacity;
- iii. Inability to offer policy advice;
- iv. Ethnic, racial and religious disharmony;
- v. Weak appreciation and application of national values and principles of governance;
- vi. Weak coordination and supervision of national government Programmes and project;  
and
- vii. Minimal stakeholder relations and citizen engagement.

#### **4.1.1. Weak Performance Management Framework**

Whereas performance and delivery management is delivered through a set of information systems, there still exists system capability challenges requiring enhancement through integration and development of necessary modules. The strategic plan will strengthen performance management across public service by developing policy and legislative framework as well as finalization of system optimization.

#### **4.1.2. Inadequate institutional capacity**

Adequate institutional capacity is key for the State Department to effectively perform its functions and realize its mandate. Enhancing operational capacity, strengthening institutions, adequate staffing and development, and financial resourcing is critical in-service delivery.

#### **4.1.3. Inability to offer policy advice**

Weak institutional strength and capacity has resulted to policy gaps for long term development planning and policy recommendations towards realization of socio-economic development. This strategic plan recognizes the importance of strengthening institutions' operations for posterity.

#### **4.1.4. Ethnic, racial and religious disharmony**

Sessional paper No. 9 of 2013, on national cohesion and integration seeks to make Kenya an equitable society that is politically, economically and socially cohesive where citizens have a shared vision and sense of belonging while appreciating diversity. The strategic plan aims to enhance equity in resource sharing, create a national identity and a framework for appreciation of diversity.

#### **4.1.5. Weak appreciation and application of national values and principles of governance**

Article 10 of the Constitution provides for entrenched national values and principles of governance into the day-to-day Programmes and activities of all persons. The values and principles should reflect the manner in which the society is governed, resources distributed, and how people relate.

#### **4.1.6. Weak coordination and supervision of national government Programmes and project**

The formulation and implementation of policies, Programmes and projects across government have previously been undertaken incoherently. This has led to developing policies not aligned with the development agenda. This strategic plan recognizes this disconnect as a strategic issue that will be resolved by providing leadership to coordinate and supervise government Programmes, projects and operations across Ministries, Departments and Agencies.

#### **4.1.7. Minimal stakeholder relations and citizen engagement**

The engagement of the relevant stakeholders and citizens ensures adequate awareness and public input in implementing Government plans and guarantees public ownership of these initiatives across different communities. However, inadequate engagement, litigations and weak coordination of the stakeholders have impacted the implementation of the National Government Development Agenda.

### **4.2 Strategic Goals**

- i. Strengthen performance management across public service;
- ii. Strengthen Policy and institutional capacity
- iii. Entrench national values and principles of governance in the public service
- iv. Strengthen coordination and supervision of national government Programmes and projects; and
- v. Enhance stakeholder relations and citizen engagements;

### **4.3 Key Results Areas**

This Strategic Plan has identified the following Key Result Areas (KRAs):

- i. Performance management;
- ii. Institutional capacity and policy development;
- iii. Coordination and supervision of national government Programmes and projects;
- iv. Adherence to national values and principles of governance by institutions and individuals; and
- v. Stakeholder Relations and Citizen Engagement.

**Table 4.1: Strategic Issues, Goals and KRA**

<b>S/No.</b>	<b>Strategic Issues</b>	<b>Strategic Goal</b>	<b>Key Results Areas</b>
1.	Weak performance management framework	Strengthened performance management across public service	KRA 1: Performance management
2.	Inadequate institutional capacity	Strengthen Policy and institutional capacity	KRA 2: Institutional capacity and policy development
	Inability to offer policy advice		
3.	Ethnic, racial and religious disharmony	Entrench national values and principles of governance in the public service	KRA 3: Adherence to national values and principles of governance by institutions and individuals
	Weak appreciation and application of national values and principles of governance		
	Weak coordination and supervision of the national government Programmes and project	Strengthen coordination and supervision of national government Programmes and projects	KRA 4: Coordination and supervision of national government, Programmes, projects
4.	Minimal stakeholder relations and citizen engagement	Enhance stakeholder relations and citizen engagements	KRA 5: Stakeholder Relations and Citizen Engagement

## CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

The chapter delineates the strategic objectives and strategies necessary for realization of the strategic goals. It also provides outcome indicator projections that offer a framework for assessing progress towards these objectives. Sustainable Balance Scorecard tool was adopted in formulating the strategic objectives.

### 5.1 Strategic Objectives

The strategic objectives identified are to:

- i) Entrench a culture of performance and accountability in the public service;
- ii) Enhance policy advice for socio-economic transformation;
- iii) Entrench national values and principles of governance;
- iv) Foster national unity and nationhood;
- v) Enhance stakeholder relations and citizen engagement; and
- vi) Strengthen synergies in government operations.

**Table 5.1: Strategic Objectives, Outcomes Annual Projections**

Strategic Objective	Outcome	Outcome indicator	Baseline 2024/25	Projections				
				Year 1	Year 2	Year 3	Year 4	Year 5
<b>KRA 1: Performance Management</b>								
To entrench a culture of performance and accountability in the public service	Improved service delivery	% of MDAs on Performance contracts	-	100	100	100	-	-
<b>KRA 2: Institutional capacity and policy development</b>								
To strengthen institutional capacity	Enhanced productivity in service delivery	Productivity index Score (%)	-	100	100	100	-	-
To enhance policy advice for socio-economic transformation	Enhanced socio-policy development	% of Advisory services on economic and social affairs	-	100	100	100		
<b>KRA 3: Adherence to national values and principles of governance by institutions and individuals</b>								
To entrench national values and principles of governance	A Values-based society	% level of compliance	-	100	100	100		
To foster national unity and nationhood	A Harmonious society	Improvement index (%)	-	100	100	100		
<b>KRA 4: Coordination and supervision of national government Programmes and projects</b>								
To strengthen synergies in government	Improved coordination for service delivery	Proportion of issues of national	-	100	100	100	-	-

Strategic Objective	Outcome	Outcome indicator	Baseline 2024/25	Projections				
				Year 1	Year 2	Year 3	Year 4	Year 5
operations		government programmes and projects resolved						
<b>KRA 5: Stakeholder Relations and Citizen Engagement</b>								
To enhance stakeholder relations and citizen engagement	Enhanced knowledge and ownership/sustainability of government initiatives	Level of citizen awareness (%)	-	100	100	100		

## 5.2 Strategies

The strategies outlined are actionable initiatives and approaches towards meeting the strategic objectives. They will enable the State Department to adapt, evolve and gain a competitive advantage.

**Table 5.2: Strategic Objectives and Strategies**

KRA	Strategic Objective	Strategies
KRA 1: Performance Management	Objective 1: To entrench a culture of performance and accountability in the public service	S1: Promote the application of Norms and Standards on performance management
		S2: Coordinate preparation of Performance Contracting in MDAs
		S3: Assess the performance of MDAs
		S4: Enhance the capability of GPCIS
		S5: Knowledge Management on Performance Management in Public Service
		S6: Coordinate engagement with the citizens on performance management
KRA 2: Institutional Capacity and Policy Development	Objective 1: To strengthen institutional capacity	S1: Review of Gazette notice establishing the Institutions
		S2: Appoint the Governing Council members
		S3: Optimal human capital capacity
		S4: Succession management
		S5: Human capital development
		S6: Conducive working environment
		S7: Develop policy, legal, and institutional framework
	Objective 2: To enhance policy advice for socio-economic transformation	S1: Conceptualise socio-economic themes for adoption
		S2: Review existing policies
		S3: Redesign select policies
		S4: Recommend policy direction
		S5: Monitor the implementation of proposed and recommended policies on

KRA	Strategic Objective	Strategies
		socio-economic themes
KRA 3: Adherence to national values and principles of governance by institutions and individuals	Objective 1: To entrench national values and principles of governance	S1:Recruit and mobilise change agents S2:Mainstream national values for change in all spheres S3:Create awareness and publicity on national values and principles of governance S4:Affirm national values and their champions S5:Monitor, evaluate, and report on measures taken and progress realized in the promotion of national values and principles of governance
	Objective 2: To foster national unity and nationhood	S1:Manage ethnic and socio-cultural diversity S2:Create awareness and publicity S3:Conflict prevention, management and reconciliation
KRA 4: Coordination and supervision of government programmes and projects	Objective 1: To strengthen synergies in government operations	S1:Promote a whole-of-government approach and an open society in service delivery S2:Facilitate alignment and harmonious development of policies with the government development agenda S3:Monitor and evaluate policies, programmes and projects
KRA 5: Stakeholder relations and citizen engagement	Objective 1: To enhance stakeholder relations and citizen engagement	S1:Facilitate stakeholder relations and citizen engagement S2:Convene private sector fora S3:Public participation

## **CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK**

The chapter presents the detailed framework essential for effectively implementing and coordinating the Strategic Plan. It outlines the implementation plan, organizational structure, and the necessary skills and competencies. Additionally, it outlines the leadership, systems and procedures required to support the plan's execution, as well as providing an analysis of potential risks and proposes mitigation measures.

### **6.1 Implementation Plan**

The State Department will execute the Strategic Plan by developing a detailed action plan that outlines the objectives for the Key Result Area. Further, it establishes a clear annual work plan based on approved budgetary estimates and performance contracts detailing the core mandate targets.

#### **6.1.1 Action Plan**

The action plan is an elaborate logical matrix linking the strategic issues to activities through KRAs, Outcomes, Strategic Objectives and Strategic goals. The action plan (implementation matrix) presented in *Annex 1* provides details of each activity, the expected outputs clearly defined with corresponding output indicators, annual targets with budgets, and the responsible institution for that specific activity. The matrix forms the basis for monitoring and evaluation.

#### **6.1.2 Annual Work Plan and Budget**

To implement the Strategic Plan, the State Department will develop an annual work plan for each financial year of the planned period. The work plan shall be extracted from the strategic plan, costed in tandem with the activities and the approved budget.

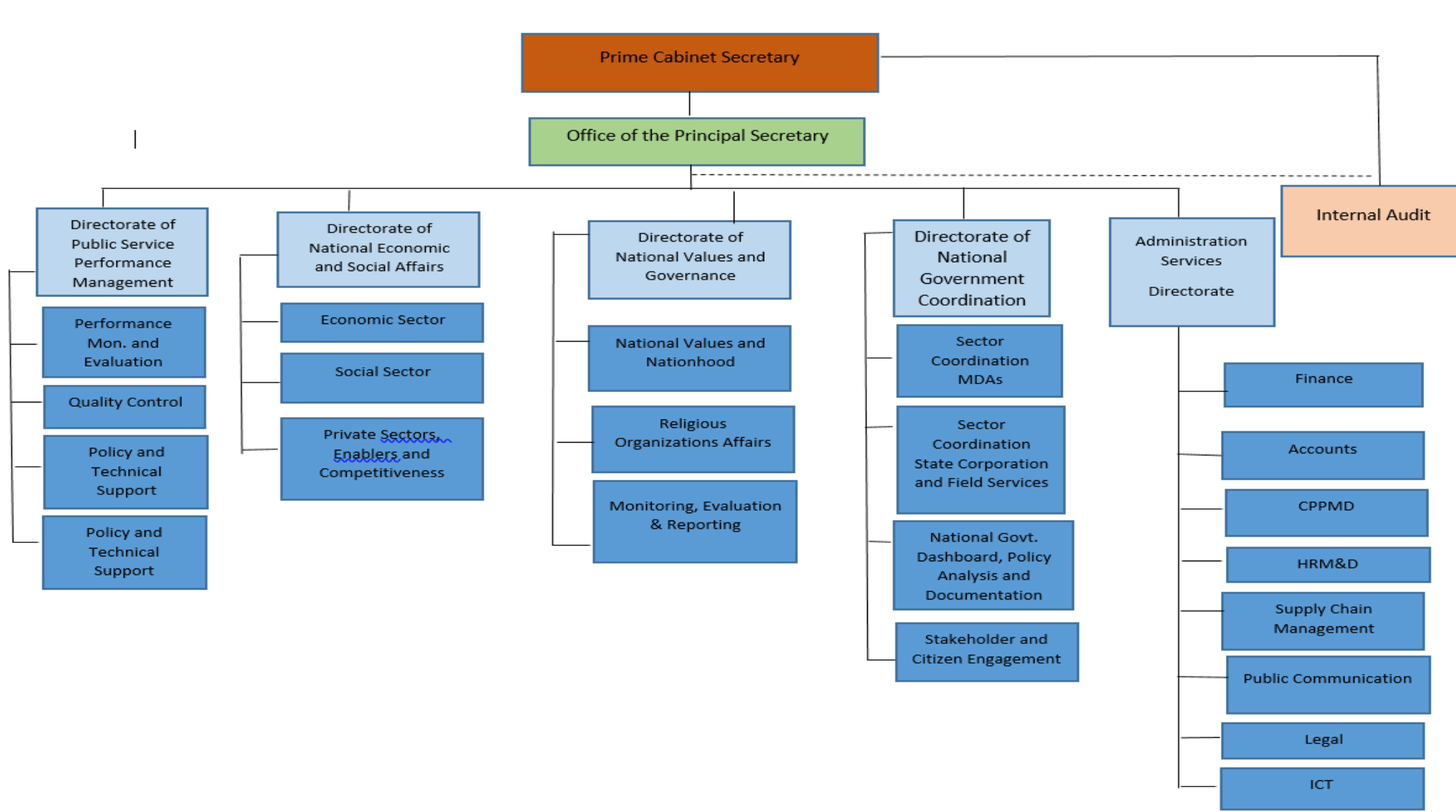
#### **6.1.3 Performance Contracting**

Performance contract is a yearly accountability tool to ensure the effective implementation of the MDAs' core mandate. The State Department will develop a performance contract annually for the planned period and cascade it to various Directorates/Departments/Divisions/ Units and Sections.

### **6.2 Coordination Framework**

The coordination framework outlines the processes and structures necessary to ensure alignment, collaboration, and effective implementation of strategic objectives across various levels of internal stakeholders. The framework entails the institutional arrangement, staff establishment, competence development, leadership system and procedures. The proposed reporting structure is as follows:

### 6.3 Organization chart



### **6.2.1 Institutional Framework**

The State Department will rely on the existing institutional framework to support implementation of the strategic plan. The State Department will, however, strengthen laws, policies and regulations as may be guided by lessons learnt during implementation of the plan; international good practices, norms and standards; as well as change of mandate or function. In addition, the State Department will conduct periodic review of internal business processes and accordingly strengthen the institutional framework to make it more supportive.

### **6.2.2 Staff Establishment, Skills Set and Competence Development**

The State Department requires optimal staff establishment with the requisite skill set for effective implementation of the Strategic Plan. The approved establishment for the State Department comprise 209 technical staff and 103 support staff across different job groups. The State Department will conduct an incisive analysis of the current staffing to obtain the readiness of the staff to implement the strategic plan and inform competency development initiatives. A detailed breakdown of the current staff establishment and in-post showing the different job groups and staff categories is summarized in *Annex II*.

### **6.2.3 Leadership**

The implementation of the Strategic Plan will be stewarded by Strategic Theme Teams (STTs). There will be one such team for each of the strategic issues identified. The various teams and their membership will be constituted appropriately as per *Annex IV*. To ensure effective and focused functioning, the STTs will be guided by the following terms of reference (which are in the form of questions to which the STTs will be expected to address while executing their mandate):

- i. Are strategies and objectives being achieved or not? If they are, then acknowledge, reward and communicate the progress. If not, then consider other issues.
- ii. Are the objectives being achieved according to the timelines specified in the plan? If not, then why?
- iii. Should the deadlines for completion be changed? – know why efforts are behind schedule before timelines are revised.
- iv. Do personnel have adequate resources (Budget, equipment, facilities, training, etc.) to achieve the objectives?
- v. Should work plans be reviewed to put more focus on achieving the objectives?
- vi. What can be learnt from monitoring in order to improve and guide future planning?

### **6.2.4. Systems and Procedures**

The State Department has systems that will enable effective implementation of the strategic plan. The existing systems, however, require significant enhancement to ensure optimal utilization. During implementation of the strategic plan, the State Department will document clear standard operating procedures to support seamless workflow.

## **6.3 Risk Management Framework**

The State Department undertook risk analysis and identified potential risks to the implementation of the Strategic Plan. Presented in Table 6.1 is a concise summary of

identified risks, including their probability of occurrence, potential impact levels, planned mitigation actions, and measures for their monitoring and reporting.

**Table 6.1: Risk Management Framework**

S/No.	Risk	Risk Likelihood	Severity	Overall Risk Level	Mitigation Measure(s)
1.	Inadequate budgetary provision for the planned programmes, projects, and activities	High	Medium	Medium	<ul style="list-style-type: none"> <li>• Develop prioritisation criterion</li> <li>• Regular audits</li> <li>• Public-private partnerships</li> <li>• Promote transparency and accountability</li> <li>• Collaboration with development partners</li> </ul>
2.	Lack of legislated law on performance management	High	Medium	Medium	Enactment of a law on performance management
3.	Slow uptake/adaptability of modern technology in service delivery	High	Medium	Medium	<ul style="list-style-type: none"> <li>• Sensitization and communication of the benefits of new technology</li> <li>• Provide adequate training and support</li> </ul>
4.	Cybersecurity threats	High	High	High	<ul style="list-style-type: none"> <li>• Investing in ICT-related personnel and infrastructure</li> <li>• Provide adequate training and support</li> <li>• Complying with the regulatory framework for the use of ICT services and data</li> </ul>
5.	Weak policy, legal, and institutional framework	High	Medium	Medium	<ul style="list-style-type: none"> <li>• Enactment of a law on institutional establishment (NESC)</li> </ul>
6.	Lack of a legal framework for engagement with religious organizations	High	Medium	Medium	<ul style="list-style-type: none"> <li>• Enactment of a law and regulations on Religious Organizations</li> </ul>
7.	Lack of NESC governing Council	High	Medium	Medium	<ul style="list-style-type: none"> <li>• Appointment of NESC Council</li> </ul>
8.	Heightened ethnic based politics	High	Medium	Medium	<ul style="list-style-type: none"> <li>• Enhanced civic education</li> </ul>

S/No.	Risk	Risk Likelihood	Severity	Overall Risk Level	Mitigation Measure(s)
9.	Inadequate and uncoordinated supervision of policies, programmes and projects	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>Streamlined Coordination and supervision of existing policies, programmes and projects</li> <li>Monitoring system to manage coordination and supervision of policies, programmes and projects</li> </ul>
10.	Data security	High	High	High	<ul style="list-style-type: none"> <li>Provide adequate training and support on data security</li> </ul>

## CHAPTER SEVEN: 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

**Table 7.1: Financial Requirements for Implementing the Strategic Plan**

Cost Item	Projected Resource Requirements (Kshs. Mn)			
	2025/26	2026/27	2027/28	Total
KRA 1: Performance management	2,618	1,997	2,652	<b>7,267</b>
KRA 2: Institutional Capacity and Policy Development	998	1,515	1,421.2	<b>3,934.2</b>
KRA 3: Adherence to national values and principles of governance by institutions and individuals	265	280	296	<b>841</b>
KRA 4: Coordination and supervision of government Programmes and projects	440.5	367	371	<b>1,178.5</b>
KRA 5: Stakeholder relations and the citizen engagement	128.5	118	151	<b>397.5</b>

**Table 7.2: Resource Gaps**

Financial Year	Estimated Financial Requirements (Kshs. Mn)	Estimated Allocations (Kshs.Mn)	Variance (Kshs. Mn)
2025/26	4,450	1,074.20	3,376
2026/27	4,277	1,123.00	3,154
2027/28	4,891	1,173.90	3,717
<b>Total</b>	<b>13,618</b>	<b>3,371</b>	<b>10,247</b>

### 7.2 Resource Mobilization Strategies

Resource mobilization is essential to secure the necessary financial, human and material resources to realize the functions of the State Department. The Department will embark on the following measures to raise the requisite resources for implementation of the Strategic Plan:

- i. Continue engaging for increased funding from the exchequer through the MTEF budget working group and parliamentary committee to increase GoK funding;
- ii. Engage development partners for resource mobilization;
- iii. Leverage ICT towards improving administrative efficiency. This is expected to reduce cost, thereby releasing resources to priority needs;

- iv. Leveraging synergies across government; and
- v. Pursue Public Private Partnerships.

### **7.3 Resource Management**

The mandate of the State Department requires significant resources that must be optimally allocated for effective implementation and delivery. Subsisting institutional frameworks will be leveraged to ensure prudent application of resources to guarantee probity. Specific measures that will be implemented include:

- i. Strictly adhering to the Public Financial Management Act 2012 and attendant Regulations of 2015, Public Audit Act 2015, Public Procurement and Asset Disposal Act 2015 and its attendant Regulations 2020, and other financial instructions in terms of Circulars issued by the National Treasury from time to time;
- ii. Fully comply with requirements of 100% zero-fault audit status;
- iii. Adherence to the Conflict-of-Interest Act 2025;
- iv. Restricting contracted services to only activities where internal capacity cannot cope or is inadequate;
- v. Leverage ICT towards improving administrative efficiency; and
- vi. Implementation of an elaborate resource mobilization strategy.

## **CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK**

The chapter provides the monitoring, evaluation and reporting framework for the Strategic Plan. The framework defines the systematic and continuous processes of collecting and analyzing information based on the identified indicators and the provision of feedback. Regular reporting and progress communication will ensure that all stakeholders are engaged in the implementation processes. The framework will ensure that implementation of the strategic plan is undertaken according to the budget timelines and scope.

### **8.1 Monitoring Framework**

The 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 set targets.

The Central Planning and Project Monitoring Department (CPPMD) will offer technical backstopping on the monitoring methodologies. At the beginning of the implementation period, baseline data will be compiled and confirmed by the STTs and data sources and means of verification identified for the various indicators. The implementers of the specific activities as well as the end-users of the Strategic Plan deliverables, will be the key generators of monitoring data for the Plan.

### **8.2 Performance Standards**

The Monitoring and Evaluation Framework will be based on both nationally and internationally accepted norms and standards. Key performance indicators identified at the outcome, output and efficiency level will be applied in tracking performance of the strategic plan. CPPMD will coordinate the identification of the monitoring and evaluation standards that will inform the Monitoring and Evaluation Framework. The STTs will work under the guidance of CPPMD to track the performance of the different indicators outlined in the implementation matrix.

### **8.3 Evaluation Framework**

Key outcome indicators have been outlined in the Outcome Performance Matrix (Table 8.1) and these indicators are aligned to the KRAs that correspond to the Strategic Issues of the Plan. The STTs will establish baseline performance through assessments of existing processes. Evaluation will ensure that the State Department is able to provide evidence towards the level of achievement of the defined expected results for accountability. This will be done through formal surveys and will look at what will be accomplished against the set targets. Activities that will require re-scheduling or revision of targets will be adjusted through a renegotiated process with the top management. The process will be guided by the Kenya Evaluation Guidelines 2020 and the National Monitoring and Evaluation Norms and Standards.

The following major evaluation activities will be undertaken: mid-term evaluation, end-term evaluation, and ad hoc evaluation (on a need basis) as per the Table 8.1.

**Table 8. 1 Outcome Performance Matrix**

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
<b>KRA 1:</b> Performance Management	Improved service delivery	% of MDAs on Performance contracts	-	2024	100	100
<b>KRA 2:</b> Institutional capacity and policy development	Enhanced productivity in service delivery	Productivity index Score (%)	-	2024	100	100
	Enhanced socio-economic policy development	% of Advisory services on economic and social affairs	-	2024	100	100
<b>KRA 3:</b> Adherence to national Values and principles of governance by institutions and individuals	A Values-based society	% level of compliance	-	2024	100	100
	A Harmonious society	Improvement index (%)	-	2024	100	100
<b>KRA 4:</b> Coordination and supervision of Government operations	Improved coordination for service delivery	Proportion of issues of national government programmes and projects resolved	-	2024	100	100
<b>KRA 5:</b> Stakeholder Relations and Citizen Engagement	Enhanced knowledge and ownership/sustainability of government initiatives	Level of citizen awareness (%)	-	2024	100	100

**8.3.1 Mid-Term Evaluation**

A mid-term evaluation of the Strategic Plan will be conducted in the FY 2026/2027 to assess progress towards the set targets. The resulting report and recommendations will provide a basis for addressing bottlenecks and functional changes as well as guide necessary adjustments and improvements in the implementation process.

### 8.3.2 End-Term Evaluation

The State Department will conduct a comprehensive summative evaluation six (6) months towards the end of the Strategic Plan period to assess the extent to which the strategic objectives have been achieved. A report will then be developed to capture achievements/accomplishments, challenges, lessons learnt, emerging issues and recommendations to inform and guide the next cycle of the Strategic Planning process.

### 8.3.3 Ad hoc Evaluation

Ad hoc evaluation is an assessment conducted on an impromptu or informal basis, typically in response to specific circumstances, events, or needs that arise during the implementation of a Strategic Plan. Ad hoc evaluations may be commissioned by the Principal Secretary as needed to address immediate concerns or issues. Such variances will be identified through the regular Monitoring and Evaluation reports.

## 8.4 Reporting Framework and Feedback Mechanism

The STTs will report quarterly on the performance indicators as outlined in the implementation matrix through guidance of CPPMD and through use of the reporting templates in Tables 8.2, 8.3 and 8.4. The State Department will actively engage stakeholders in the implementation, M&E and reporting processes of the Strategic Plan. A robust feedback mechanism will be instituted to ensure that all stakeholders can regularly provide feedback and conveniently access the reviews and reports being generated by the State Department on the Strategic Plan implementation progress. The State Department will also adopt other mechanisms to effectively disseminate its implementation and M&E reports.

**Table 8.2: Quarterly Progress Reporting Template**

Expected Output	Output Indicator Intervention	Annual Target (A)	Quarter for Year .....			Cumulative to Date			Remarks	Corrective
			Target (B)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)		
<b>Key Result Area 1: Performance management</b>										
PC Guidelines issued										
Sector Performance Standards reviewed										
County Government PC Guidelines Reviewed										
MDAs placed on PCs										
Capacity building to MDA&Cs provided										
Technical support provided										
Quarterly performance reports										
Mid-year performance Review done										

Expected Output	Output Indicator	Annual Target	Quarter for Year			Cumulative to Date			Remarks	Corrective
			1	2	3	1	2	3		
Annual performance evaluation done										
M&E Results disseminated										
Mid-year Review and management modules developed										
Debugging and other gaps in GPCIS addressed										
Systems integrated with GPCIS										
Kenya Community of Practice on Performance Management established										
Impact assessment Undertaken										
Resource Centre established										
Best Practices Publicized										
Public Service Days held										
Survey Undertaken										
Mechanism Established										
<b>Key Result Area 2: Institutional Capacity and Policy Development</b>										
<b>Key Result Area 3: Adherence to national values and principles of governance by institutions and individuals</b>										
<b>Key Result Area 4: Coordination and supervision of government operations</b>										
<b>Key Result Area 5: Stakeholder Relations and Citizen Engagement</b>										

Expected Output	Output Indicator	Annual Target	Quarter for Year .....			Cumulative to Date			Remarks	Corrective
			1	2	3	1	2	3		

**Table 8.3: Annual Progress Reporting Template**

Expected Output	Output Indicator	Achievement for Year.....			Cumulative to Date (Years)			Remarks	Corrective Intervention
		Target (A)	Actual (B)	Variance (B - C)	Target (D)	Actual (E)	Variance (E - D)		
<b>Key Result Area 1: Performance management</b>									
PC Guidelines issued	No. of PC Guidelines issued								
Sector Performance Standards reviewed	Sector Performance Standards								
County Government PC Guidelines Reviewed	County PC guidelines								
MDAs placed on PCs	% No. of approved/signed MDA PCs								
Capacity building to MDA&Cs provided	% of MDAs who underwent Capacity Building								
Technical support provided	% of institutions provided with technical support								
Quarterly performance reports	No. of quarterly feed-back reports								
Mid-year performance Review done	No. of mid-year review reports								

Expected Output	Output Indicator	Achievement for Year.....			Cumulative to Date (Years)			Remarks	Corrective Intervention
		Target (A)	Actual (B)	Variance (B - C)	Target (D)	Actual (E)	Variance (E - D)		
Annual performance evaluation done	Report on Annual Performance Results								
M&E Results disseminated	No. of M&E reports disseminated								
Mid-year Review and management modules developed	Level of completion of modules								
Debugging and other gaps in GPCIS addressed	% of GPCIS gaps addressed								
Systems integrated with GPCIS	% of systems integrated with GPCIS								
Kenya Community of Practice on Performance Management established	Report on establishment of Kenya Community of Practice								
Impact assessment Undertaken	Assessment Report								
Resource Centre established	Resource Centre in place								
Best	Number of								

Expected Output	Output Indicator	Achievement for Year.....			Cumulative to Date (Years)			Remarks	Corrective Intervention
		Target (A)	Actual (B)	Variance (B - C)	Target (D)	Actual (E)	Variance (E - D)		
Practices Publicized	events organized								
Public Service Days held	No. of Performance management days								
Survey Undertaken	Survey Report								
Mechanism Established	Annual Compliance Reports								
<b>Key Result Area 2: Institutional capacity and policy development</b>									
<b>Key Result Area 3: Adherence to national values and principles of governance by institutions and individuals</b>									
<b>Key Result Area 4: Coordination and supervision of government operations</b>									



Expected Output	Output Indicator	Achievement for Year.....			Cumulative to Date (Years)			Remarks	Corrective Intervention
		Targ et  (A)	Actu al  (B)	Varian ce (B - C)	Targ et  (D)	Actu al  (E)	Varian ce  (E- D)		

Table 8.4: Evaluation Reporting Template

Key Result Areas	Outcome	Outcome Indicator	Baseline		Mid-Term Evaluation		End Planned Period Evaluation		Remarks	Corrective Intervention
			Value	Year	Target	Achievement	Target	Achievement		
KRA1: Performance management	Improved service delivery	% of MDAs on Performance contracts								
KRA2: Institutional capacity and policy development	Enhanced productivity in service delivery	Productivity index Score (%)								
	Enhanced socio-economic policy development	% of Advisory services on economic and social affairs								
KRA3: adherence to national values and principles of governance by institutions and individuals	A Values-based society	% level of compliance								
	A Harmonious society	Improvement index (%)								

KRA 4: Coordination and supervision of national government programmes and projects	Improved coordination for service delivery	Proportion of issues of national government programmes and projects resolved										
KRA5: Stakeholder Relations and Citizen Engagement	Enhanced knowledge and ownership/sustainability of government initiatives	Level of citizen awareness (%)										

## Annex 1 Implementation Matrix

Strategies	Activities	Expected Output	Output indicator	Target for 5 years	Target					Budget (Kshs. M)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<b>Strategic Issue: Weak Performance Management framework</b>																
<b>Strategic Goal: Strengthened performance management across public service</b>																
<b>Key Result Area 1: Performance management</b>																
<b>Outcome: Improved service delivery</b>																
<b>Strategic Objective 1.1: To entrench a culture of performance and accountability in the public service</b>																
Promote application of Norms and Standards on Performance Management	Review and issue PC Guidelines to MDAs	PC Guidelines issued	No. of PC Guidelines issued	3	-	-	1	1	1	-	-	50	55	60	PSPMU	MDAs
	Review Sector Performance Standards	Sector Performance Standards reviewed	Sector Performance Standards	1	-	-	1	-	-	-	-	45	-	-	PSPMU	MDAs
	Review PC Guidelines for the County Governments	County Government PC Guidelines Reviewed	County PC guidelines	3	-	-	1	1	1	-	-	25	30	35	PSPMU	MDAs
Coordinate preparation of Performance Contracts by MDAs	Negotiate and vet Performance Contracts for MDAs	MDAs placed on PCs	% No. of approved/signed MDA PCs	1,356	-	-	452	452	452	-	-	40	42	44	PSPMU	MDAs
	Undertake capacity building to MDAs	Capacity building to MDA&Cs provided	% of MDAs who underwent Capacity Building	100	-	-	100	100	100	-	-	320	230	240	PSPMU	MDAs
		Technical support provided	% of institutions provided with technical support	100	-	-	100	100	100	-	-	160	165	170	PSPMU	MDAs
Assess performance of MDAs	Analyze quarterly reports and provide feedback	Quarterly performance reports	No. of quarterly feed-back reports	264	-	-	88	88	88	-	-	20	25	30	PSPMU	MDAs

Strategies	Activities	Expected Output	Output indicator	Target for 5 years	Target					Budget (Kshs. M)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	to Ministries															
	Undertake mid-year performance review for Ministries	Mid-year performance Review done	No. of mid-year review reports	3	-	-	1	1	1	-	-	40	45	45	PSPMU	MDAs
	Undertake Annual Performance Evaluation	Annual performance evaluation done	Report on Annual Performance Results	3	-	-	1	1	1	-	-	95	100	100	PSPMU	MDAs
	Disseminate Performance Monitoring and Evaluation Results	M&E Results disseminated	No. of M&E reports disseminated	264	-	-	88	88	88	-	-	55	60	70	PSPMU	MDAs
Enhance capability of GPCIS	Upgrade the GPCIS	Mid-year Review and management modules developed	Level of completion of modules	100	-	-	70	90	100	-	-	50	10	10	PSPMU	MDAs
	Maintain the online Performance Contracting system	Debugging and other gaps in GPCIS addressed	% of GPCIS gaps addressed	100	-	-	100	100	100	-	-	50	50	50	PSPMU	MDAs
	Integrate the GPCIS with other systems	Systems integrated with GPCIS	% of systems integrated with GPCIS	100	-	-	100	100	100	-	-	80	85	90	PSPMU	MDAs
Knowledge management performance management on	Establish and operationalize Kenya Community of Practice on Performance Management	Kenya Community of Practice on Performance Management established	Report on establishment of Kenya Community of Practice	1	-	-	1	-	-	-	-	58	60	63	PSPMU	MDAs

Strategies	Activities	Expected Output	Output indicator	Target for 5 years	Target					Budget (Kshs. M)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Undertake Impact Assessment on PC implementation in public service	Impact assessment Undertaken	Assessment Report	1	-	-	1	-	-	-	-	200	-	-	PSPMU	MDAs
	Establish and maintain Resource Centre on Performance Management	Resource Centre established	Resource Centre in place	1	-	-	1	-	-	-	-	180	90	95	PSPMU	MDAs
	Publicize best practices on performance management	Best Practices Publicized	Number of events organized	2	-	-	1	-	1	-	-	300	-	500	PSPMU	MDAs
Coordinate engagement with the citizens on performance management	Organise holding of performance management days	Public Service Days held	No. of Performance management days	3	-	-	1	1	1	-	-	350	400	450	PSPMU	MDAs
	Undertake survey on citizen satisfaction with Government services	Survey Undertaken	Survey Report	3	-	-	1	1	1	-	-	400	450	500	PSPMU	MDAs
	Establish a mechanism for citizens to provide Feedback on compliance with set service delivery standards	Mechanism Established	Annual Compliance Reports	3	-	-	1	1	1	-	-	100	100	100	PSPMU	MDAs

Strategies	Activities	Expected Output	Output indicator	Target for 5 years	Target					Budget (Kshs. M)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
<b>Sub-Total</b>												2,618	1,997	2,652			
<b>Strategic Issue: Inadequate institutional capacity</b>																	
<b>Strategic Goal: Strengthen Policy and institutional capacity</b>																	
<b>Key Result Area 2: Institutional capacity and policy development</b>																	
<b>Outcome: Enhanced productivity in service delivery</b>																	
<b>Strategic Objective 2.1: To strengthen institutional capacity</b>																	
Establishing the Council	Review of Legal Instruments (Gazette Notice) for NESC	Operational Council	% level of operational Council	100	-	-	100	100	0		-	-	200	200	200	NESC	MDAs
Optimal Human Capital Capacity	Recruit staff	Staff recruited	No. of staff recruited	148	-	-	70	40	38		-	-	168	96	91.2	SA/HR	MDAs
Succession management	Staff promotion	Promoted staff	% of staff promoted	100	-	-	-	100	0		-	-	-	89	-	SA/HR	MDAs
Human capital development	Implement training needs assessment report	Reports on trained officers	% level of trained staff	100	-	-	100	100	0		-	-	50	50	50	SA/HR	MDAs
Conducive working environment	Conduct employee satisfaction survey	Employee satisfaction survey report	% level of implementation of the report	100	-	-	100	100	0		-	-	480	480	480	SA	MDAs
Develop policy, legal, and institutional framework	Develop Performance Management Bill	Performance Management Bill	% level of development	100	-	-	-	100	0		-	-	-	100	100	PSPMU	MDAs
	Develop NESC Bill	NESC Bill	% level of development	100	-	-	-	100	0		-	-	-	100	100	NESC	MDAs
	Develop religious organization's	Religious organization's	% level of	100	-	-	-	100	0		-	-	-	100	100	DNCV	MDAs

Strategies	Activities	Expected Output	Output indicator	Target for 5 years	Target					Budget (Kshs. M)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Policy, Bill and regulation	Policy and Bill	development													
	Review the National Government Coordination framework	Reviewed National Government Coordination framework	% level of development	100	-	-	-	100	100	-	-	-	100	100	NGCS	MDAs
	Amend National Government Coordination Act 2019	Draft Amended National Government Coordination Act 2019	% level of development	100	-	-	-	100	100	-	-	-	100	100	NGCS	MDAs
<b>Sub-Total</b>													<b>898</b>	<b>1,415</b>	<b>1,321.2</b>	
<b>Strategic Issue%: Inability to offer policy advice</b>																
<b>Strategic Goal: Strengthen Policy and institutional capacity</b>																
<b>Key Result Area 2: Institutional capacity and policy development</b>																
<b>Outcome: Enhanced socio- economic policy development</b>																
<b>Strategic Objective 2.2: To enhance policy advice for socio-economic</b>																
Conceptualize socio-economic themes for adoption	Develop Socio-economic policies	Policy papers developed	% policy papers completed	100	-	-	100	100		-	-	20	20	20	NESC	MDAs
Review existing policies	Review policies	Policies reviewed	% of policies reviewed	100	-	-	100	100		-	-	20	20	20	NESC	MDAs
Redesign select policies	Analysis of select policies	Policies redesigned	% of policies resigned	100	-	-	100	100		-	-	20	20	20	NESC	MDAs
Recommend policy direction	Economic and social council meetings	Reports	No. of economic and social council deliberations	12	-	-	4	4	4	-	-	20	20	20	NESC	MDAs
Monitor the implementation of	Monitor and evaluate policies	Reports	No. of M&E reports	3	-	-	1	1	1	-	-	20	20	20	NESC	MDAs

Strategies	Activities	Expected Output	Output indicator	Target for 5 years	Target					Budget (Kshs. M)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
proposed and recommended policies on socio-economic themes																
<b>Sub-Total</b>												100	100	100		
<b>Strategic Issue: Ethnic, racial and religious disharmony</b>																
<b>Strategic Goal: Entrench national values and principles of governance in the public service</b>																
<b>Key Result Area 3: Adherence to national values and principles of governance by institutions and individuals</b>																
<b>Outcome: A Harmonious society</b>																
<b>Strategic Objective 3.2: To foster national unity and nationhood</b>																
Manage ethnic and socio-cultural diversity	Conduct community exchange activities	Reports on exchange visits	No. of exchange activities conducted	3	-	-	1	1	1	-	-	50	52	55	DNCV	MDAs
Create awareness and publicity	Conduct capacity building forums on national values	Reports	No. of reports	60	-	-	20	20	20	-	-	47	50	53	DNCV	MDAs
Conflict prevention, management and reconciliation	Conduct inter-community dialogue forums to foster harmonious relations	Reports on intercommunity dialogue	No. of reports	6	-	-	2	2	2	-	-	35	37	39	DNCV	MDAs
<b>Sub-Total</b>												132	139	147		
<b>Strategic Issue: Weak appreciation and application of national values and principles of governance</b>																
<b>Strategic Goal: Entrench national values and principles of governance in the public service</b>																
<b>Key Result Area 3: Adherence to national values and principles of governance by institutions and individuals</b>																
<b>Outcome: Values-based society</b>																
<b>Strategic Objective 3.1: To entrench national values and principles of governance</b>																
Recruit and mobilise change agents	Conduct focal point persons	Presence of values lead	No. of focal persons trained	500	-	-	100	100	100	-	-	20	21	22	DNCV	MDAs

Strategies	Activities	Expected Output	Output indicator	Target for 5 years	Target					Budget (Kshs. M)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	training for MDAs	persons in MDAs														
Mainstream national values for change in all spheres	Conduct engagement forums with institutional leaders and committees to promote national values	Engagement reports	No. of institutions engaged	75	-	-	25	25	25	-	-	22	23	24	DNCV	MDAs
	Evaluate measures taken by MCDAs to mainstream national values	Reports on measures taken by MCDAs on mainstreaming values	No. of MCDAs submitting PC reports	500	-	-	500	500	500	-	-	25	26	27	DNCV	MDAs
Create awareness and publicity on national values and principles of governance	Conduct sensitization forums on national values	Sensitization reports	No. of sensitization reports	100	-	-	30	30	40	-	-	25	26	27	DNCV	MDAs
Affirm national values and their champions	Recognize and celebrate values champions in institutions	Reports on institutions celebrating values champions	No. of reports	75	-	-	25	25	25	-	-	21	23	25	DNCV	MDAs
Monitor, evaluate, and report on measures taken and progress realized in the promotion of national values and principles of governance	Prepare the Annual President's report on national values	Annual President's report	No. of reports	3	-	-	1	1	1	-	-	20	22	24	DNCV	MDAs
<b>Sub-Total</b>												133	141	149		

Strategies	Activities	Expected Output	Output indicator	Target for 5 years	Target					Budget (Kshs. M)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<b>Strategic Issue: Coordination and Supervision of National Government Operations</b>																
<b>Strategic Goal: Strengthened Coordination and Supervision in Service Delivery</b>																
<b>Key Result Area 4: Coordination and Supervision of Government Operations</b>																
<b>Outcome: Improved Service Delivery</b>																
<b>Strategic Objective: To improve synergy in government operations</b>																
Promote a whole-of-government approach and an open society in service delivery	Operationalize the coordination organs (NDIC, NGCS)	MDAs coordinated	No. of NDIC Meetings	12	-	-	4	4	4	-	-	15	15	15	NGCS	MDAs
Facilitate alignment and harmonious development of policies with the government development agenda	Develop the National Government Dashboard (NGD)	National Government Dashboard developed and operationalized	% level of NGD developed and operational	100	-	-	50	70	100	-	-	285.5	210	210	NGCS	MDAs
	Mobilize Stakeholders to participate in the tree growing campaign	Tree seedlings planted	No. of tree seedlings planted	7.5	-	-	2.5	2.5	2.5	-	-	10	10	10	SA	MDAs
Monitor and evaluate policies, programmes and projects	Verify the implementation of high impact policies, Programmes and projects	Implementation status reports	No. of reports	12	-	-	4	4	4	-	-	130	132	136	NGCS	MDAs
<b>Sub-Total</b>												<b>440.5</b>	<b>367</b>	<b>371</b>		
<b>Strategic Issue: Minimal stakeholder relations and citizen engagement</b>																
<b>Strategic Goal: Enhance stakeholder relations and citizen engagements</b>																
<b>Key Result Area 5: Stakeholder Relations and Citizen Engagement</b>																

Strategies	Activities	Expected Output	Output indicator	Target for 5 years	Target					Budget (Kshs. M)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
<b>Outcome: Enhanced knowledge and ownership/sustainability of government initiatives</b>																	
<b>Strategic Objective 5: To enhance stakeholder relations and citizen engagement</b>																	
Facilitate stakeholder relations and citizen engagement	Develop and implement stakeholders' engagement framework	Stakeholders' engagement framework developed	Stakeholder Relations framework	1	-	-	1	-	-	-	-	20	-	-	NGCS	MDAs	
			% Level of Implementation	100	-	-	40	60	100	-	-	10	10	10	NGCS	MDAs	
	Develop and implement stakeholder media engagement plan	Media Engagement Plan developed and implemented	Media Plan in place	1	-	-	1	-	-	-	-	4.5	-	-	NGCS	MDAs	
			% level of Implementation	100	-	-	40	60	100	-	-	10	10	10	NGCS	MDAs	
Convene private sector fora	Hold stakeholder and citizen fora	Stakeholder and citizen fora held	No. of fora	12	-	-	4	4	4	-	-	29	32	32	NGCS/ NESC	MDAs	
Public participation	Establish a feedback mechanism	feedback mechanism established	% of establishment	100	-	-	80	100	100	-	-	5	6	9	NGCS	MDAs	
	Implement feedback mechanism	Feedback Recommendations implemented	% implementation	100	-	-	80	100	100	-	-	50	60	90	NGCS	MDAs	
<b>Sub-Total</b>												<b>12</b>	<b>11</b>	<b>15</b>			
<b>ALL KRAs Grand TOTAL</b>													<b>8.5</b>	<b>8</b>	<b>1</b>		
												<b>13,618</b>					

## Annex II Summary of Proposal Staff Establishment for the State Department for National Government Coordination

S/No.	Designation	CSG	AE	In post	Proposed Estb.
<b>OFFICE OF THE PRINCIPAL SECRETARY</b>					
1.	Principal Secretary National Government and Coordination	2	-	1	1
2.	Deputy Director Office Administrative Services	6	-	-	1
3.	Assistant Director Office Adm. Services	7	-	1	
4.	Principal Office Administrator	8	-	-	1
5.	Principal Driver	10	-	1	1
6.	Senior Driver	13	-	-	1
7.	Senior Office Assistant I	12	-	-	2
8.	Senior Office Assistant II	13	-	1	
	<b>Total</b>		<b>-</b>	<b>5</b>	<b>7</b>
<b>DIRECTORATE OF PUBLIC SERVICE PERFORMANCE MANAGEMENT</b>					
1.	PAS Public Service Performance Management Services	3	1	1	1
2.	Secretary, Performance Management	4	2	-	4
3.	Director, Performance Management	5	6	3	8
4.	Deputy Director, Performance Management	6	12	5	16
5.	Assistant Director, Performance Management	7	15	14	24
6.	Senior Performance Management Officer/Principal	9/8	15	5	15
	<b>Total</b>		<b>51</b>	<b>28</b>	<b>68</b>
<b>DIRECTORATE OF NATIONAL ECONOMIC AND SOCIAL AFFAIRS</b>					
1.	Principal Administrative Secretary, National Economic and Social	3	-	-	1
2.	Secretary NESC	4	1	1*	1
3.	Director, Private Sector, Enabler and Competitiveness	5	1	-	1
4.	Director, Social Sector	5	1	-	1
5.	Director, Economic Sector	5	1	-	1
6.	Deputy Director, Social Sector	6	1	-	1
7.	Deputy Director, Sector Private Sector, Enabler and Competitiveness	6	1	-	1
8.	Deputy Director, Economic Sector	6	1	-	1
	<b>TOTAL</b>		<b>7</b>	<b>1</b>	<b>8</b>
<b>DIRECTORATE OF NATIONAL VALUES AND GOVERNANCE</b>					
1.	Principal Administrative Secretary, National Values and Governance	3	-	-	1
2.	Secretary, National Values and Governance	4	1	1	1
3.	Director, National Cohesion	5	1	1	3
4.	Deputy Director, National	6	4	2	6

S/No.	Designation	CSG	AE	In post	Proposed Estb.
	Cohesion				
5.	Assistant Director, National Cohesion	7	6	7	9
6.	Principal Cohesion Officer	8	6	13	13
7.	Senior Cohesion Officer	9	8	20	20
8.	Cohesion Officer II/I	11/10	20	20	20
	<b>Total</b>		<b>55</b>	<b>64</b>	<b>73</b>
<b>NATIONAL GOVERNMENT AND COORDINATION DIRECTORATE</b>					
1.	Principal Administrative Secretary NGC	3	-	1*	1
	<b>Sub-total</b>		<b>-</b>	<b>1</b>	<b>1</b>
<b>Sector Coordination/MDAs Division</b>					
1.	Secretary, Sector Coordination Services	4	1	1*	1
2.	Director Programmes	5	2	2*	3
3.	Deputy Director Programmes	6	2	-	3
4.	Assistant Director, Programmes	7	6	-	7
5.	Principal Statistician/Data Analyst	8	-	-	2
6.	Senior Statistician/Data Analyst	9	2	-	
	<b>Sub-total</b>		<b>12</b>	<b>3</b>	<b>16</b>
<b>Sector Coordination/State Corporation and Field Services Division</b>					
1.	Secretary, Sector Coordination Services	4	1	1*	1
2.	Director, Programmes	5	3	2*	3
3.	Deputy Director Programmes	6	2	-	3
4.	Assistant Director, Programmes	7	6	-	7
5.	Principal Data Analyst	8	-	-	2
6.	Senior Data Analyst	9	2	-	
<b>National Govt. Dashboard, Policy Analysis and Documentation Division</b>					
1.	Secretary, National Government Dashboard, Policy Analysis and Documentation	4	1	1	1
2.	Director National Government Dashboard, Policy Analysis and Documentation	5	2	-	2
3.	Deputy Director, National Government Dashboard, Policy Analysis and Documentation	6	2	-	2
4.	Assistant Director, National Government Dashboard, Policy Analysis and Documentation	7	3	1*	2
5.	Policy Analyst/ Senior / Principal	10/9/8	4	-	4
6.	ICT Officer 1/ Senior	10/9	2	-	4
7.	Data Analysts/Senior	10/9	-	-	4
	<b>Sub – Total</b>		<b>13</b>	<b>2</b>	<b>19</b>
<b>Stakeholder and Citizen Engagement Division</b>					
1.	Director, Stakeholder Relation Services	5	1	1*	1
2.	Deputy Director,	6	2	-	2

S/No.	Designation	CSG	AE	In post	Proposed Estb.
	Stakeholder Relation Services				
3.	Assistant Director Stakeholder Relation Services	7	1	-	2
4.	Principal Stakeholder Relation Services Officer/ Assistant Directors, Stakeholder Relation Services	8/7	2	-	2
	<b>Sub Total</b>		<b>5</b>	<b>1</b>	<b>7</b>
	<b>Total</b>		<b>43</b>	<b>10</b>	<b>59</b>
<b>ADMINISTRATION DIRECTORATE</b>					
1.	Principal Administrative Secretary	3	-	-	1
2.	Secretary, Administration	4	-	1	1
<b>Administration Division</b>					
1.	Director, Administration	5	-	-	1
2.	Senior Deputy Secretary	6	-	-	1
3.	Under Secretary	7	-	-	1
4.	Senior Assistant Secretary	8	-	3	1
5.	Assistant Secretary I	9	-	1	1
6.	Assistant Secretary Cadets III/II	11/10	-	-	1
	<b>Sub-total</b>		<b>-</b>	<b>5</b>	<b>6</b>
<b>Records Management Unit</b>					
1.	Deputy Director, Records Management	6	-	-	1
2.	Assistant Director, Records Management	7	-	1	
3.	Principal Records Management Officer	8	-	1	1
4.	Senior Records Management Officer	9	-	-	
5.	Records Management Officer I	10	-	-	1
6.	Records Management Officer III/II	11/12	-	-	
	<b>Sub-total</b>		<b>-</b>	<b>2</b>	<b>3</b>
<b>Drivers</b>					
1.	Principal Driver II	11	-	2	3
2.	Chief Driver	12	-	2	2
3.	Senior Driver	13	-	2	3
4.	Driver I	14	-	2	2
5.	Driver II	15	-	-	
	<b>Sub-total</b>		<b>-</b>	<b>8</b>	<b>10</b>
<b>Clerical Officers Cadre</b>					
1.	Principal Clerical Officer	10	-	1	2
2.	Chief Clerical Officer	11	-	-	2
3.	Senior Clerical officer	12	-	1	3
4.	Clerical Officer II/I	14/13	-	-	3
	<b>Sub-total</b>		<b>-</b>	<b>2</b>	<b>10</b>
<b>Office Assistants</b>					
1.	Senior Office Asst. I	12	-	1	2
2.	Senior Office Asst. II	13	-	2	2

S/No.	Designation	CSG	AE	In post	Proposed Estb.
3.	Office Assistant I	14	-	3	2
4.	Office Assistant II	15	-	2	2
5.	Office Assistant IV /III	17/16	-	2	2
	<b>Sub-total</b>		-	<b>10</b>	<b>10</b>
	<b>Total</b>		-	<b>28</b>	<b>39</b>
<b>Human Resource Management and Development Division</b>					
1.	Director, Human Resource Management and Development	5	-	-	1
2.	Deputy Director, Human Resource Management and Development	6	-	1	1
3.	Assistant Director, Human Resource Management and Development	7	-	1	1
4.	Principal Human Resource Management and Development Officer	8	-	1	1
5.	Senior Human Resource Management and Development Officer	9	-	-	1
6.	Human Resource Management and Development Officer II/I	11/10	-	-	2
7.	Principal Human Resource Management and Development Assistant	8	-	-	1
8.	Senior Human Resource Management and Development Assistant	9	-	1	1
9.	Human Resource Management and Development Assistant I	10	-	-	1
10.	Human Resource Management and Development Assistant III/II	12/11	-	-	2
	<b>Sub-total</b>		-	<b>4</b>	<b>12</b>
<b>Office Administrative Services Personnel</b>					
1.	Assistant Director Office Administrative services	7	-	1	1
2.	Principal Office Administrator	8	-	1	1
3.	Senior Office Administrator	9	-	1	2
4.	Office Administrator II/I	11/10	-	1	3
5.	Principal Assistant Office Administrator	8	-	1	1
6.	Senior Assistant Office Administrator	9	-	1	1
7.	Office Assistant Administrator I	10	-	1	1
8.	Office Assistant Administrator III /II	11/12	-	1	2
9.	Senior Office Administrative Assistant	10	-	-	-
10.	Office Administrative Assistant I	11	-	-	-

S/No.	Designation	CSG	AE	In post	Proposed Estb.
11.	Office Administrative Assistant III/II	13/12	-	-	-
	<b>Sub-total</b>		-	<b>9</b>	<b>12</b>
	<b>Total</b>		-	<b>13</b>	<b>24</b>
<b>Finance Division</b>					
1.	Senior Chief Finance Officer	5	-	-	1
2.	Chief Finance Officer	6	-	1	1
3.	Senior Principal Finance Officer	7	-	1	1
4.	Principal Finance Officer	8	-	-	-
5.	Senior Finance Officer	9	-	-	2
6.	Finance Officer I	11/10	-	1	2
7.	Finance Officer III/II	13/12	-	-	-
	<b>Sub-Total</b>		-	<b>3</b>	<b>7</b>
<b>Accounts Division</b>					
1.	Senior Deputy Accountant, General	5	-	-	1
2.	Deputy Accountant-General	6	-	1	1
3.	Assistant Accountant-General	7	-	2	1
4.	Principal Accountant	8	-	1	1
5.	Senior Accountant	9	-	1	1
6.	Accountant II/I	11/10	-	1	1
	<b>Total</b>		-	<b>6</b>	<b>6</b>
<b>Information Communication Technology (ICT) Division</b>					
1.	Director, Information Communication Technology	5	-	-	1
2.	Deputy Director, Information Communication Technology	6	-	-	-
3.	Assistant Director, Information Communication Technology	7	-	1	1
4.	Principal Information Communication Technology	8	-	1	1
5.	Senior Information Communication Technology	9	-	1	-
6.	Information Communication Technology II/I	11/10	-	-	2
7.	Principal Information Communication Technology	8	-	-	1
8.	Senior Information Communication Technology	9	-	-	-
9.	Information Communication Technology I	10	-	-	-
10.	Information Communication Technology III/II	12/11	-	-	-
	<b>Total</b>		-	<b>3</b>	<b>6</b>
<b>Central Planning and Project Monitoring Division</b>					
1.	Director, Planning	5	-	1	1
2.	Chief Economist	6	-	-	1
3.	Principal Economist	7	-	-	1
4.	Senior Economist/	8	-	-	1

S/No.	Designation	CSG	AE	In post	Proposed Estb.
	Statistician				
5.	Economist/ Statistician II/I	10/9	-	2	2
	<b>Total</b>		-	<b>3</b>	<b>6</b>
<b>Supply Chain Management Division</b>					
1.	Senior Deputy Director, Supply Chain Management	5	-	-	1
2.	Deputy Director, Supply Chain Management	6	-	1	1
3.	Assistant Director, Supply Chain Management	7	-	-	-
4.	Principal Supply Chain Management Officer	8	-	-	1
5.	Senior Supply Chain Management Officer	9	-	1	1
6.	Supply Chain Management Officer I/II	11/10	-	-	1
7.	Principal Supply Chain Management Assistant	8	-	-	1
8.	Senior Supply Chain Management Assistant	9	-	-	
9.	Supply Chain Management Assistant I	10	-	-	
10.	Supply Chain Management Assistant II	11	-	-	
11.	Supply Chain Management Assistant IV / III	13/12	-	-	
	<b>Sub Total</b>		-	<b>4</b>	<b>5</b>
<b>Public Communications Division</b>					
1.	Deputy Director, Public Communication	6	-	1	1
2.	Assistant Director, Public Communication	7	-	-	1
3.	Principal Public Communication Officer	8	-	-	1
4.	Senior Public Communication Officer	9	-	-	
5.	Public Communication Officer II/I	11/10	-	1	2
6.	Photojournalist III	12	-	-	1
	<b>Total</b>		-	<b>2</b>	<b>6</b>
<b>Legal Services Division</b>					
1.	Senior Chief State Counsel	5	-	-	1
2.	Deputy Chief State Counsel	6	-	-	1
3.	Principal State Counsel	7	-	-	2
4.	Senior State Counsel	8	-	-	
	<b>Total</b>		-	-	
<b>Internal Audit Division</b>					
1.	Senior Deputy internal Auditor General	5	-	-	1
2.	Deputy Internal Auditor General	6	-	-	
3.	Senior Assistant Internal Auditor General	7	-	-	
4.	Principal Internal Auditor	8	-	-	-
5.	Senior Internal Auditor	9	-	-	-
6.	Internal Auditor	10	-	-	-
	<b>Total</b>		-	-	<b>2</b>
	<b>GRAND TOTAL</b>		<b>143</b>	<b>167</b>	<b>312</b>

## Annex IV. STRATEGIC THEME TEAMS AND THE TERMS OF REFERENCE

### A. Strategic Theme Teams

S/NO	STRATEGIC ISSUES	STRATEGIC THEME TEAMS
i	Weak Performance Management Framework	PAS – Chair Heads of Directorates
ii	Inadequate institutional capacity	SA – Chair Heads of Directorates
iii	Inability to offer policy advice	Secretary NESC – Chair Heads of Directorates
iv	Ethnic, racial and religious disharmony	Secretary DNCV – Chair Heads of Directorates
v	Weak appreciation and application of national values and principles of governance	Secretary DNCV – Chair Heads of Directorates
vi	Weak Coordination and Supervision of National Government Operations	Secretary NGCS - Chair Heads of Directorates
vii	Minimal Stakeholder Relations and Citizen Engagement	Secretary NGCS – Chair Secretary NESC – Co-Chair Heads of Directorates

### 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, 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. Evaluating work plans and budget
8. Preparation of end-term progress report on implementation of work plans and budget.