

REPUBLIC OF KENYA



THE PRESIDENCY

MINISTRY OF DEVOLUTION AND PLANNING

STRATEGIC PLAN  
2013/14-2017/18

**Ministry  
of  
Devolution and Planning**

KENYA  
VISION 2030



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## ACRONYMS AND ABBREVIATIONS

ACP	African Caribbean and Pacific
ACU	Aids Control Unit
AIA	Appropriation in Aid
AIE	Authority to incur Expenditure
APRM	Annual Peer Review Mechanism
ASAL	Arid and Semi-Arid Lands
AUC	African Union Commission
BDAG	Bridging Divides through Accountable Governance
BPO	Business Process Outsourcing
BRIC	Brazil, Russia, India and China
CB&TA	Capacity Building and Technical Assistance
CDF	Constituency development fund
CDP	County Development Profiles
CDTF	Community Development Trust Fund
CEISP	Community Empowerment and Institutional Support Programme
CIDP	County Integrated Development Profiles
COMESA	Common Markets for Eastern and Southern Africa
CPPMU	Central Planning and Project Monitoring Unit
CS	Cabinet Secretary
DDP	District Development Plan
DIDC	District Information and Documentation Centre
EAC	East African Community
ECDE	Early Childhood Development Education
ECOSOC	Economic and Social Council
EEP	Economic Empowerment Programme
EIA	Environmental Impact Assessment
EMU	Efficiency Monitoring Unit
EPROMIS	Electronic Project Monitoring Information System
FGM	Female Genital Mutilation
GBV	Gender Based Violence
GDP	Gross Domestic Product
GHRIS	Government Human Resource Information System
GJLO	Governance, Justice, Law and Order
GOK	Government of Kenya
GSSD	Global South-South Development
HOD	Heads of Departments
HRBA	Human Rights Based Approach
HRD	Human Resource Development
HRM	Human Resource Management
ICT	Information, Communication, Technology
IDP	Internally Displaced Persons
IEC	Information, Education, Communication
IFAD	International Fund for Agriculture Development
IFMIS	Integrated Financial Management System

IPPD	Integrated Payroll and Personnel Database
IPRS	Integrated Population Research system
IRMS	Integrated resource Management System
ISD	Integrated Service Delivery
ISO	International Organization for Standardization
ITES	Information Technology Enabled Services
KARI	Kenya Agricultural research Institute
KIPPRA	Kenya Institute of Public Policy and Research Analysis
KKV	Kazi Kwa Vijana
KMA	Knowledge Management Africa
KNBS	Kenya National Bureau of Statistics
KNICE	Kenya National Integrated Civic Education
KNYC	Kenya National Youth Council
LAPSSSET	Lamu Port and Southern Sudan-Ethiopia Transport
LASDAP	Local Authority Service Delivery Action Plan
M&E	monitoring and Evaluation
MCS	Management Consultancy Services
MDA	Ministries, Departments and Agencies
MDG	Millennium Development Goals
MDP	ministry of Devolution and Planning
MED	Monitoring and Evaluation Department
MHRMAC	Ministerial Human resource Advisory Committee
MOSSP	Ministry of State for Special Programmes
MPER	Ministerial Public Expenditure review
MTC	Ministerial Training Committee
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NCPD	National Council for Population and development
NDMA	National Drought Management Authority
NEPAD	New Partnership for African Development
NGO	Non Governmental Organizations
NHF	National Humanitarian fund
NIMES	National Monitoring and Evaluation Systems
NoKET	Northern Kenya Education Trust
NSSF	National Social Security Fund
NVCET	National Vocation Certificate in Education and Training
NYS	National Youth Service
OMB	Office of Management and Budget
PAS	Principal Administrative Secretary
PBB	Programme Base Budgeting
PC	Performance Contract
PDA	Personal Digital Assistant
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PEV	Post Election Violence
PPP	Public private Partnership
PRO	Public Relations Officer

PS	Principal Secretary
PSC	Public Service Commission
PST	Public Service Transformation
RBM	Result Based Management
SAGAS	Semi-autonomous Government Agencies
SDGs	Sustainable Development Goals
SME	Small and Micro Enterprises
STI	Science Technology and Innovation
SWOT	Strengths, Weaknesses, Opportunities and Threats
SYPT	Subsidised Youth Polytechnic Tuition
TICAD	Tokyo International Conference on African Development
UN	United Nations
ECOSOC	Economic and Social Council
UNDP	United Nations Development Programme
UNESCO	United Nations Economic and Social Council
UNICEF	United Nations International Children Education Fund
VDS	Vision Delivery Secretariat
WEF	Women Enterprise Fund
WKCDFMP	Western Kenya Community Driven Development and Flood Mitigation Project
YEDF	Youth Enterprise Development Fund
YP	Youth Polytechnic

## FOREWORD

The Kenya government strongly believes in accelerated development and more efficient delivery of public services to the people of Kenya, with an emphasis on youth, women and previously marginalised groups and regions. For this reason, it has adopted the Second Medium Term Plan of the Kenya Vision 2030, and under it, every ministry is required to prepare a five year strategic plan with details on the priority projects that it will implement in that period to enable the government to meet its overall responsibilities to the people of Kenya. It should be borne in mind that a strategic plan is an important result based management tool that ensures effective and efficient delivery of services.

This strategic plan covers the period 2013/14-2017/18 and is aimed at guiding the Ministry of Devolution and Planning in delivering its mandate. A product of extensive collaboration and comprehensive feedback from our internal and external stakeholders, the plan establishes the strategic framework for the planning and delivery of devolution services in Kenya as well as timely monitoring and evaluation of performance. The strategic plan is anchored on Kenya Vision 2030 and the Second Medium Term Plan 2013/14-2017/18, while also taking into account the provisions and expectations of the Constitution of Kenya and the promises of the Jubilee government to the people of Kenya when it came to office in 2013. The core responsibilities cover Planning, Devolution, Public Service, Youth, Gender, Arid and Semi Arid Lands, Special Programmes and the Office of Management and Budget.

The Strategic Plan begins with a definition of the Ministry's vision, mission, objectives, strategies, outcomes and expected performance benchmarks. It then proceeds to provide a framework for realising the delivery of tangible development results to all Kenyans. The plan will also act as a guide for assessing performance and achievements of results in the ministry for the next five years, across all its responsibilities.

The implementation of this strategic plan is the responsibility of not just the executive or heads of departments but also all staff in the Ministry. The Ministry must work as a team in service delivery for this is what Kenyans expect of us. Each Department or Directorate is therefore required to translate the strategic action plan into departmental work plans and thus provide the foundation for departmental performance evaluation. At the same time, we expect to see closer collaboration, consultation and communication between all the departments and directorates in this ministry.

The Ministry of Devolution and Planning has been charged with many significant national commitments at this period of our history, considering the 2010 constitution and the Vision 2030. Kenyans expect to see a real change in their lives across the responsibilities covered by this Ministry: better quality of services from our public servants; a devolved system of government that is efficient and accountable to the people; fulfilment of Vision 2030 targets; fulfilment of promises made to our youth and women; timely and accurate information on our economic and social performance as a nation; and accelerated development of our ASAL regions. This strategic plan provides the roadmap to meet these goals. I implore our staff, stakeholders and ordinary Kenyans to join us in that effort.

I wish to acknowledge the role played by Eng. Peter O. Mangiti, Principal Secretary - Planning; Mr. John Konchellah, Principal Secretary - Devolution; and Ms. Juster Nkoroi, Principal Administrative Secretary - Public Service Management, for providing overall leadership during preparation of this strategic plan. The role played by the core team, other members of staff and stakeholders is also highly appreciated.

ANNE WAIGURU, OGW  
CABINET SECRETARY

## PREFACE AND ACKNOWLEDGEMENTS

Strategic planning is now generally accepted as the foundation of good leadership and management in any organisation, be it public or private. This Strategic Plan sets out a common Vision, Mission and Objectives for the Ministry of Devolution and Planning. It is intended to enable the Ministry to take advantage of the opportunities available, and to address the challenges that could impede the Ministry's progress in the next five years. Overall, its national-level goal is to ensure Kenyans benefit from the achievements promised to them under the responsibility of the Ministry of Devolution and Planning.

A lot of dedicated effort and commitment has gone into the development of this Strategic Plan. We therefore wish to take this opportunity to express our gratitude to all key Ministry stakeholders for their effective participation and involvement. We wish to particularly recognize and acknowledge the core team members, led by the Economic Planning Secretary, Mr. Stephen Wainaina and Mr. Michael Mugo, Secretary, Public Service Transformation. Others included Messrs Hassan Noor Hassan, Joseph Mukui, Moses Ogola, Katherine Muoki, Samson Machuka, Sabina Maghanga, Gideon Mailu, Timothy Gakuu, Prof. Michael Chege, Martin Wanjohi, Betty Maina, Mary Kerema, James Mwanzia, Benson K. Kimani, Waweru Kamau, Dr. Ben Okumu, Catherine Mutwiwa, John Munywoki, Francis Muteti, Muleli Mutuku, Carol Wekesa, Julius Musau, Cpt. Sam Muchuki, Judith Onyango, Bernard Motieri, Stephen Kinyanjui, Peninah Kawira Riungu, Joseph Malonza, Duncan Kibani, Alexander Marenye, George Ngige, Raphael Nduati, Ann Mulea, Bartholomew Kinoti and Janet Chepkorir. Their unwavering commitment and teamwork is duly acknowledged.

In addition, we acknowledge the contribution of other Ministry staff as well as those of our Semi Autonomous Government Agencies (SAGAs) for their contribution towards the development of this plan.

Special thanks go to the Cabinet Secretary for Devolution and Planning, Ann Waiguru, OGW, for her leadership and support in the development of the plan. We specifically thank her for mapping out the strategic direction for the Ministry in order to effectively execute its mandate of coordinating devolution and national development planning. In the same breath, we also wish to thank all the heads of Directorates for their invaluable contribution and unwavering support to the strategic planning process. This strategic plan brings together all the goals and strategic activities of our various departments. We wish to thank them for their collaboration and support they extended to the core team.

We would also like to further extend our appreciation to all our international Development Partners for their invaluable support. We particularly wish to recognise the United Nations Development Programme (UNDP) for the financial and technical support they provided to the Ministry during editing retreat held to prepare this plan as well as its publication.

Last but not least, we acknowledge Dr. Temi Mutia of Regional Institute for Social Enterprise and Mr. Julius Chokerah of UNDP for their facilitative role and expert services provided during the preparation of this plan.

It is our conviction that on the basis of this strategic plan, the Ministry is on a firm footing to play its coordinating role and in contributing towards a globally competitive and prosperous nation with a high quality of life for all Kenyans.

ENG. PETER O. MANGITI,  
PRINCIPAL SECRETARY, PLANNING

MR. JOHN KONCHELLAH,  
PRINCIPAL SECRETARY, DEVOLUTION

## EXECUTIVE SUMMARY

This is the first strategic plan of the Ministry of Devolution and Planning as constituted by the H.E. the President in May, 2013. The functions of the Ministry are being implemented in line with the Constitution of Kenya, the Public Finance Management Act, and all the relevant legislation pertaining to the Ministry's core functions. The Ministry is also responsible for coordinating implementation of the Second Medium Term Plan of Kenya Vision 2030, (2013/14 to 2017/18) and tracking achievement of its stated goals.

The strategic plan also highlights the current global, regional and national challenges that face Kenya's development including the slow economic growth, insecurity, regional instability, inadequate national cohesiveness, transition to the devolved system of government, climate change, unsustainable wage bill, youth unemployment, among others. It also provides a highlight of the second Medium Term Plan of Kenya Vision 2030 including priorities in the foundations/enablers and the economic, social and political pillars.

The mandate of the Ministry broadly covers issues related to economic planning and development, devolution, public service management, youth, gender and special programmes. In addition the mandate includes the functions of 26 affiliated parastatals, Semi-Autonomous Government Agencies, Commissions and Independent Offices.

### Vision, Mission and Core Values

This strategic plan began with a participatory formulation of the Ministry's Vision, Mission and Core Values by staff and stakeholders. Under this strategic plan the Ministry aspires "To be a centre of excellence in planning, service delivery transformation and devolution for a high quality of life for all Kenyans." Regarding the mission, the Ministry commits itself "To provide leadership, coordination, and an enabling environment for planning, transformed public service delivery and management of devolved system of government."

The Ministry is committed to upholding the following core values:

- Accountability and Transparency
- Equity and Equality
- Professionalism and ethical practices
- Teamwork and Passion for Results
- Honesty and Integrity
- Innovativeness and Creativity
- Efficiency and effectiveness
- Patriotism
- Customer Centred service
- Mutual respect, Participatory Approach and Inclusiveness

### Functions and Responsibilities

Arising from the Ministry's mandate as stipulated in Executive Order no. 2 of 2013, the Ministry of Devolution and Planning is now organized into two State Departments. These are State Department of Planning and State Department of Devolution. The State Department for Planning will play the role of formulating and coordinating national development, mainstreaming youth into development and empowering them, building fairer gender equality, and tracking of



development results in the economy to ensure the Ministry and the government as a whole achieve their strategic objectives. The State Department of Devolution is responsible for overall coordination of implementation of devolution policies, sustainable development policy for Northern Kenya and other Arid Lands (ASALs) and implementation of programmes and projects to provide relief to the vulnerable groups and communities in our arid and semi-arid lands. The Directorate of Public Service Management, which operates separately from the two State Departments, is responsible for transformation of the public service; promotion of human resource management and development; designing and developing careers as well as managing performance.

In order to perform these mandate in an efficient and effective way, the Ministry has proposed the restructuring of the state departments in to 8 directorates, namely: Directorate of Public Service Management; Directorate of Planning; Directorate of Gender; Directorate of Youth Affairs; Directorate of Devolution and Intergovernmental Relations; Directorate of Special Programmes; Directorate of Arid and Semi-Arid Lands; and Office of Management and Budget. In addition, the Ministry has overall policy coordination and facilitative responsibility over 26 affiliated parastatals, Semi-Autonomous Government Agencies, and Commissions and Independent Offices. The Ministry has a Unit dedicated to planning in all the line Ministries and under this strategic plan it will strengthen these units to include youth and gender officers so as to ensure an integrated provision of planning services at all levels.

#### Strategic Areas and Objectives

Under this plan, the Ministry has identified 7 strategic issues that will deal with: Planning and Policy formulation; Tracking of results; Making devolution work; ASAL development, humanitarian response and resilience; Gender equity and the empowerment of Youth, Women and other vulnerable groups; Transforming the Public Service; and Institutional strengthening.

To address these strategic issues, the Ministry has formulated a number of strategic objectives and the strategies of realising them. One of the key strategies is to strengthen the linkages between policy formulation, planning and budgeting at all levels. At the moment, the links between Vision 2030, the MTEF 3-year cycle and the annual budget are weak. The Vision and MTEF are not fully synchronised with each other and the annual budget. The Ministry, therefore, aims to link the three processes in a systematic manner. The Ministry also aims to strengthen management of devolution and improve intergovernmental relations between national and county governments. To accomplish all these, the Ministry is committed to building adequate human resource capacity, providing a conducive work environment for all its staff, and enhancing effective service delivery to the Kenya public. To realise goals for the youth and women, the Ministry will spearhead affirmative action for youth and women in all aspects of national development and promote greater participation of women, youth and marginalised groups in all its programmes. The Ministry will also mobilize resources for women, youth and marginalised groups; ensure accelerated and sustainable socio-economic development in the ASALs; and ensure that staff are sufficiently motivated.

To reduce risk and enhance community resilience, the Ministry will strengthen the country's disaster response capabilities by embracing a proactive approach and by strengthening linkages and coordination with the regional and international institutions and bodies concerned with disaster response and relief. The Ministry will ensure efficiency and effectiveness in the

implementation of its programmes and projects; strengthen and expand its Information, Education and Communication (IEC) capacity and leverage ICT to improve quality service delivery. The Ministry will provide the Presidency with timely progress on the budget and information on the latest achievements on its top priority projects, under the Office of Management and Budget and the annual Public Expenditure Review.

#### Implementation, Monitoring and Evaluation (M&E)

Monitoring and Evaluation is one of the most important innovations in modern public sector management. The Ministry aims at informing Kenyans how much has been achieved in realising the development goals promised to them each year. Through the Ministry, Kenya will establish a nation-wide M&E system online so that Kenyans can track the latest achievements on public sector projects and programmes they pay taxes for. Through Monitoring & Evaluation (M&E) management will therefore be assisted in making evidence-based policies, and to respond swiftly to any project implementation difficulties.

An implementation matrix detailing projects and programmes, costing, implementing agencies as well as monitoring tools and indicators is represented as an annex in the plan. The Ministry will ensure that all directorates and departments will form part of the Strategic Plan Implementation secretariat which will be charged with responsibility of overseeing and coordinating the implementation of the plan. By improving the ministerial process from planning to implementation, monitoring and evaluation, the Ministry hopes to make a significant contribution to the welfare of all the people of Kenya. The Monitoring and Evaluation Department in collaboration with the Macro-economic and International Co-operation Department's modelling and forecasting unit will carry out scenario analysis of various implementation options to determine and recommend the most effective and efficient approach that will hasten achievement of the stated goals and objectives. This will include carrying out projections in the light of both existing and anticipated risks and uncertainties

## CHAPTER ONE: INTRODUCTION

### 1.1 Overview

This is the first strategic plan of the Ministry of Devolution and Planning, as constituted by H.E. The President of the Republic of Kenya in April 2013. The functions of this Ministry were previously covered by the following former ministries: Ministry of State for Planning, National Development and Vision 2030; Ministry of Local Government; Ministry of State for Public Service; Ministry of Gender, Children and Social Development (Gender Directorate); Ministry of Youth Affairs and Sports (Youth Affairs Directorate); Ministry of State for Development of Northern Kenya and other Arid Lands; Ministry of State for Special Programmes and some Departments from the former Office of the Prime Minister, i.e., Public Service Transformation Department (PSTD) and Performance Contracting Department (PCD).

The full list of functions and responsibilities of the Ministry can be found in the Presidential Executive Order No.1 of April 2013 and No. 2 of May 2013. These functions are being implemented in line with the Constitution of Kenya particularly Chapter Eleven ("Devolved Government"); Chapter Twelve ("Public Finance"); Schedule Four of the Constitution, and all the relevant legislation pertaining to the core functions of the ministry. In addition, the ministry is responsible for coordinating the implementation of the Second Medium Term Plan of Kenya Vision 2030, covering the period 2013/14 to 2017/18, and for monitoring and evaluating its stated goals across the economic, social and political pillars as well as enablers/foundations of Vision 2030.

Moreover, the Ministry is committed to the implementation of the policy goals adopted from the Jubilee Manifesto, with attention to the prioritisation that it has been given to youth employment, improving security, providing affordable healthcare, and moving the country forward under the three pillars of national cohesion and unity ("Umoja"), economic transformation ("Uchumi"), and transparency and accountability ("Uwazi").

### 1.2 Preparation of the Strategic Plan

The preparation of this Strategic plan began in June 2013 with the Ministry of Devolution and Planning Retreat at Enashipai Resort in Naivasha where the former ministries listed above discussed the integration of their functions under the new ministry, agreed on a new organizational framework and to a sharing of functions and responsibilities. The Naivasha Retreat also came up with the new organizational chart and structure of the Ministry.

This was followed by a ministerial retreat at the KCB Leadership Centre, Karen on 6<sup>th</sup> and 7<sup>th</sup> December 2013 where all directorates of the Ministry were represented. The work was finalized by a core drafting team at the Kenya School of Government on the 8<sup>th</sup> to 11<sup>th</sup> January 2014. The final draft was further subjected to internal and external reviews, including a stakeholders' forum on 26<sup>th</sup> to 28<sup>th</sup> February, 2014; an editorial retreat at Elementaita Country Lodge on 11<sup>th</sup> to 15<sup>th</sup> March, 2014; and Kenya School of Monetary Studies on 22<sup>nd</sup> April, 2014 before publication of this final product which represents the strategic direction of the Ministry as a whole.

### 1.3 Strategic Planning in the Current Development Context

This document belongs to the third generation ministerial strategic plans of the Government of Kenya, following two previous strategic plans that were prepared in 2004/5 and 2007/8. Strategic Planning over the years has been a key component of Results Based Management. As a tool, it is expected to guide the Ministry in attaining effectiveness and efficiency and focus towards achieving designated results. These ministerial objectives are in turn filtered into the performance contracts of officials and departments.

This Strategic Plan aims at achieving the objectives of the MTP II of the Kenya Vision 2030, the Post-2015 Development Agenda, and MTP II Sector Plans. Implementation will in turn be monitored and evaluated under the National Integrated Monitoring and Evaluation System (NIMES) under the Ministry, which will be used by the Government to track progress and take timely remedial action where delays are encountered.

The Ministry will play a critical role in making devolution work. Under the constitution, county governments are required to formulate integrated development plans including proposed spatial plans that will serve as a basis for budgetary resource allocation each financial year. The Ministry of Devolution and Planning has prepared guidelines for the preparation of county plans to inform the process and it will provide technical support to county governments to strengthen their planning capacity in order to meet the planning demands required of them by the constitution and various legislations. The Ministry is also responsible for national policy and planning as well as national statistics, data on population, the economy and society generally.

Successful implementation of this Strategic Plan will contribute to the goals of maintaining sustainable growth with poverty reduction, equity and inclusiveness, and raising the country's global competitiveness.

None of these can be achieved without an effective, efficient and capable public service at national and country levels. Transforming the public service is, therefore, a top objective of this strategic plan.

### 1.4 Kenya's Development Challenges

This section highlights the current global, regional and national challenges that face Kenya's development.

#### 1.4.1 Global and Regional Challenges

Overall, the Kenyan economy has been on a positive growth over the past decade. Even though it suffered a downturn after the 2007/8 political crisis, growth has since resumed. In 2002, the economy grew at 0.4% but it steadily rose to peak at 7.1 % in 2007, after which it declined to 1.7 % in 2008. In 2012, the economy grew at 4.6% and is projected to grow at 5.6 % in 2013. In contrast, other countries like Rwanda, Ethiopia and Tanzania have been growing more steadily during this period. Under Vision 2030, Kenya therefore aims to catch up with these countries by raising its GDP growth to double digits by 2017.

The recent slow economic growth in USA, BRIC countries and Eurozone economies might adversely affect the Kenyan Economy which relies on these economies for most of its

agricultural exports and tourists. Although China and India are increasingly replacing Europe as the region's key trading partners, the recent declining growth in these countries may not ameliorate the situation faced by Kenya and the Eastern Africa region in general. Similarly, trends show that Eastern African states are trading with each other more than before with Kenya leading the rest. In this regard, Kenya's main destination of exports is the East African Community.

Kenya also faces danger of global terrorism which is exacerbated by its proximity to Somalia. The political instability and regional conflicts in the neighbouring countries, for example, South Sudan, are some of the emerging challenges from the region.

#### 1.4.2 National Challenges

The Constitution recognises the challenge posed to Kenya by inadequate national cohesiveness. It therefore provides a set of national values and principles to be adhered to in order to avoid unnecessary divisions and conflicts in the country. The Ministry of Devolution and Planning has a role to play in this. The coming into being of devolved system of government has ushered in immense challenges among them: Inheritance of a large number of semi- and unskilled staff from former Local Authorities compounding the problem of insufficient skills to execute the devolved level mandates; high expectations of citizens on delivery of public services; high inherited debts from the former Local Authorities which have impacted negatively on their budgets; low morale for national government staff seconded to county governments owing to uncertainty of their job security after the 3-year transition period; late release of budgeted funds by the National Treasury coupled with complaints on insufficiency of the allocated funds; lack of proper interpretation of the constitution and devolution laws; unclear coordination mechanisms for devolved level functions; and the transition uncertainties which hinder seamless service delivery at both national and county levels.

Kenya like most developing countries faces challenges emanating from the global climate change even though the country has contributed little to its causes. The results are droughts, erratic rain and floods and the consequent negative direct impact on human lives as well as the productive sectors of our economy. It also leads to resource reallocation from development projects to address emergencies resulting from floods, droughts, and related climate change effects. Planning to avoid drought and flood emergencies and the resulting negative and deleterious consequences on human livelihoods is one of the objectives of this strategic plan.

The unsustainable wage bill (at 12% of the GDP in 2013 versus the ideal 7% or less) and the envisaged increase in the pension bill after a significant number of public servants start retiring under the 60 years retirement rule introduced in 2009, will continue to exert pressure on public resources thus reducing funding for development purposes.

The youth bulge, inadequate skills and mismatch between the educational curricula and industry skills demand have resulted in high levels of youth unemployment, which is another major national challenge. The consequence of this is idleness, increasing crime rate, alcohol, drug and substance abuse. The Ministry of Devolution and Planning has a direct role to play in dealing with this challenge.

Despite the significant progress, gender gap remains wide as reflected in inequitable allocation of resources, unequal gender participation in decision-making (including peace building

processes), gender based violence and harmful practices on women like FGM which deny women enjoyment of their rights. Empowering women and girls, promoting sustainable development and protecting the most vulnerable and marginalized from the devastating effects of multiple predicaments remain a challenge in the country. In addition, the emergence of the IDPs has worsened the inequality challenge and therefore needs to be addressed.

### 1.5 Highlights of the Second Medium Term Plan of the Kenya Vision 2030

Kenya's long term development agenda is currently guided by the Kenya Vision 2030. The Vision aims at transforming Kenya into "a newly industrialized, middle income country, providing a high quality of life to all citizens in a clean and secure environment," as well as meeting the Millennium Development Goals (MDGs) by 2015 and the Post-2015 Development Agenda.

Under the MTP II the country expects to raise GDP growth from 4.6% in 2012 to 10% by 2017. The MTP II contains a strategy for a stable macroeconomic environment to facilitate high and equitable growth, low inflation and sustainable poverty reduction.

In order to achieve the goals of MTP II, 129 flagship projects across the three pillars and enablers of the Vision 2030 have been prioritised for implementation.

#### 1.5.1 Foundations of the Economy and Society

The second MTP lays emphasis on the "enablers" that will facilitate growth and transformation of our economy, social sectors, and the political and governance systems. Enablers of foundations for national transformation contained in the MTP II are: Infrastructure; Information Communication and Technology; Science, Technology and Innovation; Land Reforms; Public Sector Reforms; Labour and Employment; National Values and Ethics; Ending Drought Emergencies; and Security, Peace Building & Conflict Resolution.

National values and ethics and ending drought emergencies are new foundations of our national development because the government realizes the importance of national cohesion, ethical and law-abiding behaviour, and the need for pre-emptive action against drought and other emergencies. This is in line with the challenges the country is facing as a result of global climate change as discussed earlier.

The Second MTP will sustain and expand our physical infrastructure to ensure that it can support a rapidly-growing economy, the demands imposed on it by higher rural and urban incomes, and by new economic activities. A national spatial plan and county specific spatial plans will be developed in order to rationalize utilisation of space for economic and social development. In addition, air transport facilities will be expanded within the country, and Kenya will strengthen its position as the main air transport hub in the region. Priority will also be given to improving the efficiency of our ports, and the implementation of the single window clearance system. With the construction of the standard gauge railway line from Mombasa to Malaba, rail transport will be expected to handle 50 per cent of the freight cargo throughput, thus easing the pressure on our roads, lowering the cost of doing business, reducing delays and enhancing trade and regional integration in Eastern Africa. The new Lamu port and the LAPSSET corridor will be implemented as part of the upgrading of our national transport framework in collaboration with other countries in Eastern Africa. To relieve congestion in our main urban

areas, planned mass rapid transit systems will be constructed. Expansion of roads will be continued, aiming at achieving a road network with 75-80 per cent of the classified roads in good condition and construction or rehabilitation of 5,500 km of roads.

With regard to energy, a strategy has been put in place for modernizing energy infrastructure network, increasing the share of energy generated from renewable energy sources, and providing energy that is affordable and reliable to businesses and homes. This will ensure that our energy supply is adequate and efficient in order to support increased use in manufacturing, agriculture, services, public facilities and households. The MTP II aims at increasing installed capacity for electricity generation by 5,538 MW in 2017. The MTP II also aims at increasing the “green energy” source of our energy by focussing on more generation of hydro, geothermal, wind and solar power.

Development in the ICT sector will build on achievements realized under the first MTP. This will include a modern ICT policy aimed at more growth and regulation that is necessary to increase local and foreign investment in ICT. The policy will provide for more utilisation of digital technology in our all goods and service sectors. The government, for its part, intends to promote the use of ICT in our learning institutions starting with schools, and improve cyber security in order to facilitate more use of ICT in business and commercial transactions. New policies will also aim at facilitating usage of ICT in research and development, and to drive learning and innovation in the Kenyan economy.

In addition, MTP II will ensure that on-going efforts in land reform, security of land tenure, more efficient registration of titles and records, and resolution of historic grievances are completed. Public service reforms will be strengthened and cascaded to the counties. Most importantly, the government realizes the importance of security at personal, county, and national levels, and will continue to support security sector reforms and infrastructure, while paying full attention to the constitutional requirements and human rights.

The MTP II has identified “National Values and Ethics” as one of the cornerstones of our overall development. The Government aims to inculcate the positive values and ethics as spelt out in the constitution. This will build sustainable peace, reduce ethnic rivalry, and promote issue-based politics that places national interest above individual and sectional ones. The overall objective will be to build “unity with diversity” (as envisioned in our constitution) as a defining characteristic of our solidarity and nationhood.

Security and Rule of Law at both levels of government will remain a priority. Economic and social development is impossible without security. Insecurity in the country will therefore be addressed in order to provide individual safety to Kenyans, to address investors’ concerns about security-related increase in cost of doing business in Kenya, and to protect lives and property. This will require trained and equipped security forces backed by research and technology which will enhance capacity to secure our borders, improve ways to pre-empt crime and protect life and property. In line with the constitution, security force regulations and behaviour will be made to conform to local and international human rights standards.

#### 1.5.2 The Economic Pillar

The Economic Pillar in MTP II now consists of seven priority sectors, namely: Tourism; Agriculture, Livestock and Fisheries; Trade; Manufacturing; Business Process Outsourcing

(BPO)/ IT Enabled Services (ITES); Financial Services; and Oil & Other Mineral Resources. The overall strategy for the tourism sector is to turn the country into a top ten long haul tourist destination in the world. This will be achieved through growth and diversification of tourist sources from the traditional areas (i.e. Western Europe and North America) and from non-traditional sources (in the Middle East and East Asia). Kenya also aims to increase domestic tourism and the number of African tourists visiting the country. The sector will also market new high end tourist segments like business, cultural, and ecological tourism.

Tourist arrivals are expected to double from an average of 1.5 million in the recent years, to 3 million each year by the end of the plan period. The key flagship projects under the Tourism sector include: development of Coastal Beach Ecosystem Management which will entail the re-development of Kilifi, Kwale and Lamu into modern resort destinations, development of Lamu, Isiolo and Lake Turkana Resort Cities as part of the bigger LAPSSSET project as well as taking measures to increase bed capacity, to open more five-star hotels, and improve the standards of tourist accommodation and facilities.

Under Agriculture, Livestock and Fisheries sector, MTP II will give top priority to increased acreage under irrigation in order to reduce the country's dependence on rain fed agriculture. The target is to put 404,800 hectares under irrigation during the plan period. In January 2014, H.E. the President launched the one-million acre Galana/Kulalu multipurpose irrigation scheme covering parts of Tana River and Kilifi counties. Measures will be taken to mechanize agricultural production, revive cooperatives and farmers unions, and subsidize farm inputs to raise productivity.

Trade within and outside the country remains a priority sector of the Economic Pillar. Over the plan period the government will strengthen economic partnerships with our neighbours in East Africa and the rest of Africa. Our foreign policy will aim at increasing international trade, and international economic partnerships. This policy will encourage Kenyan producers and the private sector to open new product lines to meet demand in new African and global markets that will be identified. The government will also intensify reforms to improve the overall climate of doing business in Kenya.

The MTP II will give additional attention to growth and diversification in our manufacturing sector with the aim of increasing the sector's contribution to the GDP and foreign exchange earnings. To achieve this, three special economic zones targeting manufacturing in Mombasa, Kisumu and Lamu will be established. Other initiatives in the sector will include building clusters for meat and leather products, a stronger dairy sector, and the development of industrial and SME parks that will provide linkages to other sectors like agricultural and services.

Kenya has become a global leader in mobile money, and growth driven by new information and communications technology. This trend will be continued. Growth in global Business Process Outsourcing (BPO) industry has also opened a new window for Kenya to initiate greater expansion of IT Enabled Services (ITES) and BPO. The sector is especially critical to this plan because it has the potential to create job opportunities in large numbers while contributing strongly to the overall GDP growth as it has in the past. To achieve this, the Government will aim at universal access to ICT, development of digital content, promoting e-Government services and encourage the establishment of more ICT based industries.



Oil and Other Mineral Resources is a new priority sector under the Economic Pillar of MTP II given the continued discovery of oil and other minerals in Kenya. In MTP II period, the government will develop the policy, legal, and institutional framework for the exploitation and management of Kenya's natural resources (oil, gas and other minerals) for the maximum economic benefit of the country and local communities, done in a transparent and accountable manner. It will also ensure that legislation for transparency and fair sharing of the revenue generated is enacted, and safeguards erected to protect the environment and to avoid risks usually associated with huge inflows of resource based external earnings.

### 1.5.3 The Social Pillar

The Social Pillar consists of the following sectors: Education and Training; Health; Environment, Water and Sanitation; Population, Urbanization and Housing; Gender, Youth and Vulnerable Groups; and Sports, Culture and Arts.

Under education, ECDE will be mainstreamed and the government will continue strengthening access to universal primary education and to provide wider access to secondary education for all primary school leavers. It will also introduce universal access to computers starting with standard one in 2014, promote wider use of ICT as an instrument of instruction and training in schools, lower the student/teacher ratio by more recruitment of teachers, and provide more textbooks and teaching equipment to schools. Education in ASAL counties will be enhanced through special programmes.

In the health sector, the government in partnership with county governments will continue to emphasize primary healthcare, access to clean water to households, and better management of communicable diseases. Additional resources will be devoted to address the challenges posed by maternal and child mortalities and by rise in morbidity from non-communicable diseases. The government will continue to support efforts to make Kenya a regional health services hub, and to encourage new local and foreign investment in medical research, pharmaceutical production, and modern hospital care.

The Government is committed to addressing challenges such as high population growth, rapid urbanisation and high cost of housing. In the MTP II period, the government will increase resources to support the implementation of the national population policy for national development. This will result in a well managed population with a high quality of life thereby contributing to attainment of Vision 2030. Kenya has a young and growing population that is urbanizing rapidly. Urban housing and improvement of rural homes are priorities in the social pillar of MTP II. In association with the private sector and county governments, the national government will aim at increasing the supply of modern housing units especially for the low-income segment of the market where supply lags behind demand. The government will address this problem by facilitating the construction of 200,000 units annually through PPP arrangements. In addition, the government will develop integrated investment plans for six key metropolitan areas and reform the NSSF to increase available investment to the housing sector.

The Government will also increase support for policies and institutions devoted to promoting gender equity. It will increase allocation of resources to enterprises led by youth and women. In addition to the Youth Enterprise Development Fund and Women Enterprise Fund, the Uwezo Fund will provide more funds for loans to the youth, women and persons with disabilities in

order to support them start small business. In addition, the government will set aside 30 per cent of its total procurement spending to youth, women and persons with disabilities. More resources will be allocated to social protection, including cash transfers to the most vulnerable members of our society. The Government will fully implement policies for protection of rights for vulnerable groups. The government will also identify and nurture talent, especially among youth, and support commercialisation of talent in order to raise personal incomes and widen employment opportunities. It will also provide the necessary infrastructure at national and county levels to nurture youth talents in sports and entertainment. The government will strengthen education against female genital mutilation and Gender Based Violence. In addition, more secure centres for victims of sexual and Gender Based Violence will be established.

#### 1.5.4 Political Pillar: Devolution and Governance

Devolution and implementation of the Constitution are key policies of the government. "Making Devolution work" is a cross-cutting theme of the MTP II. The Government is committed to ensuring a rapid and efficient transition to a two-tier government under which county governments assume full responsibility of the functions assigned to them under the constitution. Priority at the national level will be given to provision of adequate finances to match functions allocated to counties, and capacity enhancement for policymaking and project implementation in all county governments in order to bring the full benefits of devolution to the people. This will in turn ensure more accountability as government services are brought closer to the people. The Public Financial Management Act (2012) will be implemented with the aim of exercising controls in public spending and improving the quality of public expenditure through full implementation of the Integrated Public Financial Management Systems (IFMIS) at national and county levels. Further training of public officials involved in MTEF and budgeting and expenditure at both levels of government will be undertaken.

The Government will ensure that all pending legislations required by the Constitution are completed and enacted. It will provide full support to the ongoing transformation of an independent judiciary by providing it with adequate resources and with political support. Under the MTP II, the government will also strengthen public service reforms, performance contracting, accountability and transparency. In addition, the Governance, Justice and Rule of Law Programme will be expanded to build capacity in the State Law Office, the Office of Public Prosecution and the relevant independent commissions.

#### 1.6 Ministry's Mandate and Functions

The Ministry's mandate and functions are outlined below.

##### 1.6.1 Ministry's Mandate

The full details of the mandate of the Ministry of Devolution and Planning are as outlined in the "Executive order No. 1 of April 2013" and detailed in the "Executive Order No. 2 of May 2013" and broadly covers issues of economic planning and development, devolution, public service management, youth, gender and special programmes. In addition the mandate includes the functions of the twenty six affiliated parastatals, Semi-Autonomous Government Agencies, Commissions and Independent Offices.

### 1.6.2 Ministry's Functions

The Ministry's functions include:

1. Strengthen capacities for county governments to perform their functions effectively.
2. Improve co-ordination of development planning, policy formulation and budgeting.
3. Spearhead affirmative action and empowerment for youth and women and coordinate gender mainstreaming in all aspects of national development.
4. Transform the public service for better quality service delivery to all Kenyans.
5. Mainstream ASAL development to bring it at par with the rest of Kenya.
6. Address communities' vulnerability through relief food management and implementation of special programmes and initiatives.

### 1.7 Ministry's Vision, Mission and Core Values

In the process of preparation of this Strategic Plan, the Ministry's Vision, Mission and core values have been reviewed. These are:

#### 1.7.1 Vision Statement:

The Ministry aspires "To be a centre of excellence in planning, service delivery transformation and devolution for a high quality of life for all Kenyans."

#### 1.7.2 Mission Statement:

The Ministry commits itself "To provide leadership, coordination, an enabling environment for planning, transformed public service delivery and management of devolved system of government."

#### 1.7.3 Core Values

The Ministry shall uphold the following core values:

1. **Accountability and Transparency:** The Ministry shall conduct its business and lend services to its stakeholders in a transparent and accountable manner.
2. **Equity and Equality.** The Ministry will promote fairness and equal distribution of resources and services at the national and county levels.
3. **Professionalism and ethical practices.** All staff shall uphold highest moral standards and professional competence in their service delivery.
4. **Teamwork and Passion for Results.** The Ministry will relentlessly pursue timely attainment of targeted results at all levels through high level of coordination, networking and collaboration within its staff.
5. **Honesty and Integrity:** The ministry shall promote openness, uprightness and reliability while executing its mandate.
6. **Innovativeness and Creativity:** The ministry is committed to innovativeness, inventiveness, resourcefulness and visionary planning and service delivery.

7. Efficiency and effectiveness: The ministry will promote high productivity, competence and usefulness of resources at the national and county level.
8. Patriotism: The ministry will promote nationalism and ownership of services by the public at all levels of government.
9. Customer Centred service: The ministry is committed to uphold customer driven and focused service delivery.
10. Mutual respect, Participatory Approach and Inclusiveness: The ministry is committed to consultations, joint and comprehensive partnership in all its affairs.

#### 1.8 The Organization of this Strategic Plan

This Strategic Plan is organized in five chapters. Chapter one provides a general background of issues faced by the Ministry and how they will be tackled. These are put within the national development context and the Ministry's mandate. The Chapter also provides highlights of the MTP II and the Ministry's vision, mission and core values. Chapter Two provides a situational analysis and a review of the previous strategic plans, including lessons learnt from their implementation. A SWOT and stakeholders analysis of the ministry is also presented. In Chapter Three, key strategic issues, objectives as well as the strategies to be deployed in delivering the plan, are discussed. Chapter Four provides the implementation plan and a summary of the ministry's activities; indicates the proposed organizational structure and also includes a section on risk management. The last chapter is devoted to a monitoring and Evaluation framework and includes mechanisms that will be used to manage the implementation of the strategies. There are also several Annexures which provide details on the staff establishment, the current Ministry organisational structure, the proposed organisational structure, the implementation matrix, the reporting template and list of institutions that participated in the Strategic Plan validation forum.

## CHAPTER 2: SITUATIONAL ANALYSIS OF THE MINISTRY

### 2.1 Introduction

This chapter discusses the current situation facing the Ministry of Devolution and Planning with regard to the structure, functions and responsibilities allocated to it. It also deals with the lessons learnt in the previous phase of the strategic plans by former ministries that now fall under the Ministry of Devolution and Planning. It then proceeds to a SWOT analysis that explains the ministry's strengths, weaknesses, opportunities and threats, followed by a PESTEL scan on the environment under which this plan will be implemented.

### 2.2 The Directorates Functions and Responsibilities

The directorates' functions and responsibilities are outlined below.

#### I. Directorate of Economic Planning:

The Directorate of Planning and Economic Coordination was created from the former Ministry of State for Planning, National Development and Vision 2030. The planning function in the Kenya government dates back to the pre-independence period and can be traced to the Oliver Lyttleton Constitution of 1954, when the Ministry of Finance and Development was created. On attainment of independence on 12<sup>th</sup> December 1963 it was renamed the Ministry of Economic Planning and Development, with three divisions or units that included, Administration, Statistics, and Planning. Since then, the Ministry has existed either as a fully-fledged ministry or a division of the Ministry of Finance and Planning. Its mandate has also continued to expand over time. The economic planning function is now being handled by the Ministry of Devolution and Planning through Executive Order no. 2 of May 2013.

Under the Ministry, the Kenya Government produced 5-year development plans from 1963 to 1999. But after the NARC government assumed leadership of the country economy was in such a dire status that it was found necessary to prepare "The Economic Recovery Strategy for Wealth and Employment Creation, 2003-2008" to guide the economy towards renewed growth. Growth rose from 0.4% in 2002 to 7.1% in 2007. With recovery achieved, the Government of Kenya in 2008 launched the Kenya Vision 2030 as the nation's long term development blueprint, to be implemented by 5-year Mid-Term Plans. All these responsibilities were entrusted to the then Ministry of Planning and National Development. In the current situation, the Ministry is providing oversight and policy guidance on the implementation of Kenya Vision (MTP II). One of the Ministry's SAGAs, Vision 2030 Delivery Secretariat, provides strategic leadership in the implementation of Vision 2030 and coordinates implementation of flagship projects. The Ministry also is responsible for tracking and providing feedback on the implementation of all government policies, programmes and projects in the country through the National Integrated Monitoring and Evaluation System (NIMES).

#### II. Directorate of Youth Affairs

Youth issues have been handled by different ministries since independence until the Ministry of State for Youth Affairs was established on 7<sup>th</sup> December, 2005 to represent and address youth concerns in Kenya. This was found necessary against the reality that despite their numerical strength, youth were not well represented in the national, political, social- economic and development processes. Upon inception, the Ministry coordinated and mainstreamed youth

issues in the national development agenda. In order to integrate and harmonize issues affecting youth and sports development, the Government through the Presidential Circular No. 1/2008 reorganized the Ministry to include the Department of Sports to what was called the Ministry of Youth Affairs and Sports (MOYAS). Through executive order no. 2 of May 2013, the Directorate of Youth Affairs was put under the Ministry of Devolution and Planning. However, sports and youth polytechnics functions were transferred to the Ministry of Sports, Culture and the Arts and the Ministry of Education respectively. Under its previous strategic plan, MOYAS made significant achievements to advance the interests of youth. That notwithstanding, the Ministry of Devolution and Planning is now responsible for integration of youth issues into national planning and development including the implementation of programmes and projects geared towards empowering youth and providing them with both financial resources and skills to play a positive and productive role in our society. These initiatives include the Uwezo Fund and allocation of 30 per cent of all public sector tenders to youth among others. Since the youth account for the majority of Kenyans, this is a formidable task.

### III. Directorate of Gender

Gender issues have been handled by different ministries and institutions since independence. The Directorate of Gender was created in the Ministry of Devolution and Planning from the former Ministry of Gender, Children and Social Development to promote gender mainstreaming in national development processes and champion socio-economic empowerment of women.

Gender rights and gender equality are entrenched in the Constitution, and the Ministry now has the responsibility to ensure their implementation under the Constitution and under the country's legislation. In addition, the Ministry has responsibility of expanding credit financing to women for enterprise development and ensuring equality in gender representation in all public appointments. The Millennium Declaration signed by UN member states in the year 2000 brought gender issues into focus through Millennium Development Goal 3 which commits Kenya to promote gender equality and women empowerment as an effective way to combat poverty, hunger and disease, and to stimulate development that is truly sustainable. Gender concerns are anchored in the Constitution of Kenya 2010, Article 27 (3) which states that "Women and men have the right to equal treatment, including the right to equal opportunities in political, economic, cultural and social spheres" and Article 81 (b) which states that "not more than two thirds of the members of elective bodies shall be of the same gender". The two-thirds gender rule applies in the public service appointments as well. The Gender Directorate also monitors compliance with international conventions.

### IV. Office of Management and Budget

The Office of Management and Budget was constituted by Executive Order No. 2 of May 2013 and is tasked with the financing, coordination, tracking and technical support for the implementation of Presidential priorities. The Office of Management and Budget is mandated to review and countersign the Cabinet Memorandum forwarding the Budget Policy Statement to Cabinet to ensure that Presidential Priorities are adequately provided for in the budget proposals developed by the National Treasury.

### V. Directorate of Devolution

Devolution is arguably the most innovative and far-reaching reform in the 2010 constitution. The former Ministry of Local Government which used to handle Local Authorities has been re-defined by the Kenya constitution and the County Government Act 2012. At independence Kenya inherited a dual structure consisting of a central government and seven regions. But regional governments were dissolved in 1965 and instead local governments and municipalities became the second (but weaker) tier of government. The central government exercised its functions through the national and sub-national structures, key among them the provincial administration. The dual structure remained as the framework for local governance and decentralized service delivery up to 2010 when a new system of government came into being through promulgation of the Kenya Constitution 2010. Under Executive Order No.2 of May 2013, the Devolution Directorate, which was placed in the Ministry of Devolution and Planning, is focusing on three main issues, namely: management of devolution affairs, intergovernmental relations and capacity building for implementation of devolution. "Making Devolution work" is the only flagship project under the MTP II political pillar. The Ministry is charged with the implementation of legislation supporting devolution and providing technical assistance to build capacity in the county governments. Under its previous strategic plan the Ministry of Local Government implemented a wide-ranging local government reform programme and a devolved-funding system called Local Authority Service Delivery Action Plan (LASDAP).

#### VI. Directorate of ASALs

The former Ministry of State for Development of Northern Kenya and other Arid Lands was created in April 2008 to address the unique challenges facing the region, which are multiple, inter-related and deeply entrenched. Some of these have their roots in the legal inadequacies, social exclusion and marginalization that resulted from colonial rule, which have persisted into the post-colonial administrations. However, following the formation of the Government after the 2013 General Elections and the consequent reorganization of government, the Ministry of State for Development of Northern Kenya and other Arid Lands was restructured into the Directorate of Arid and Semi-Arid Lands (ASAL) in the Ministry of Devolution and Planning. The key Mandate of the Directorate is to develop and implement Northern Kenya and other Arid Lands Development Policy. Whereas previous national strategic plans have dealt with development programmes in ASALs, there still exist disparities and huge development gaps relative to the rest of Kenya and responding to the development challenges of the ASAL region remains a major endeavour of the government to be undertaken in this strategic plan.

#### VII. Directorate of Special Programmes

The former Ministry of State for Special Programmes (MOSSP) now Directorate of Special Programmes (in the Ministry of Devolution and Planning) was established through Presidential Circular No.1/2004 of September, 2004 to coordinate disaster and emergency response. The mandate of the Ministry was reviewed in January 2007 vide Presidential Circular No.1/2007 and further in May 2008 via Presidential Circular No.1/2008 to include coordination, formulation and implementation of policies and institutional frameworks for disaster management, risk reduction programmes, relief and rehabilitation, National Food Security, Resettlement of Internally Displaced Persons (IDPs), and Co-ordination of the Campaign against HIV and AIDS among others. The current mandate of the Directorate is food relief management, implementation of IDP policy and special programmes and initiatives.

## VIII. Directorate of Public Service Management (DPSM)

The Directorate of Personnel Management, predecessor of DPSM was established in the Office of the Prime Minister vide Circular No. 1 of 2<sup>nd</sup> April 1963. The Directorate's mandate was later redefined in the Presidential Circular No. 2 of 1964 as "responsible to the President for the day to day administration of the public service, including coordination and planning for Africanisation and training programmes for all Ministries." Its core mandate has since changed to building institutional capacity of the Kenya public service through innovation management, training and results-based management.

In the organization of Government Circular of 2005, the Directorate of Personnel Management (DPM) was renamed the Ministry of State for Public service and was mandated to provide strategic leadership and guidance to the public service on human resource development. The mandate was further reinforced in the presidential circular No. 1/2008 as "to provide policy direction in human resource management and development; advise on appropriate organizational structures; initiate and coordinate human resource reforms to improve service delivery in the public service for sustainable socio-economic development in Kenya."

The former Ministry of State for Public Service (together with the former Performance Contracting Department and the Public Service Transformation Department under the former Office of the Prime Minister), is now known as the Directorate of Public Service Management as per the Executive Order No. 2/2013. The current mandate is to transform the public service; promote human resource management and development; design and develop organizational structures; design and develop careers and to manage performance. The Directorate also provides oversight on management of the Kenya School Government. It also collaborates with the Public Service Commission and the Salaries and Remuneration Commission on matters related to public service, human resource management and remuneration.

### 2.3 Ministry's achievements and lessons learned in the 2008-2013 Strategic Plans

Generally, the Ministry has done well in many areas of its core mandate. Section 2.3.1 highlights a summary of the Ministry's achievements under the 2008-2013 Strategic Plans while section 2.3.2 provides the major lessons learnt during the same period.

#### 2.3.1 An Overview of the Ministry's achievements under 2008-2013 Strategic Plans

As in the rest of the public service, the second generation strategic plans covered the period 2008/9-2012/13 and were formulated through a consultative and participatory process involving key stakeholders. The findings and the lessons learnt formed a key part in preparation and eventual implementation of this third generation ministerial strategic plan. The following are a summary of the key achievements:

- i. Undertook the 2009 Population and Housing Census which has been extremely useful in mapping national population trends and in providing incoming county governments with vital information of their population and its distribution within the county.
- ii. Spearheaded development of the Kenya Vision 2030 and its first Medium Term Plan, 2008-2012, the second Medium Term Plan, 2013-2017 as well as the Sector Plans.



- iii. Prepared Sessional Paper No. 10 of 2012 on Kenya Vision 2030, District Development Plans (2008-2012), County Development Profiles (2013) and guidelines for preparation of County Integrated Development Plans (2013).
- iv. Spearheaded creation of various laws to actualize devolution including Urban Areas and Cities Act 2011; the Intergovernmental Relations Act 2012; The transition to Devolved Government Act 2012; the County Government Act 2012; and then Public Finance Management Act 2012 as well as establishment of Transition Authority.
- v. Developed devolution policy, Urban Development policy paper and MTP II devolution sector plan.
- vi. Development of an Integrated Payroll and Personnel Database (IPPD), an Integrated Records Management System (IRMIS) for automated registries and the Government Human Resource Information System (GHRIS).
- vii. Implemented commuter allowance, reviewed salaries for the entire civil service and rolled out a medical scheme for civil servants and disciplined services.
- viii. Facilitated enactment of the Kenya School of Government Act and the establishment of the Salaries and Remuneration Commission.
- ix. Prepared the National Policy on the Sustainable Development of Northern Kenya and other Arid Lands and a Vision 2030 Strategy for Northern Kenya and other Arid Lands
- x. Improved ASAL infrastructure in education, water and health
- xi. Facilitated establishment of NDMA and Northern Kenya Education Trust (NoKET) fund
- xii. Enacted a national policy on the prevention of internal displacement and the protection and assistance to Internally Displaced Persons in Kenya (IDP Policy) and Disaster Management Policy and a national Disaster Response Plan.
- xiii. Coordinated resettlement of 350,000 Post-2007 election Internally Displaced Persons.
- xiv. Disbursed over Kshs. 16 billion through the Youth Enterprise Development Fund (inclusive of leveraging funding) to 377, 436 youth enterprises, created 2,162,175 jobs and facilitated 9,603 youth to secure jobs abroad.
- xv. Recruited a total of 25,000 youth through the National Youth Service.
- xvi. The National Vocational Certificate in Education and Training (NVCET) Option I Level I curriculum was developed and piloted in 31 YPs and 15 National Youth Service (NYS) training institutions. The curriculum integrates entrepreneurship and life skills.
- xvii. Developed a National Policy on Gender and Development, affirmative action policy and Female Genital Mutilation Act 2011.
- xviii. Produced Kenya Gender Data Sheet 2008, which was updated in 2010/11 and published as the Kenya Gender Data Sheet 2011.

### 2.3.2 Summary of Major Lessons Learnt in the 2008-2013 Strategic Plans

The Ministries and Departments which were brought together to form Ministry of Devolution and Planning performed quite well in discharging their previous core functions. The following are the major lessons learnt from implementing the second generation Strategic Plan; that:

- i. Top management interest and support is crucial to the achievement of the objectives of the Strategic Plan;
- ii. There is growing understanding within the public sector of the importance of M&E which requires deliberate and sustained effort to operationalise and strengthen this function;
- iii. The country achieved significant improvement in performance through the public service transformation efforts including performance contracting. However, innovation ideas need to feed into this initiative to improve its impact and its connection with public expectations. Organisational visibility and access to resources is crucial to the effectiveness of the Transformation Function;
- iv. The CDF programme (and other devolved funds) has achieved significant results that directly contributed to the welfare of the citizen which demonstrated high relevance, ownership and impact on the social economic situation on the ground;
- v. Whereas relief food has mitigated suffering of the affected communities, it has created dependency. Thus there is need for addressing the root causes and building the resilience of communities including ensuring that funds allocated for this purpose are ring fenced;
- vi. The Constitution and the affirmative action by the government have achieved positive results in terms of increasing the representation and the voice of the women and youth in national affairs. Substantial funds have been allocated through the various funds and the government is implementing a policy of setting aside 30 per cent of public procurements to the youth, women and persons with disability. However, the impact of these initiatives is constrained by lack of sufficient capacity of the target groups to take advantage of the opportunities; and
- vii. While the ongoing regional integration efforts and achievements hold great promise for the country, the emerging regional conflicts, transnational crimes, terrorism and radicalization of vulnerable youth arising from instability in neighbouring countries, especially Somalia present significant risks to all aspects of the country's development and wellbeing.

### 2.4 Strengths Weaknesses Opportunities and Threats (SWOT) Analysis

A summary of the SWOT Analysis is shown in table 2.4.1.

Table 2.4.1: Swot Analysis

<p>a) Strengths</p> <ul style="list-style-type: none"> <li>i. Top management commitment to achieving results and attaining excellence;</li> <li>ii. Well- established institutional frameworks;</li> <li>iii. Trained, experienced, multi-disciplinary, skilled staff;</li> <li>iv. Availability of resource centres for capacity development like the Kenya School of Government, Kenya Institute of Public Policy &amp; Research Analysis (KIPPRA) and Kenya National Bureau of Statistics (KNBS);</li> <li>v. Availability of equipment and machinery for capacity and infrastructure development (NYS);</li> <li>vi. Existing laws and regulations;</li> <li>vii. Substantial utilization of digital tools;</li> <li>viii. Ability to generate internal revenue;</li> <li>ix. Data availability on all sectors at the Kenya National Bureau of Statistics;</li> <li>x. Strong established partnerships with stakeholders.</li> </ul>	<p>b) Weaknesses</p> <ul style="list-style-type: none"> <li>i) Weak collaboration and inadequate teamwork;</li> <li>ii) Weak internal and external communication mechanisms;</li> <li>iii) Inadequate records and data management systems ;</li> <li>iv) Lack of an updated skills inventory for all staff;</li> <li>v) Weak monitoring and evaluation systems;</li> <li>vi) Weak succession management in the public service;</li> <li>vii) Slow pace in adoption of information and communication technology advances;</li> <li>viii) Insufficient legal framework for planning;</li> <li>ix) Skills gap in certain disciplines in areas like macroeconomics, devolution and other specialised areas;</li> <li>x) Inability to attract and retain quality and skilled staff.</li> <li>xi) Non-progressive schemes of service/stagnation in career progression.</li> </ul>
<p>c) Opportunities</p> <ul style="list-style-type: none"> <li>i. Kenya Vision 2030 and MTP II as the development blueprints governing development in Kenya;</li> <li>ii. Constitution of Kenya 2010;</li> <li>iii. ICT capacity development by the government and rapid technological advancement;</li> <li>iv. Goodwill from international development partners and stakeholders;</li> <li>v. Established linkages with regional and international professional and corporate bodies;</li> <li>vi. A growing and promising economy;</li> <li>vii. Political goodwill;</li> <li>viii. Recent oil and mineral discoveries;</li> <li>ix. Strengthened institutions of corporate governance;</li> <li>x. A well educated human resources reservoir;</li> <li>xi. A high vibrant youth population with potential for productivity;</li> <li>xii. Availability of devolved structures of</li> </ul>	<p>d) Threats</p> <ul style="list-style-type: none"> <li>i. High turnover of skilled staff;</li> <li>ii. Perceived negative image of public service;</li> <li>iii. The HIV/AIDS pandemic, Alcohol, Drug and substance abuse;</li> <li>iv. A rapidly evolving political environment;</li> <li>v. Globalization;</li> <li>vi. Climate change;</li> <li>vii. Terrorism and insecurity;</li> <li>viii. Rapid technological advancement;</li> <li>ix. High and increasing wage and pension bills;</li> <li>x. Salary and fringe benefits disparities/differences across public service;</li> <li>xi. Unbalanced growth in the Counties;</li> <li>xii. Corruption;</li> <li>xiii. Natural disasters;</li> <li>xiv. High population growth.</li> </ul>

government; xiii. Strategic position of the Ministry in the Presidency; xiv. Citizen goodwill in achieving the Ministry's objectives; xv. Benchmarking on the past best practices, e.g., past sector reforms; xvi. staff of the former local authorities; xvii. Globalisation	
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## 2.5 A PESTEL Analysis of the Ministry

In preparing this Strategic Plan, a broad Political, Economic, Social, Technological, Environmental and Legal (PESTEL) scan was undertaken. A PESTEL analysis enabled the ministry to focus on the environment in which it operates and therefore appreciate the factors that will either support or impede the process of implementing the strategic plan. Table 2.5.1 below presents a synthesis of the outcome of the PESTEL analysis.

Table 2.5.1: PESTEL Analysis

Category	Issue	Description
Political	Political goodwill	<ol style="list-style-type: none"> <li>1. The restructuring of the government into two tier government raises public expectation on better service delivery which has an impact on the Strategic plan by enhancing public awareness;</li> <li>2. Transitional challenges, including transfer of functions as defined in schedule 4 of the Constitution are likely to affect implementation of the strategic plan.</li> <li>3. The introduction of the devolved system with establishment of many constitutional offices and commissions may strain the resources and consequently negatively affect the implementation of the strategic plan;</li> <li>4. The coordination of National and County government operations within the set government laws and regulations is a major challenge;</li> <li>5. The political dispensation has a strong leadership committed to a strong public service transformation for efficient and effective service delivery to the citizenry and commitment on results which will facilitate development and planning of the country.</li> </ol>
	Revenue constraints	Emerging new government priorities and emergencies could lead to budget cuts which affect planned activities.
	Kenya Vision 2030	The Vision 2030 and its medium term plans have provided a foundation for faster economic, social and political performance.
	Wider public Sector reform agenda	Public sector reforms which include results based management, Programme Based Budgeting, Performance contracting and NIMES will result in greater efficiency and effectiveness in performance.
	Governance and	The perception of poor governance and high corruption in

Category	Issue	Description
	corruption	the management of public affairs presents a credibility gap and poor image for public institutions. This must be addressed if public institutions are to earn the much needed public confidence.
	Regional and global environment	Regional and global integrations and environmental issues will impact on Kenya political performance. Political situation in the regions will impact positively or negatively to the country. There is need to guard against any negative regional impacts.
Economic	Good economic development record	Sustained good performance of the economy under the Vision 2030 has created high expectations for improved livelihoods.
	Kenya vision 2030	The Vision 2030 and its medium term plans have provided a foundation for quick economic, social and political performance. At the county level they are being cascaded through the integrated county development plans whose implementation will lead to improved economic performance.
	High population growth rate	The high population growth in comparison with economic growth outstrips the economic/resources growth leading to high unemployment and poverty levels in the economy. However, there is potential of reaping demographic dividends if the country manages her population to ensure the number of dependants is surpassed by the number of non-dependants.
	Globalization	The nation is part of a global village made possible by the globalization of business and the enhanced use of Information and Communications Technologies (ICTs). The economy is therefore highly susceptible to international shocks and business trends and competition.
	Regional and international economic cooperation	The last few years has seen renewed vigour in bringing countries of the region together into economic blocks which has a potential of significantly impacting on our economy as the markets for, and flow of, goods and service expand. These blocks include EAC and COMESA.
	Goodwill from development partners	Kenya continues to enjoy goodwill from all its international development partners.
	County economic imbalances	In the country, there are disparities in development, and also within counties.
	Devolved funds	In addition to devolving resources to the county governments there are other established funds which include: Uwezo, YEDF, CDTF, CDF and WEF. Huge sums of financial resources required to operationalize devolution.
	Macro-economic instability	High inflation rates, high interest rates, fluctuating exchange rate, high unemployment rates, rising revenue to GDP ratio and debt management could affect the economic situation, and the Ministry's capacity to meet its goals.

Category	Issue	Description
	Growing public private-partnership	There is growing realization within public and private sectors of the significant opportunities that exist if these sectors work together for mutual benefit and for the development of the Country for all. However, there is need to streamline implementation of the PPP Act.
	New sector (Mining and Oils)	State department of planning lack the relevant information and the capacity to plan for this sector
Social	Increased awareness	There is increased public awareness on government services and citizen entitlement.
	High population growth rate	Population growth has led to overstretching of education health and other social amenities.
	Disease prevalence	High prevalence of diseases such as HIV/Aids and malaria, and non-communicable diseases (cancer, diabetes e.t.c) continue to have a toll on the productive members of society while consuming large amounts of resources which could otherwise be used for developing the Country.
	High poverty levels and inequalities	The government is committed to reduction in income inequalities and poverty. Inequalities lead to political and social conflict which impact national and county governments negatively.
	Disability mainstreaming	The government is committed to ensuring that the disability issues are aligned as they are in the constitution.
Technological	Access to Information and communications Technologies (ICTs)	There is a great opportunity for leveraging on ICTs in improving services in the public sector and enhancing economic performance.
Environmental	Climate Change	Global warming and climate change have negatively affected the Kenya economy due to their adverse effects on productive sectors. There is need to enhance capacity for environmental planning to mitigate against global warming and climatic changes.
	Green Economy	The international Community now prefers a greener economy to counter the effects of climate change. The Ministry is in the lead to promote a greener economy.
Legal	Inadequate legal provisions	Although there are many laws and regulation supporting the work in the Ministry there is no legal framework for planning which affects the planning function of the Ministry.
	Laws on devolution	There is a need to enact laws and regulation on devolution especially in relation to the various sectors of the economy.

## 2.6 Stakeholder Analysis

This Strategic Plan takes cognizance of the Ministry's stakeholders and their varied expectations which the Ministry intends to meet. The Ministry in turn has expectations of these stakeholders which it hopes to be equally met. The Ministry's linkage with its stakeholders is summarized in table 2.6.1.

Table 2.6.1 Stakeholder Analysis

Stakeholder Category	Stakeholder Expectation	Ministry's Expectation
National Government	<ul style="list-style-type: none"> <li>• Understanding their policy and planning needs;</li> <li>• Practice good governance;</li> <li>• Providing technical support on planning and policy formulation;</li> <li>• Provision of synergy and support in the development of policy, institutional, and legal frameworks;</li> <li>• Mainstream policies in their respective plans and Good corporate governance;</li> <li>• Sustainable community involvement and empowerment;</li> <li>• Facilitate capacity building;</li> <li>• Provide effective and efficient response initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Effective implementation of policies;</li> <li>• Receive feedback, correspondences and communication on regional and international issues on time;</li> <li>• Provision of synergy and support in the development of policy, institutional, and legal frameworks;</li> <li>• Good corporate governance</li> </ul>
National Treasury	<ul style="list-style-type: none"> <li>• Coordination of annual budgeting process with the 3-year MTEF and the MTP of Vision 2030.</li> </ul>	<ul style="list-style-type: none"> <li>• Rationalised budgets for county governments.</li> </ul>
County Governments	<ul style="list-style-type: none"> <li>• Coordination of national/ devolved activities at county level;</li> <li>• Capacity building of county staff;</li> <li>• Technical support;</li> <li>• Staff deployment;</li> <li>• Provision of legal and regulatory framework;</li> <li>• Management training services.</li> </ul>	<ul style="list-style-type: none"> <li>• Quality public services;</li> <li>• Timely services;</li> <li>• Integrity and transparency;</li> <li>• Performance guidelines.</li> </ul>
Development Partners	<ul style="list-style-type: none"> <li>• Provide timely reports and reviews;</li> <li>• Achievement of project goals and outcomes;</li> <li>• Involvement of stakeholders in the various aspects of national and county planning and development;</li> <li>• Adherence to project regulations and philosophies;</li> <li>• Continuous monitoring and evaluation and provision of reports;</li> <li>• Support the county governments in the implementation of development projects and programmes.</li> </ul>	<ul style="list-style-type: none"> <li>• Support specific programmes whose implementation is coordinated by the Ministry.</li> <li>• Timely disbursement of promised resources;</li> <li>• Provision of technical assistance and capacity building;</li> <li>• Effective collaboration and synergy building.</li> </ul>
Suppliers /Merchants	<ul style="list-style-type: none"> <li>• Timely payments for goods and services supplied;</li> <li>• Transparent procurement process and Fair competition;</li> <li>• Prompt payment;</li> <li>• Planned procurement.</li> </ul>	<ul style="list-style-type: none"> <li>• Timely supply of procured goods and services;</li> <li>• Supply of high quality goods and services that meet contractual obligations;</li> <li>• Integrity;</li> <li>• Customer care;</li> <li>• Competitive pricing.</li> </ul>
Staff	<ul style="list-style-type: none"> <li>• Commitment to their welfare;</li> <li>• Conducive work environment where individuals are trusted, respected and appreciated;</li> <li>• Favourable terms &amp; conditions of service and work environment;</li> <li>• Skills development;</li> <li>• Remuneration;</li> <li>• Routine HR services;</li> </ul>	<ul style="list-style-type: none"> <li>• Provide the necessary manpower;</li> <li>• Commitment &amp; productivity;</li> <li>• Portray the right image of ministry; Good work environment</li> <li>• Efficiency wage/ good remuneration;</li> <li>• Equity and progressive skills</li> </ul>

Stakeholder Category	Stakeholder Expectation	Ministry's Expectation
	<ul style="list-style-type: none"> <li>• Job Progression;</li> <li>• Training &amp; Development;</li> <li>• Fair appraisal;</li> <li>• Rewards/incentives system.</li> </ul>	<ul style="list-style-type: none"> <li>• development;</li> <li>• Timely and responsive services;</li> <li>• Adequate facilitation and enhancement of staff welfare;</li> <li>• Adherence to policies, rules, &amp; regulations of the ministry;</li> <li>• Provide effective and efficient services to partners and stakeholders.</li> </ul>
Public	<ul style="list-style-type: none"> <li>• Practice participatory planning and management practices;</li> <li>• Understanding of their needs and expectations and plan for them;</li> <li>• Initiating sustainable projects for poverty reduction;</li> <li>• Achieving project outcomes;</li> <li>• Ensure good governance and ethical behaviour;</li> <li>• Successful implementation of Kenya Vision 2030 through the county integrated Development plans;</li> <li>• Align the Department's services with new constitution.</li> </ul>	<ul style="list-style-type: none"> <li>• Providing support to other Departments/ agencies in policies and initiatives;</li> <li>• Participating in local development projects and decision making;</li> <li>• Participate in project monitoring and evaluation at national and county level;</li> <li>• Providing feedback on service delivery.</li> </ul>
Research/academic institutions	<ul style="list-style-type: none"> <li>• Provide internship to their students;</li> <li>• Provide complementary data and information;</li> <li>• Partnership/collaboration in research and policy formulation.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide necessary technical support/training to the Department's staff.</li> </ul>
Media	<ul style="list-style-type: none"> <li>• Access to information.</li> </ul>	<ul style="list-style-type: none"> <li>• Promotion and articulation of developmental issues.</li> </ul>
Private Sector	<ul style="list-style-type: none"> <li>• Involvement in the County planning process;</li> <li>• Sustainable investment policies at county level;</li> <li>• Provision of reliable information on development indicators;</li> <li>• Effective and efficient service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• Partner in the implementation of development projects and programmes;</li> <li>• Increase local investment;</li> <li>• Improved governance and institutional capacity;</li> <li>• Partner in development projects and programmes (PPP's);</li> <li>• Increased foreign investment into Kenya;</li> <li>• Improved governance and institutional capacity.</li> </ul>
Professional Bodies(Lawyers, Medical Practitioners, Surveyors, Engineers etc)	<ul style="list-style-type: none"> <li>• Provision of reliable data and information;</li> <li>• Established IEC partnership.</li> </ul>	<ul style="list-style-type: none"> <li>• Partner in the implementation of development projects and programmes.</li> </ul>
Parliament/National Assembly/Senate/Council of Governors/Political Parties	<ul style="list-style-type: none"> <li>• Submission of draft bills;</li> <li>• Response to parliamentary questions;</li> <li>• Consultation on issues that require legislation.</li> </ul>	<ul style="list-style-type: none"> <li>• Quality draft bills;</li> <li>• Adequate involvement;</li> <li>• Timely response on issues;</li> <li>• Ensure adequate funding as well legislation.</li> </ul>



Stakeholder Category	Stakeholder Expectation	Ministry's Expectation
Political Leadership	<ul style="list-style-type: none"> <li>To develop strong institutional capacity that enhances service delivery and achievement of development goals;</li> <li>Competent and skilled personnel;</li> <li>Adherence to rules and regulations of the government;</li> <li>Development and tracking of policies;</li> <li>Advisory/policy services on the economy.</li> </ul>	<ul style="list-style-type: none"> <li>Provide measures of good governance;</li> <li>Promotion of good images and reputation;</li> <li>Provide strategic direction and leadership;</li> <li>Formulation of relevant policies;</li> <li>Facilitate resource information.</li> </ul>
Judiciary	<ul style="list-style-type: none"> <li>Abide by the law to minimize risks and exposure of government to legal cases.</li> </ul>	<ul style="list-style-type: none"> <li>Fair, just, timely dispensation of justice.</li> </ul>
AG's office (State Law Office)	<ul style="list-style-type: none"> <li>Propose new/changes to the law to make economy competitive and ensure best practices.</li> </ul>	<ul style="list-style-type: none"> <li>Provide support in legal matters affecting policy formulation and planning.</li> </ul>
Non-State Actors (NGOS, CBOs, FBOs etc)	<ul style="list-style-type: none"> <li>Provide reliable information on development indicators;</li> <li>Good corporate governance;</li> <li>Sustainable community involvement and empowerment;</li> <li>Provide effective and efficient response initiatives;</li> <li>Facilitate capacity building.</li> </ul>	<ul style="list-style-type: none"> <li>Complement the Department in implementation of programmes;</li> <li>Community mobilization for rural development;</li> <li>Complement the Ministry efforts in the implementation of the strategy: Advocacy, Awareness creation, and sustainable livelihoods;</li> <li>Collaborate in conducting participatory monitoring and evaluation.</li> </ul>
Social Partners (COTU, FKE etc)	<ul style="list-style-type: none"> <li>Consultation on workers issues.</li> </ul>	<ul style="list-style-type: none"> <li>Favourable terms of service;</li> <li>Conducive working environment;</li> <li>Forum for collective bargaining agreements.</li> </ul>
Regional and International Institutions/bodies (EAC, COMESA, UN, NEPAD, WTO, EU, ECOSOC, TICAD, IGAD, etc)	<ul style="list-style-type: none"> <li>Timely submission of the country's subscriptions;</li> <li>Advocate for implementation of their resolutions;</li> <li>Mainstreaming of resolutions in the development planning process.</li> </ul>	<ul style="list-style-type: none"> <li>Adopt Kenya's Development Agenda and align it with the national roles.</li> </ul>
SAGAS in the Ministry	<ul style="list-style-type: none"> <li>Facilitation with resources;</li> <li>Provision of leadership and policy direction;</li> <li>Timely performance evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>Accountability and transparency in use of resources;</li> <li>High performance and timely deliverable of set targets;</li> <li>Advisory role in policy making.</li> </ul>

The SWOT and PESTEL analysis done above have informed the Ministry in identifying its strategic issues and in subsequently developing strategic objectives and strategies to address these issues as indicated in Chapter Three below.

## CHAPTER 3: MINISTRY'S STRATEGIC ISSUES, STRATEGIC OBJECTIVES AND STRATEGIES

### 3.1 Introduction

This chapter discusses the strategic issues that the Ministry has identified and on which it will focus its concentration in order to achieve its mission. Devolution and public transformation are key priorities. At the same time the Ministry will give strategic priority to providing the leadership required to accelerate the implementation of the Second Medium Term Plan of Kenya Vision 2030 in the country as a whole. The strategic objectives and the strategies to be pursued will be at the core of the Ministry's daily functions over the next 5 years. The Ministry has therefore identified 7 strategic issues of operation with the corresponding objectives and means required for effective implementation. The ministerial strategic issues identified are as follows:

Strategic Issue 1: Planning and Policy formulation;

Strategic Issue 2: Tracking of results;

Strategic Issue 3: Making devolution work;

Strategic Issue 4: ASAL development, humanitarian response and resilience;

Strategic Issue 5: Gender equity and the empowerment of Youth, Women, Persons with Disabilities and other Vulnerable Groups;

Strategic Issue 6: Transforming the Public Service;

Strategic Issue 7: Institutional strengthening and Financing.

### 3.2 Summary of Strategic Areas, Objectives and Strategies

The table 3.2.1 below provides a summary of the strategic issues, objectives and strategies.

Table 3.2.1: Strategic Issues, Objectives and Strategies

No.	Strategic Issues	Strategic Objectives	Strategies
1.	Planning and Policy formulation.	1.1 To strengthen planning and policy formulation at all levels.	<ul style="list-style-type: none"> <li>• Provide leadership and coordination in the formulation, development of policies and programmes;</li> <li>• Provide leadership in preparation and dissemination of Medium Term Plans;</li> <li>• Provide guidelines and reviews for Sector Plans and MDAs Strategic Plans;</li> <li>• Provide leadership for Threshold 21 (T21) modelling and forecasting;</li> <li>• Develop legislation on strengthening planning;</li> <li>• Develop policies and strategies for poverty eradication;</li> </ul>

No.	Strategic Issues	Strategic Objectives	Strategies
			<ul style="list-style-type: none"> <li>Promote research on best local and international practices on poverty reduction and document;</li> <li>Mainstreaming of equity and poverty reduction;</li> <li>Strengthen implementation of poverty eradication programmes.</li> </ul>
		1.2 To strengthen linkages between planning, policy formulation and budgeting at all levels.	<ul style="list-style-type: none"> <li>Promote performance based budgeting;</li> <li>Improve participatory planning, networking and coordination at all levels;</li> </ul>
		1.3 To Contribute to National Competitiveness through Regional and International Economic Cooperation.	<ul style="list-style-type: none"> <li>Strengthen bilateral, regional and international economic partnerships.</li> </ul>
2.	Tracking of results.	2.1 To improve tracking of implementation of development policies, strategies and programmes.	<ul style="list-style-type: none"> <li>Strengthen National Integrated M&amp;E System (NIMES) and cascade it to all sectors at national and county levels;</li> <li>Automation of data management system e.g. NIMES;</li> <li>Provide leadership in fast tracking of the implementation of vision 2030 flagship projects and other programmes in the MTP across different sectors;</li> <li>Provide leadership and coordination of Implementation of the post 2015 MDGs agenda;</li> <li>Provide support to KNBS for collection and analysis of data;</li> <li>Tracking the implementation of Ministry's strategic plan.</li> </ul>
3.	Making devolution work.	3.1 Strengthening capacity to implement devolution.	<ul style="list-style-type: none"> <li>Capacity building and civic education;</li> <li>Promote inter-governmental relations;</li> <li>Enhance management of devolution affairs.</li> </ul>
4.	ASAL development, humanitarian response and resilience.	4.1 Ensure accelerated and sustainable socio-economic development in ASAL.	<ul style="list-style-type: none"> <li>Policy development for ASAL;</li> <li>Promote access to education in ASAL;</li> <li>Support implementation of programmes/projects for community resilience against drought and poverty reduction in ASAL;</li> <li>Provide information on investment drivers and</li> </ul>

No.	Strategic Issues	Strategic Objectives	Strategies
			<p>enablers in ASAL counties;</p> <ul style="list-style-type: none"> <li>• Coordinate implementation of strategy on Ending Drought Emergencies;</li> <li>• Support preparation of spatial strategies for managing emerging ASAL sedentization and a framework for sustainable management of ASALs as the next frontiers for development in Kenya.</li> </ul>
		4.2 Strengthening humanitarian response and improving resilience of vulnerable groups and communities.	<ul style="list-style-type: none"> <li>• Improve food relief management;</li> <li>• Ensure resettlement of IDPs and implementation of the IDP policy;</li> <li>• Implement Western Kenya Community Driven Development and Flood Mitigation Project.</li> </ul>
5.	Gender equity and the empowerment of Youth, Women, Persons with Disabilities and other Vulnerable Groups	5.1 Enhance empowerment and participation of youth, women and other vulnerable groups in all aspects of national development.	<ul style="list-style-type: none"> <li>• Mainstreaming issues of gender, youth and people with special needs in all aspects of national development;</li> <li>• Develop, review and implement gender and youth responsive policies;</li> <li>• promote job creation and sustainable livelihood for the youth;</li> <li>• Operationalize the Kenya National Youth Council;</li> <li>• Increase access to funds through YEDF, WEF and UWEZO Funds;</li> <li>• Monitor and report the implementation of 30% public procurement reservations and preferences for youth, women and persons with disabilities;</li> <li>• Inculcation of national values among the youth;</li> <li>• youth skills development;</li> <li>• Re-engineering the structure, processes and programmes of the NYS;</li> <li>• Enhance street family protection.</li> <li>• Mainstreaming disability issues in policies at workplace</li> </ul>
6.	Transforming the Public Service.	6.1 To Strengthen Human Resource Management and Development.	<ul style="list-style-type: none"> <li>• Formulate and review HR policies and develop systems for efficient management and development of staff;</li> <li>• Develop and provide policy guideline for effective payroll management.</li> </ul>
		6.2 To ensure an Optimal and Motivated public	<ul style="list-style-type: none"> <li>• Design and review organizational structures and determine staffing levels;</li> <li>• Develop and review career progression</li> </ul>

No.	Strategic Issues	Strategic Objectives	Strategies
		service.	<ul style="list-style-type: none"> <li>guidelines in the public service;</li> <li>Promote creativity and innovations of public servants.</li> </ul>
		6.3 To promote performance management.	<ul style="list-style-type: none"> <li>Fully institutionalize performance appraisal system and performance contracting;</li> <li>Service delivery process re-engineering;</li> <li>Engender a culture of quality service delivery.</li> </ul>
7.	Institutional strengthening and Financing.	7.1 Enhance organisational capacity.	<ul style="list-style-type: none"> <li>Train staff;</li> <li>Strengthen institutional structure.</li> </ul>
		7.2 To enhance co-operation between Kenya and regional and international economic institutions.	<ul style="list-style-type: none"> <li>Build capacity within the Ministry to deal with the regional integration and international socio-economic cooperation matters/initiatives;</li> <li>Strengthen bilateral, regional and international economic partnerships;</li> <li>Negotiate, domesticate and comply with gender related international and regional treaties and conventions;</li> <li>Participation in National, regional and international treaties, conventions and protocols.</li> </ul>
		7.3 To strengthen IEC and ICT for better service delivery.	<ul style="list-style-type: none"> <li>Build capacity and networks to ensure Government reform agenda is understood and supported;</li> <li>Integrated performance management system.</li> </ul>
		7.4 To improve mobilization, utilisation and management of financial resources.	<ul style="list-style-type: none"> <li>Mobilize and prudently utilize and manage Financial Resources.</li> </ul>

The above stated strategic issues, objectives and strategies form the basis for implementation, monitoring and evaluation of this strategic plan as detailed in the subsequent chapters and annexes.

## CHAPTER 4: IMPLEMENTATION OF THE STRATEGIC PLAN

### 4.1 Introduction

In order to implement this plan effectively, the Ministry will continue addressing structural bottlenecks and enhance capacity building within itself, engage all the stakeholders for their contribution and promote innovativeness, creativity and professionalism towards realization of the strategic plan. The Ministry aims to ensure effective resource mobilization through Medium Term Expenditure Framework.

The Ministry's establishment and the financing framework are outlined below.

### 4.2 Establishment of the Ministry

The Ministry is headed by a Cabinet Secretary who provides overall policy and technical guidance. The Ministry is organized into two State Departments namely State Department of Planning and State Department of Devolution; each headed by a Principal Secretary, as well as the Directorate of Public Service Management, headed by the Principal Administrative Secretary.

Below the State Departments are seven directorates which are headed by Secretaries. The Directorates are: Directorate of Planning, Directorate of Devolution, Directorate of ASAL, Directorate of Special Programmes, Directorate of Youth and Directorate of Gender. In addition, there are three Departments under the Directorate of Public Service Management, which are headed by Secretaries.

These technical departments are supported by the Administration Department/support services department that include Administration, Human Resource (HR), Accounts, Finance, Communications, Information, Communication and Technology (ICT), Planning, Procurement, and Audit

In addition, the Ministry has overall policy coordination and responsibility over twenty six affiliated parastatals, Semi-Autonomous Government Agencies, Commissions and Independent Offices s per the Executive Order No. 2 of May, 2013.

#### 4.2.1 STATE DEPARTMENT OF PLANNING

The State Department for Planning has the responsibility for formulation and coordination of national development, national planning, youth and gender mainstreaming and empowerment, and tracking of development results in the economy, and reporting these to the Kenyan public.

The State Department of Planning comprises of the Directorate of Planning, Directorate of Gender, Directorate of Youth Affairs, and Office of Management and Budget.

##### 4.2.1.1 Directorate of Economic Planning

The Directorate will coordinate economic development, planning, policy formulation and budgeting. It will track implementation of projects and programmes for Kenya Vision 2030 and promote public ownership of development policies, programmes and projects, as well as coordinate regional and international economic cooperation. The Directorate as a manager of the scheme of service for Economists will review and enhance the scheme.

The directorate will execute its mandate through the following departments and units:

- i. Macro-Economic Planning and International Cooperation Department;
- ii. Economic Development Coordination Department;
- iii. Enablers Coordination Department;
- iv. Social and Governance Department;
- v. Monitoring and Evaluation Department.

#### 4.2.1.2 Directorate of Gender

The Directorate of Gender will be responsible for overall coordination of gender mainstreaming into national development; formulation, review and management of gender related policies, negotiations, domestication and reporting on gender related international and regional treaties and conventions and promotion of equitable socio economic development between women and men.

The Directorate of Gender will have two (2) departments namely: Gender Mainstreaming; and Gender and Social Economic Empowerment.

#### 4.2.1.3 Directorate of Youth

This directorate of youth will work closely with the National Youth Service on matters of youth development. The Directorate will be responsible for the following functions: formulating, implementing, coordinating, reviewing and monitoring youth development policies; facilitating youth participation in the development processes; coordinating and monitoring youth led initiatives; advocating and promoting youth led initiatives; Developing youth resource centres; facilitating technical, vocational, leadership, entrepreneurship and life skills training.

#### 4.2.1.4 Office of Management and Budget

The Office of Management and Budget (OMB) will be tasked with securing funding, coordination, tracking and technical support for the implementation of top Presidential policy priorities. The OMB will be mandated to review and countersign the Cabinet Memorandum forwarding the Budget Policy Statement to Cabinet to ensure that Presidential Priorities are adequately provided for in the budget proposals developed by the National Treasury.

The OMB will be responsible for facilitating commitment to the achievement of defined priorities by top government leadership at the highest level; ensuring that resource allocation at all levels of government reflects alignment to top priorities; creating awareness of government priorities across the public service and among the general public and Generating excitement, ownership and pride among public servants tasked with implementation of priorities at all levels of government.

The OMB will also be responsible for triggering a sense of urgency and 'Business Unusual' mindset within the bureaucracy that will generate the momentum required to turnaround results within limited timelines while reviewing real-time status of implementation of executive priorities. The office will be responsible for preparing status briefs for the top executive on implementation of the selected priorities; tracking and monitoring implementation of targets by

relevant MDAs and will act as the command centre fast tracking, identifying bottlenecks, and rapid solution deployment; and Housing the real-time integrated results dashboard for the timely generation of status reports by Priority Inspectors deployed within MDA.

#### 4.2.2 STATE DEPARTMENT OF DEVOLUTION

The State Department of Devolution is responsible for overall coordination of implementation of devolution policies, sustainable development policy for Northern Kenya and other Arid Lands (ASALs) and implementation of programmes and projects to provide relief to vulnerable groups and communities.

The State Department will have three Directorates namely: Directorate of Devolution and Intergovernmental Relations; Directorate of Special Programmes and Directorate of Arid and Semi-Arid Lands.

##### 4.2.2.1 Directorate of Devolution and Inter-Governmental Relations

The overall function of the Directorate of Devolution and Inter-Governmental Relations will include Coordination of Intergovernmental Relations; Management of Devolution Affairs; Capacity building and Technical Assistance to Counties and Family protection programmes.

The Directorate has three departments namely: Department of management of devolution affairs; Intergovernmental relation and legal affairs department; and capacity building and technical assistance department.

##### 4.2.2.2 Directorate of Special Programmes

The Directorate of Special Programmes will be mandated to undertake: Implementation of Special Programmes and Initiatives; IDP Policy; Food Relief Management, Emergencies and Disaster Management and implementation of Kenya Community Driven Development & Flood Mitigation Project (WKCCDFMP).

The Directorate will execute its mandate through two technical departments namely: Mitigation & Resettlement Department and Relief & Emergency Department and the proposed National Humanitarian Fund Secretariat.

##### 4.2.2.3 Directorate of Arid and Semi-Arid Lands

The Directorate of Arid and Semi Arid Lands will be headed by a Secretary, Arid and Semi Arid Lands, who will be responsible to the Principal Secretary for the operations of the Directorate. Its functions will entail: Formulating and developing ASAL policy; legal and institutional reforms for ASAL development; Coordinating ASAL development programs, projects and initiatives; Mobilizing resources for ASAL development; Developing and institutionalizing knowledge management for ASAL development; Coordinating International, regional and intergovernmental relations/interaction on ASAL development; Mobilizing and coordinating ASAL stakeholders and Strategic support for planning and preparation of integrated spatial strategies for managing ASAL development.



The Directorate of Arid and Semi Arid Lands will have Two (2) Technical Departments and a Secretariat, namely: ASAL Livelihoods Support and Resilience Building Department; and ASAL Policy Development and Planning Department and the ASAL Secretariat.

#### 4.2.3 Directorate of Public Service Management (DPSM)

The Directorate of Public Service Management will be headed by PAS who will be responsible to the Cabinet Secretary. DPSM is mandated to undertake the following functions: Public Service Reform and Performance Management; Research, Development and Service Delivery Innovations; Human Resource Management and Development; Training and Capacity Building; Organization Design and Development; Career Design and Development; and Public Sector Transformation including Operational Standards and Process Re- Engineering.

The above functions will be executed through the following departments: Public Service Transformation; Human Resources Services & Management Services and the following Units: Public Services Management Information System and Public Sector Innovation, Research and Knowledge Management.

#### 4.2.4 Support Services Function in the Ministry/Administration Directorate

The Support Services will facilitate operations of the Ministry and shall be responsible to the Principal Secretary, Planning and Principal Secretary Devolution.

The support units will comprise the following: Administration, Central Planning and Projects Monitoring Unit, Human Resource Management, Supply Chain Management Unit, Internal Audit, ICT Unit and IEC Office.

#### 4.2.5 Proposed Departments

In this strategic planning period, the Ministry will rationalize its Directorates and Departments and create a new structure that includes establishment of three new departments under the State Department of Planning to take care of the emerging issues. These Departments are: Climate Change and Environmental Planning; Oils & Minerals Planning; Sustainable Development Goals Planning; and Gender Policy & Programmes Monitoring.

##### 4.2.5.1 Establishment of Climate Change and Environmental Planning Department

Global climate change threatens to disrupt the well-being of Kenyan society, undermine her economic and social development and alter the nation's natural environment. Climate change and environmental degradation are thus of key policy concern to Kenya's 21<sup>st</sup> century development agenda. Like most governments around the world, Kenya must develop a policy to reverse her natural resource degradation, her greenhouse gas (GHG) emissions over the coming decades, and to adapt to the impact of climate change, and to ensure that the necessary financial and technical support mechanisms are put in place. It is in this regard that the establishment of a climate change and Environment Planning Department is recommended both as a strategic action aimed at forging ahead with an effective climate change response strategy and as a means of tapping into the Global Climate Change Fund. It will similarly have the added advantage of strategically positioning the country to deliver on her global Climate Change and Environment commitments as the world works towards an international agreement

to achieve Climate Change goals under the United Nations Framework Convention on Climate Change (UNFCCC).

#### 4.2.5.2 Establishment of an Oils and Minerals Planning Department

Following the country's recent discovery of deposits of oil, gas and other minerals and the high expectation of rising inflows of foreign and local direct investments to exploit the same, it is urgent for Kenya to craft, enact and implement a strategic oil and minerals exploitation strategy. This will include a strategy to exploit her recently discovered underground water aquifer capable of irrigating her arid and semi arid lands for the next 70 years. The enormity of these discoveries lie in the fact that most of these deposit and especially the water aquifer are located in the country's Arid and Semi Arid lands that comprise 70% of the country's total landmass yet carry less than 20% of the total population.

This department will be concerned with forward planning to ensure that mineral resources in Kenya promote equitable growth with poverty reduction in line with Kenya Vision 2030.

#### 4.2.5.3 Sustainable Development Goals Planning Department

The Millennium Development Goals that were adopted by the international community in 2000 will come to an end in 2015, but not all of them have been met. One of the main outcomes of the Rio+20 Conference was the agreement by UN member States to launch a process to develop a set of Sustainable Development Goals (SDGs) which will build upon the achievements of the Millennium Development Goals to sustain the momentum of all-round development of the MDGs. To enable Kenya to meet the SGDs, a Sustainable Development Goals Planning Department will be created in order to ensure alignment of the SDGs with the national development plans and to support accelerated implementation of the goals.

#### 4.2.5.4 Gender Policy and Programmes Monitoring Department

Sustainable development requires participation of men and women in all processes of development. The country policies and programmes have for long been gender neutral without envisioning the differential impact their implementation has on the welfare of men and women. Policies, projects and programmes are implemented in a social context and their consequences need to be monitored with a view of informing policy. Gender concerns have not been addressed in monitoring and the effects policy and programmes on gender relations remains unclear. The government has realized the existing gender gap and measures have been put in place to address marginalization of women and other vulnerable groups in the society. These include implementation of Uwezo fund, 30% public procurement reservations and preferences for women, youth and PWDs, the one third gender rule in public appointments and gender responsive budgeting among others. The core mandate of this Department will be to closely monitor implementation of policy, programmes and projects aimed at realization of gender equality, directorate planning and budgeting, research and analysis of gender related issues and tracking implementation of gender targets in performance contracts.

### 4.3 Staff Establishment and Requirements

The Ministry's major strength is in its staff establishment and capacity. A major strategic focus of this plan is to build staff capacity and provide the environment necessary for their productive

service delivery. The Ministry will ensure continuous training of staff in order to impart them with the relevant knowledge and skills as well as regular staff promotions and filling of vacant positions as and when necessary.

The Ministry has a staff size of 8,544 officers in post against an authorized establishment of 14,215, an indication that it relies only on a 60.1 % of its human resource capacity requirement. There are thus 5,671 vacancies spread across all cadres.

Current levels of staffing are captured in Annexure 1. Table 4.3.1 below provides a summary of the Ministry's establishment. The analysis shows clearly that there is need for the ministry to have adequate staff to enable it carry out its mandate and functions. Further, the Ministry will build capacity of its staff for improving internal efficiencies and accountability. Consequently, career and succession management strategy for the cadres administered by the ministry will be reviewed to incorporate emerging issues. This will ensure continuity of efficient service delivery in the ministry and thus smooth succession in the public service.

Table 4.3.1: Summary of Establishment

Designation/Directorates	Established post	Filled posts		Vacancies	
		No.	%	No.	%
Cabinet Secretary	1	1	100%	0	-
Principal Secretaries	2	2	100%	0	-
Principal Administrative Secretary	1	1	100%	0	-
Planning	1,650	946	57.3%	704	42.7
Gender	322	18	5.6%	301	94.4%
Youth	11,154	6,957	62.4%	4,197	37.6%
Devolution	206	153	74.3%	53	35.7%
Special Programmes	66	12	18.2%	54	81.8%
ASALS	306	118	38.6%	188	61.4%
Public Service Management	437	291	67%	185	43%
ICT, Finance, HRM, Public Communication And SCM Units	70	45	64.3%	25	35.7%
Total	14,215	8,544	60.1%	5,671	39.9%

#### 4.4 Resources

In order to implement this strategic plan, the Ministry will mobilize adequate resources from the Government and its international development partners as well as savings realized through prudent management of available resources.

To implement this Strategic Plan over the 5 year period, the Ministry will require approximately Kshs. 584.35 billion, a large proportion of which will be funded through the Exchequer. Table 4.4.1 shows a breakdown of the recurrent and development resource requirements for the period 2013/14 to 2017/18.

Table 4.4.1: Ministry's Resource Requirements 2013/14 – 2017/18 (Kshs Millions)

		Resource Requirements					Total
		Baseline Estimates	Projected Estimates				
			2013/14	2014/15	2015/16	2016/17	
1	Recurrent	16,319.65	37,500.35	41,250.38	45,375.41	49,912.95	190,358.74
2	Development	61,508.97	71,641.13	78,805.24	86,685.76	95,354.33	393,995.43
	Total	77,828.62	109,141.48	120,055.62	132,061.17	145,267.28	584,354.17

As indicated in Table 4.4.1, in FY 2013/14, the Ministry was allocated Kshs 77.828 billion to finance both its recurrent and development expenditures. The allocation will rise to Kshs 109.141 billion in 2014/15 and is projected to rise further to Kshs 120.055 billion in 2015/16; Kshs 132.061 billion in 2016/17; and Kshs 145.267 billion in 2017/18.

Various programmes will be implemented during this period to enable the Ministry achieve its mandate. The key programmes include: Economic Development, Planning and coordination; Youth development and empowerment; Special Programmes; Humanitarian relief services; Devolution Support Services; Huduma Centres; Uwezo Fund; Women Development Fund; Constituencies Development Fund; Data collection and National Statistical information services; spearheading implementation of the MTP II, Macro-economic modelling and projections; conducting of the second African Peer Review Mechanism (APRM); and implementation of various projects.

As a result of the huge resource requirements, efforts will be made to source funds from the Government (through the Exchequer), Development Partners as well as raising A-in-A and savings realized through prudent management of available resources.

#### 4.4.2 Government Exchequer Funding

The Ministry will continue to lobby for increased funding from the Exchequer through the established Sector Working Group and the Parliamentary Committees. In the past, the Government through the Exchequer has been financing approximately 80% of the Ministry's total budget.

#### 4.4.3 Development Partners

The Ministry has been enjoying cordial relations with Development Partners who have been providing funding to support implementation of key programmes and projects. It is expected that development partners will continue providing this support during the implementation of this Strategic Plan. In order to leverage on this relationship and harness more resources from the Development Partners, the Ministry will build capacity and put emphasis on the following:

- Improving formulation of programmes and projects aimed at achieving Kenya's development goals and objectives;
- Improving the absorption capacity of the Development Partners' funds;
- Enhancing transparency and accountability in management of programmes and projects supported by Development Partners; and,
- Championing improvement of the Government's image in order to gain confidence of Development Partners.

In the past, the Development Partners have been financing approximately 20% of the Ministry's total budget. The main Ministry's Development Partners are: UNDP, AfDB, UNICEF, IFAD, Finnish Government, USAID, World Bank, SIDA, UN-Women and UNFPA.

#### 4.4.4 Other Revenue Raising Measures:

Other revenue measures that will be employed by the Ministry will include:

- a) **Optimizing Efficiency in the Use of Resources:** The Ministry will put in place the following measures to optimize use of available resources by improving efficiency and reducing wastage:
  - i. Improved costing of programmes and activities, in order to avoid duplication and wastage as well as improving inefficiency in the use of funds;
  - ii. Preventive maintenance, by ensuring the proper maintenance of ministerial facilities, equipment and vehicles;
  - iii. Improving product / process quality through unified communication Paperless communication, through the leveraging of ICTs that includes Communications: Voice, data, and video, Messaging: Voice (VOIP), email, video, and IM and Conferencing: Online, audio, and video such as emails and SMS in order to reduce costs associated with printing and use of landline telephones; and
  - iv. Use of fuel cards, centralized advertising of tenders, using contracted mailing services and establishing centralized tea and coffee making points.
  
- b) **Public Private Partnerships:** Implementation of flagship projects as elucidated in the Kenya Vision 2030 will entail partnership between the Government and the Private Sector where the Private Sector will play the lead role while the Government will provide the necessary enabling environment for investment.

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#### 4.5 Field Services

The Ministry will provide support to all its field offices which will include human and financial resources, equipment, communication infrastructure and transport. The Ministry has established youth and gender offices at the county level while also there are other cadres of staff who have been deployed/seconded to the county governments including Economists, Librarians and Counsellors.

#### 4.6 The Implementation Matrix

This Plan will be implemented as shown in the Implementation Plan Matrix as indicated in the annexes. Each department and organizational unit will be responsible for pursuing the implementation of their part of the plan. The management of performance in the implementation of the plan will be integrated and will form a key part of management responsibility at all levels. Performance Monitoring and Reporting will be an integral part of current management reporting mechanisms. The monitoring, evaluation and management of the plan is discussed in more detail in the next chapter.

## 4.7 Risk Management

The table 4.8.1 below provides a summary of the range and types of risk the ministry anticipates during the course of the implementation of this strategic plan and how it intends to mitigate them.

Table 4.8.1: Risks and Mitigation Measures

	Risk Factor	Level of Risk	Mitigation Strategy
1.	Heightened expectation of the Ministry to solve all development challenges due to its extended mandate.	High	Continuous information dissemination and communication.
2.	Likelihood of high number of underutilised staff in the Ministry following reorganisation of the Government.	Medium	Staff rationalisation.
3.	Possible reoccurrence of internal displacement as a result of ethnic tension.	High	Continuous monitoring/assessment of the underlying issues and addressing them; Implementation of the IDP policy and continuous public awareness and campaigns on peace building.
4.	Expected litigation from the Citizenry on their constitutional rights.	High	Strengthen the institutional capacity to deal with legal matters.
5.	Unanticipated increase in number of vulnerable people requiring relief supplies (food, medicines, shelter).	High	Continuous enhancement of relief kitty through partnership with private sector and friendly nations and building of strategic relief stocks; Build resilience among communities in ASALs and other disaster-prone areas by facilitating the Ministry to undertake projects that can enhance food security and coping mechanism.
6.	Inadequate levels of funding and facilities in the Ministry.	High	Prudent management of resources and development and implementation of a resource mobilisation strategy.
7.	Delays in government procurement procedures which lead to delays and inefficiencies.	High	Propose areas of review and rationalization of public procurement procedures and regulations.
8.	Unclear roles, responsibilities and reporting lines/structures of advisors in the Ministry.	Medium	Rationalise the role of advisors and reporting arrangements.
9.	Decreased confidence in public service delivery.	High	Improve public service delivery and communication.

	Risk Factor	Level of Risk	Mitigation Strategy
10.	Slow process of transition and especially on issues related to devolution	Medium	Ensure smooth transfer of functions from the National Government to the County Governments as stipulated in the Fourth Schedule of the Constitution; Continuous civic education on devolution

## CHAPTER 5: MONITORING AND EVALUATION

### 5.1 Overview

Monitoring and evaluation was a critical tool in the tracking of policies, programmes and projects proposed in the 2008/09 – 2012/13 strategic plans and in assessing how well the stated objectives had been met. The ministries now combined into MoDP performed well in monitoring and evaluation through heads of departments and SAGAs who periodically reported their performance to the M&E Directorate. During implementation of the plan there were some administrative delays in evaluation and impact assessment as government worked to ensure the full system had been put in place. Mid-term evaluation was not undertaken and there was no review of activities of the plan during the midpoint of implementation. This will now change.

Under this strategic plan, Monitoring and Evaluation will provide timely, substantive and analytical information for the Ministry to assess progress on implementation of its policies and evaluate achievements. This will result in resource use efficiency, effectiveness, accountability and improved service delivery. It will also provide the necessary feedback on the status of implementation to enable policy makers to make informed decisions based on evidence from M&E.

### 5.2 The Monitoring and Evaluation Framework

The overall goal of monitoring and evaluation is to track and demonstrate realisation of results emanating from implementation of this Strategic Plan. It will also provide feedback to the leadership and stakeholders on the Ministry's performance. M&E will be based on a framework which consists of various components: a definition of responsibilities, tracking of indicators, adoption of monitoring and evaluation mechanisms, reporting process, timeliness and financing.

Tracking of the Strategic Plan will be done at all levels of the Ministry and its outputs will form part of the Ministry's quarterly and annual performance reports. This will in turn lead to critical assessment of ministerial objectives in regularly- scheduled senior management meetings and in the staff meetings at the directorate level.

#### 5.2.1 Monitoring and Evaluation Responsibilities

Each functional area in the Ministry will conduct basic programme input and output analysis (of resources) for the purposes of project management. They will also conduct some basic evaluations which will include assessing implementation, assessments of quality achieved, basic operations research, case studies and cost analyses. Monitoring and evaluation of outcomes will be particularly important in enabling the Ministry to determine whether additional time for

implementation will be required and whether additional financial and human resources will be necessary.

Monitoring, which is first part of the process, will be based on the following guidelines:

- i. All functional areas will monitor activities under their responsibilities based on the observations of progress in their levels of jurisdiction. Unit or section heads will be in charge of monitoring processes falling under their responsibility. This will include accounting for inputs, activities and outputs. Focus must be on the objectives listed for implementation in the strategic plan.
- ii. Departments/Divisions will monitor the outputs realized by the units/sections under them to generate outcomes as indicated in this Strategic Plan.
- iii. Likewise each directorate and SAGA will monitor the outcomes generated by their departments/SAGAs and come up with the latest data on progress from within itself, and transmit this to the department.
- iv. It will be the ultimate responsibility of the head of State Departments to monitor the overall results of the Ministry in the implementation of this Strategic Plan. This will be done by tracking outcome indicators based on the achievements of the directorates.
- v. The Ministry will form and strengthen the M&E Secretariat to enable it to spearhead monitoring and evaluation of the Strategic Plan. Its main responsibilities will be to:
  - Develop a reporting template and other ministerial M&E instruments;
  - Receive reports, analyze, summarize and consolidate them and forward them on a timely basis to management as per specific deadlines;
  - Develop mid-term, end term and any ad hoc evaluations; and,
  - Report on performance contract targets.

The secretariat will comprise members drawn from all the directorates. They should have technical competencies covering information technology, public education and communication, data analysis and research, human resource management, as well as financial management. The secretariat will be chaired by the Economic Planning Secretary with the Director of MED serving as the alternate chairperson. It will be charged with responsibility of receiving reports, analysing and preparing an overall M&E report for the Ministry.

### 5.2.2 Indicators

There are four types of indicators that will be tracked under this Strategic Plan: input, processes, output and outcome. The input, process and output indicators will be measured at the program level while the outcome indicators will be measured at the State Department and Ministry levels.

### 5.2.3 Data Collection, Maintenance and Management

Under this strategic plan, standardized tools will be developed to enable the Ministry to have comparable aggregation and comparison of data from different sources. Outcome indicators will therefore be collected using survey methods and special studies while output, input and process indicators will be collected using program level reports.



The data collected and reported at each level will be subjected to quality checks (i.e. completeness, consistency and reliability) by responsible M&E trained officers. The unit, department and directorate will be subjected to supervisory visits to verify data. At the program headquarters level, the same process will be repeated. The Ministry will ensure that the relevant existing structures are given necessary capacity building in generating the right data quality. Data collectors will be trained by M& E Directorate on the right methods of data collection and the training will be backed by continuous supervision to ensure the highest performance standards are maintained. Data will be verified before sending them upwards. Feedback on quality will be given at each level.

An online system will be developed and used to manage data and generate timely reports. Data will also be tested for consistency so that there is no contradiction between inputs and outputs of related units, or from one directorate to another. At all these levels the Ministry will ensure that high quality data is generated using agreed-upon national data collection tools. This will give the Kenya public a reliable assessment of goals contained in this plan. The report will be done in a timely fashion and according to agreed national deadlines in order to provide evidence for decision making and to inform the public.

The implementing agencies/units for their part will maintain their own records and analyse their information to assess project coverage, quality and actual performance. Analysis will be done at directorate and ministry level on quarterly basis and the information will be shared with stakeholders. This will enable the Ministry to determine if programme activities are implemented as planned, whether programme objectives are achieved and what should be done next to improve overall performance.

#### 5.2.4 Reporting

Ministerial units involved in implementation will be required to provide data on timely basis through an online system to be developed during the strategic plan period. The data will be used to generate reports on monthly, quarterly, semi-annual and annual basis. That information will then be forwarded to the Ministry through the established reporting structure. The online system will be anchored on e-NIMES currently being developed, and it will be a nation-wide system. Through e-NIMES, the government, the public and stakeholders will be provided with real time information on progress made in implementing ministerial commitments. The Ministry will also be producing quarterly and annual reports in line with the performance contracting guidelines. The reports will be used by the Ministry leadership for decision making, management and planning.

#### 5.2.5 Evaluation

Evaluation will be done to analyse the long-term effects of trends in specific programmes. There are three major evaluation activities that will be undertaken during the implementation of the Ministry Strategic Plan:

- a) Mid-Term Evaluation: The Ministry will undertake a mid-term review of the Strategic Plan by examining implementation progress at all functional levels. The report generated will be used to reengineer the programmes in order to achieve the goals set in the strategic plan on time.

- b) End term Evaluation: At the end of the strategic plan period, the ministry will undertake an evaluation to ascertain the level of achievement and help in designing future activities of the strategic plan.
- c) An ad hoc evaluation: In case of significant unexplained variation between goal and performance (especially in critical performance areas), an ad hoc evaluation will be conducted to inform decision-making and implementation.
- d) Major programmes: The Ministry will support evaluation of major programmes and projects undertaken by directorates and SAGAs

Evaluation will be done through formal surveys, use of data in the surveillance systems and repeated assessment. This will be initiated by the respective state department and undertaken by external evaluators in conjunction with the Ministry staff in partnership with the Monitoring and Evaluation Department/Division.

#### 5.2.6 Financing of M& E

The monitoring and evaluation activities will be financed through budgeted provisions of the Ministry. The Office of the EPS will host a secretariat and provide leadership and technical direction to the monitoring and evaluation activities. In this regard, the Ministry will liaise with the National Treasury to create budget lines and allocate adequate funds for monitoring and evaluation for all government ministries' programmes and projects.

Annexure 1: Staff Establishment

I. EXECUTIVE

Designation	J/G	A/E	In post	Variance	Ideal Staff No.
Cabinet Secretary	V	1	1	0	1
Principal Secretary, Planning	U	1	1	0	1
Principal Secretary, Devolution	U	1	1	0	1
Principal Administrative Secretary, DPSM	U	1	1	0	1

II. DIRECTORATE OF PLANNING AND OFFICE OF MANAGEMENT AND BUDGET

Designation	J/G	A/E	In post	Variance	Staff Ideal Nos.
Economic Planning Secretary	T	1	1	0	1
Senior Director/Secretary	T	0	0	0	1
Director	S	7	5	-2	5
Chief Economist	R	9	10	1	13
Deputy Chief Economist	Q	26	9	-17	18
Principal Economist/PP0	P	47	20	-27	65
Senior Economist I	N	79	4	-75	121
Senior Economist II	M	114	58	-56	19
Economist/Statistician II/I/Asst DDOs	K/L	392	278	-114	400
Assistant Economist/Statistician	J	0	2	2	0
Snr .Principal Library Asst	N	0	1	1	1
Chief Librarian	M	1	1	0	1
Senior Documentation Officer	L	1	0	-1	1
Project Coordinator	L	1	0	-1	1
Head of PBLF Unit	L	1	0	-1	1
Senior Population officer	L	0	2	2	94
Senior Librarian	L	1	0	-1	47
Accountant I	K	1	0	-1	1
Chief Library Assistant	L	23	23	0	1
Snr Personal Secretary / Personal Sec I	K/L	9	12	3	17
Documentation Officer II	J	1	0	-1	1
Curriculum Development Officer II	J	1	0	-1	1
Communication Officer II	J	1	0	-1	1
Research Officer III	J	1	0	-1	1
Personal Secretary III/II	H/J/K	20	25	5	29
Library Assistant III/II/I/Snr.	G/H/J/K	35	39	4	47
Secretarial asst I/II/Senior	G/J	46	42	-4	3
Research Assistant	G	1	0	-1	1
Clerical Officer II/I/Snr/ Administration assistants	F/H	284	126	-158	6

Driver	D/G	56	30	-26	30
Support Staff III/III/Supervisor	A/G	132	81	-51	14
Total		1650	946	-704	942

III. DIRECTORATE OF GENDER AFFAIRS

DESIGNATION	JG	A/E	INPOST	VARIANCE	Staff Ideal Nos.
Secretary of Gender	T	1	0	-1	1
Director for Gender*	S	1	0	-1	1
Deputy Director of Gender	R	2	0	-2	2
Senior Assistant Director for Gender	Q	4	0	-4	2
Asst. Director of Gender	P	20	0	-20	4
Principal Gender Officer	N	48	1	-47	10
Chief Gender Officer	M	60	1	-59	12
Senior Gender Officer	L	70	0	-70	15
Gender Officer 1	K	60	0	-60	8
Gender Officer 11	J	40	1	-39	8
Sub-total		306	3	-303	63
Director of Planning	S	-	1	-	0
Principal Economist	P	-	0	-	1
Senior Economist I	N	-	0	-	2
Senior Economist II	M	-	2	-	6
Economist I	L	-	6	-	5
Sub-total		0	9	-	14
SUPPORT STAFF					
Executive Secretary	M	1	-	-1	1
Sen. Personal Secretary	L	1	-	-1	1
Personal Secretary 1	K	2	2	-	2
ICT Officer	K	2	-	-2	0
Senior Secretarial Assistant	J	2	1	-1	2
Senior Driver	J	1	-	-1	1
Driver 1	H	2	-	-2	2
Senior Library Assistant	L	-	1	-	1
Librarian	J	2	-	-2	2
Cleaning Supervisor IIB	E	0	0	0	1
Sen. Support Staff	E	3	2	-1	4
Sub-total		16	6	-11	17
GRAND TOTAL		322	18	301	94

IV. DIRECTORATE OF YOUTH AFFAIRS

a) NATIONAL YOUTH SERVICE

DESIGNATION	PAY GROUP	A/E	IN POST	VARIANCE	Staff Ideal Nos.
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DIRECTOR GENERAL	15	1	1	0	1
DEPUTY DIRECTOR GENERAL	14	1	1	0	1
SENIOR DEPUTY DIRECTOR I	13	1	1	0	4
SENIOR DEPUTY DIRECTOR II	12	15	3	12	4
DEPUTY DIRECTOR	11	23	4	19	25
SENIOR ASSISTANT DIRECTOR	10	11	11	0	30
ASSISTANT DIRECTOR	9	24	17	5	40
SENIOR SUPERINTENDENT	8	37	34	3	60
SUPERINTENDENT	7	80	13	67	100
CHIEF INSPECTOR	6	112	99	13	160
INSPECTOR	5	220	228	-8	250
SNR. SERGEANT MAJOR	5	7	0	7	0
SNR. SERGEANT	4	20	1	19	400
SERGEANT	3	276	150	126	500
CORPORAL	2	499	468	31	600
NYS PRIVATE	1	1016	479	537	1000
TOTAL		2145	1510	841	3175

**NON- UNIFORMED OFFICERS ESTABLISHMENT**

Designation	Job group	A/E	In Post	Variance	Staff Ideal Nos.
<b>(A) TEACHING STAFF</b>					
<b>(i) Lecturers</b>					
Principal	R	3	0	3	3
Deputy Principal	Q	3	1	2	3
Senior Principal Lecturer	P	30	0	30	40
Principal Lecturer	N	43	3	40	60
Dean of Students	M	5	0	5	5
Senior Lecturer	M	56	17	39	100
Lecturer III/II/I	J/K/L	109	78	31	200
<b>(ii) Technical Instructors</b>					
Principal Technical Instructor	N	28	3	25	50
Chief Technical Instructor	M	7	1	6	40
Chief Driving Instructor	M	12	0	12	40
Senior Driving Instructor	L	7	0	7	50
Senior Technical Instructor	L	86	21	65	200
Technical Teacher I (Government)	L	16	0	16	16
Principal Commercial Teacher	L	2	0	2	0
Senior Driving Instructor	K/L	7	0	7	100
Technical Instructor I	K	105	70	109	250
Commercial Teacher I/11	K	2	0	2	0
Driving Instructor I/II	H/J	8	0	8	150
Driving Instructor II	J	4	2	33	0
Technical Instructor II/III	J/H	210	95	114	300
Commercial Instructor	H	4	0	4	0
<b>(B) SUPPORT SERVICE</b>					
<b>(i) Finance</b>					
Principal Accountant	N	1	0	1	1
Chief Accountant	M	3	0	3	1
Senior Accountant	L	3	1	2	5
Accountant I	K	5	3	2	10
Accountant II	J	26	12	14	50
<b>(ii) Procurement</b>					
Principal Supply Chain Management Officer	M	1	1	0	1
Senior Supply Chain Management Officer	L	2	1	1	5
Supply Chain Management Officer I	K	5	3	2	10
Supply Chain Mgt. Off. II	J	5	9	4	15

Designation	Job group	A/E	In Post	Variance	Staff Ideal Nos.
Supply Chain Mgt . Off. III	H	28	6	22	40
Supply Chain Mgt. Officer IV	G	70	35	35	100
(C) TECHNICAL STAFF					
Chief Supt. Engineer (Mechanical)	P	1	0	1	1
Senior Supt. Engineering (Mechanical)	N	1	0	1	1
Supt. Engineer (Mech.)	M	3	0	3	3
Chief Supt. Engineer (Roads)	M	2	0	2	3
Principal Technician	M	2	0	2	5
Engineer (Roads)	L	1	0	1	5
Senior Supt. (Building)	L	1	1	0	10
Senior Supt. (Mechanical)	L	4	4	0	10
Education Officer I	L	5	0	5	5
Education Officer II	K	2	1	1	5
Sports Officer	J	2	0	2	10
Librarian II/Snr. Librarian Asst.	J/K	4	1	3	50
Agricultural Officer II/I	K/L	6	0	6	10
Asst. Agri. Officer I	K	1	0	1	10
Asst. Agri. Officer II/Senior Agri. Officer Asst.	J	4	0	4	10
Senior Agri. Assistant	H/J	5	0	5	10
Library Assistant II	G	1	0	1	40
Asst. Education Officer (Adm.)	H	2	0	2	0
Asst. Engineer (Mech.)	K/L	6	1	5	10
Assistant Engineer (Roads)	K/L	6	2	4	10
Superintendent Building	K	4	1	3	15
Supt. Mechanical	K	11	7	4	20
Supt. Electrical	K	1	1	0	20
Senior Inspector (Building)	J	3	2	1	30
Senior Inspector (Electrical)	J	7	0	7	30
Senior Inspector (Mechanical)	J	15	2	13	40
Land Surveyor	K/L	3	2	1	5
Surveyor Assistant I	J/K	2	0	2	5
Survey Assistant II	J	2	1	1	5
Survey Assistant III	H	4	0	4	5
Senior Inspector (Roads)	J	2	1	1	5
Machinist/Fitter	H	1	1	0	10
Inspector Electronics/ Technician III	H	1	0	1	5
Inspector Mechanical	H	13	2	11	40
Inspector Road/Roads Overseer	H	5	0	5	10
Technician III	H	38	0	38	-
Inspector Building	H	5	5	0	10
Inspector Electrical	H	6	6	0	10
Artisan III/II/I Chargehand/Senior C/Hand	E/F/G/H/J	120	32	88	120
Electrical Technician III/II/I/Chargehand/Senior C/Hand	E/F/G/H/J	5	1	4	20
Mechanic Grade III/II/I Chargehand/Snr. Chargehand	E/F/G/H/J	150	63	87	150
Tailor Grade III/II/I Chargehand/Snr. C/Hand	E/F/G/H/J	22	28	6	30
Driver III/II/I /Senior	E/F/G/H	100	7	93	100
Plant Operator III/II/I/Senior	E/F/G/H	78	32	46	80
(D) HUMAN RESOURCE					
Chief HRM Officer	M	1	0	1	1
Senior HRM Officer	L	2	0	2	2
Records Management Off. I	K	1	1	0	3
HRM Officer/HRM Assistant	J/K	2	1	1	3

Designation	Job group	A/E	In Post	Variance	Staff Ideal Nos.
Records Mgt. Officer/Senior Executive Assistant	J/K	1	1	0	0
HM Assistant II	H	10	1	9	10
Executive Asst. Records Mgt. Officer III	G/H	3	0	3	0
Senior Personal Secretary	L	7	2	5	15
Personal Secretary II	J/K	3	10	7	20
Clerical Officer I/Senior	E/F/G	100	23	75	100
Secretarial Assistant II/I/Senior	H/J/K	80	22	58	30
Support Staff III/II/I/Senior/Cleaning Supervisor/Senior	A/B/C/D/E/F/G	162	64	98	162
(E) CHAPLAINCY					
Principal Chaplain (Catholic)	N	1	1	0	1
Principal Chaplain (Protestant)	N	1	1	0	1
Chief Chaplain	M	2	1	1	3
Chaplain/Senior Maalim	L	3	2	1	4
Senior Catechist/Maalim	J/K	7	7	0	10
Catechist/Maalim II	H/J	4	2	2	20
(F) HOSPITALITY SERVICE					
Chief Chef	M	0	2	2	1
Senior Housekeeper/Cateress	L	1	0	1	5
Housekeeper/Cateress II	J	3	1	2	10
Assistant Waiter/Asst. Food Beverage	H	0	7	7	10
House Keeping Assistant/II/I/Senior	G	4	2	2	10
House Keeper/Cateress III	H	4	2	2	10
Chef III	H	0	3	3	0
Cook III/II/I/Senior	D/E/F/G	60	32	28	60
Swimming Pool Attendant	E/F/G	1	0	1	0
Boiler Assistant II	E/F/G	3	0	3	5
(F) MEDICAL STAFF					
Clinical Officer II	J	1	0	1	2
Enrolled Nurse III	G/H/J	33	0	59	50
Laboratory Technician II/I	H/J	4	1	3	10
ICT Officer/Data Machine Supervisor	J	4	1	3	10
Audio Visual Aids/Asst./II/I/Senior	E/F/G	2	0	2	0
Data Machine Operator II/I/Senior	E/F/G	3	1	2	0
Telephone Supervisor	J	0	2	2	2
Telephone Operator II/I/Senior	E/F/G	8	0	8	10
Radio Operators Supervisor	G	12	0	12	40
Total		2083	759	1517	3478

**SUMMARY OF STAFF ESTABLISHMENT**

Staffing	Approved Establishment	In Post	Variance	Ideal Staff
Uniformed Staff	2145	1510	841	3175
Non-Uniformed	2365	759	1517	3478
Grand Total	4510	2269	2358	6653

b) DEPARTMENT OF YOUTH DEVELOPMENT

Designation	Job Group	A/E	In-Post	Varianc	Staff
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				e	Ideal Nos.
Youth Secretary	T	-	-	-	1
Director of Youth Development	S	1	0	-1	1
Deputy Director of Youth Development	R	1	0	-1	1
Senior Assistant Director, Youth Development	Q	6	1	-5	6
Assistant Director of Youth Development	P	52	5	-47	52
Chief/Principal Youth Development Officer	M/N	644	125	-519	644
Youth Officer/1/11/Senior Youth Officer	J/K/L	1416	379	-1037	1416
Senior Personal Secretary	L	1	2	-1	1
Records Management Officer (3)	H/J	0	1	1	0
Personal Secretary III/ 11/1	H/J/K	6	5	-1	6
Secretarial Assistant 11/1/Senior	G/H/J	259	16	-243	259
Telephone Operator II	G	0	2	2	0
Cleaning Supervisor IIB/IIA	E/F/G	0	62	62	0
Clerical Officer II/I/Senior	F/G/H	261	45	-216	261
Driver 111/11/1/Senior	D/E/F/G/H	271	25	-246	271
Support Staff III/II/1/Snr/Supervisor	A/B/C/D/E	269	75	-194	269
Information and Communication Officer II	J	0	1	1	0
TOTAL		3187	745	-2442	3187
GRAND TOTAL		6644	4688	-1956	6644

V. DIRECTORATE OF DEVOLUTION

Designation	J/G	A/E	I-P	Var.	Staff Ideal Nos
High Commissioner/Ambassador (Secretary, Devolution & Intergovernmental Relations)	T	0	1	+1	1
Deputy to Secretary, Devolution /Director Local Authorities Inspectorate	S	0	1	1	1
Senior Deputy Secretary	R	1	1	0	1
Deputy Secretary	Q	2	1	-1	2
Under Secretary	P	1	1	0	2
Senior Assistant Secretary	N	1	0	-1	2
Assistant Secretary Cadet/III/II/I/Senior	J/K/L/M	2	1	-1	4
District Officer Cadet	J/K/L/M	0	1	+1	0
Senior Deputy Director Operations	S	1	0	-1	1
Political Officer	R	1	0	-1	1
Principal Liaison Officer	N	1	0	-1	1
Parliamentary Officer	L	1	0	-1	1
Principal Executive Secretary	P	1	1	0	1
Senior Executive Secretary	N	2	0	-2	2
Executive Secretary	M	3	1	-2	4
Personal Secretary III/II/I/Senior	H/J/K/L	12	11	-1	12
Secretarial Assistant II/I/Senior	G/H/J	10	5	-5	12
Telephone Operator II/I/Senior	F/G/H/J	1	2	+1	2
Clerical Officer II/I/Senior	F/G/J	29	15	-14	29
Driver Iii/Ii/I/Senior.	D/E/F/G/H	12	17	+5	17
Support Staff III/II/I/Senior./Cleaning Supervisor (2a)	A-G	7	19	+12	20
		91	80	-11	
Director HRM	S	1	0	-1	1



Senior Asst. Director HRM	Q	1	0	-1	2
Assistant Director HRM	P	1	1	0	4
HRM Officer II/I/Senior/Chief	J/K/L/M	11	4	-7	11
HRM Assistant III/II/I/Senior	H/J/K/L	8	6	-2	8
		22	11	-11	
Director HRD	S	1	0	-1	1
Senior Assistant Director HRD	Q	0	1	+1	2
Assistant Director HRD	P	1	1	0	2
Principal HRD Officer	N	0	1	+1	4
		2	3	+1	
Senior Chief Finance Officer	S	1	1	0	1
Chief Finance Officer	R	0	0	0	1
Deputy Chief Finance Officer	Q	1	0	-1	2
Senior Principal Finance Officer	P	1	0	-1	3
Finance Officer Iii/Ii/I/Senior	J/K/L/M	0	3	+3	5
		3	4	+1	
Senior Deputy Accountant General	S	1	0	-1	1
Principal Accountant	N	1	1	0	1
Accountant Ii/I/Senior/Chief	J/K/L/M	18	12	-6	18
		20	13	-7	
Snr. Dep. Dir. Supply Chain Management	S	1	0	-1	1
Director SCMU	R	0	0	0	2
Senior Dir. Supply Chain Mgt.	Q	0	1	+1	3
Assistant Dir. Supply Chain Mgt	P	0	1	+1	4
Supply Chain Mgt. Officer II/I/ Snr/Chief	J/K/L/M	9	9	0	9
Supply Chain Mgt. Assistant III/II/I/Senior	H/J/K/L	2	5	+3	5
Supply Chain Mgt. Assistant Iv	G	2	2	0	2
		14	18	+4	
Director Planning	S	0	0	0	1
Chief Economist	R	1	1	0	1
Deputy Chief Economist	Q	0	0	0	2
Principal Economist	P	0	0	0	3
Economist II/I/Senior II/I	K/L/M/N	12	3	-8	12
Assistant Planning Officer	H	5	0	-5	0
		18	5	-13	
Assistant Director ICT	P	0	1	+1	1
Principal ICTO	N	1	0	-1	2
ICTO II/I/Senior/Chief	J/K/L/M	14	10	-4	14
ICTO III	H	2	1	-1	4
		17	12	-5	
Deputy Dir. Public Communications	R	1	0	-1	1
Principal Information Officer	N	1	1	0	2
		2	1	-1	
Assistant Director Records	P	1	0	-1	1
Principal Records Management Officer	N	1	0	-1	4
Records Management Officer III/II/I/Snr./Chief	H/J/K/L/M	16	5	-11	16

		18	5	-13	
Grand Total		207	152	-55	

#### Management of Devolution Affairs Department

Designation	J/G	A/E	Inpost	Variance	Staff Ideal Nos.
Director Local Authorities Inspection/ Deputy to Secretary Devolution	S	1	0	-1	1
Deputy Director Local Authorities Inspection	R	1	1	0	1
Snr. Assistant Director Local Authorities Inspection	Q	3	1	-2	3
Assistant Director Local Authorities Inspection	P	6	0	-6	6
Director Of Audit					2
	P	2	0	-2	
Principal Inspector Local Authorities Inspection	N	8	2	-6	8
Assistant Director Of Audit	N	3	0	-3	3
Inspector of Local Authorities II/I/Snr./Chief	J/K/L/M	73	9	-64	24
Auditor I/II/Senior/Chief	J/K/L/M	9	2	-7	3
Audit Examiner III/II/I/Senior	G/H/J/K	13	2	-11	4
Personal Secretary III/II/I/Senior	H/J/K/L	5	1	-4	2
Secretarial Asst. II/I/Senior	G/H/J	7	1	-6	3
Clerical Officer II/I/Senior	F/G/H	14	1	-13	14
Driver III/II/I/Snr./Chief	D/E/F/G/H	9	1	-8	9
Support Staff III/II/I/Senior./Cleaning Supervisor	A-G	5	0	-5	5
Total		156	21	-135	

#### Intergovernmental Relations Department

Designation	J/G	A/E	I-P	VAR.	Staff Ideal Nos.
Senior Principal State Counsel	P	1	1	0	2
Assistant Director Local Authorities Inspection	P	0	1	1	6
Principal Inspector Local Authorities Inspection	N	0	3	3	3
State Counsel III/II/I/Senior	J/K/L/M	2	2	0	5
Inspector Of Local Authorities II/I/Snr./Chief	J/K/L/M	0	6	6	20
Personal Secretary III/II/I/Senior	H/J/K/L	0	2	2	4
Secretarial Asst. II/I/Senior	G/H/J	0	2	2	2
Clerical Officer II/I/Senior	F/G/H	0	1	1	4
Support Staff III/II/I/Senior./Cleaning Supervisor(2a)	A-G	0	1	1	4
		3	19	+16	

#### Capacity Building & Technical Assistance Department

Designation	J/G	A/E	In-post	Variance	Staff Ideal Nos.
Assistant Director Local Authorities Inspection	P	0	3	3	3
Inspector of Local Authorities II/I/Snr./Chief	J/K/L/M	0	6	6	20
Personal Secretary III/II/I/Senior	H/J/K/L	0	2	2	4
Secretarial Asst. II/I/Senior	G/H/J	0	1	1	2
Clerical Officer II/I/Senior	F/G/H	0	2	2	4

Support Staff III/II/I/Senior./Cleaning Supervisor	A-G	0	1	1	4
		0	15	+15	

VI. DIRECTORATE OF SPECIAL PROGRAMMES

Designation	J/G	A/E	I-P	VAR.	Staff Ideal Nos.
<b>1. Mitigation &amp; Resettlement Department</b>					
Designation	J/G	A/E	In-post	Variance	
Director, Mitigation & Resettlement	S	1	0	-1	1
Deputy Director Mitigation & Resettlement	R	1	0	-1	1
					2
Senior Assistant Director Mitigation & Resettlement	Q	2	0	1	
Assistant Director Mitigation & Resettlement	P	3	2	1	3
Public Liaison & Co- ordination Officers	P	0	8	8	8
Economists	K/L/M/N	0	0	5	5
Resettlement Implementation Officers	K/L/M/N	0	0	5	5
Driver III/II/I/Senior/Chief	D/E/F/G/H		0	2	2
	A/B/C/D/E/F/G				2
Support Staff III/II/I/Senior/Supervisor/Cleaning Supervisor IIA/I		0	0	2	
TOTAL		7	2		7
<b>Relief &amp; Emergency Department</b>					
Designation	J/G	A/E	In-post	Variance	
Director, Relief & Emergency	S	1	0	-1	1
Deputy Director, Relief & Emergency	R	2	0	-2	2
					4
Senior Assistant Director Relief Emergency	Q	4	0	-4	
Regional Coordinators	P	3	1	-2	3
Logistics Coordination	P	0	0	-0	-
Senior Assistant Director Relief Food Management	Q	0	0	-0	
Counsellors I/Senior/Chief/Principal	K/L/M/N	6	3	-3	6
Personal Secretary II/I/Senior	J/K/L	1	0	-1	1
Secretarial Assistant II/I/Senior	G/H/J	1	1	0	1
Clerical Officers II/I/Senior/Chief	F/G/H/J	2	0	-2	2
					6
Driver III/II/I/Senior/Chief	D/E/F/G/H	6	0	-6	
Support Staff/III/II/I/Senior/Supervisor/Cleaning Supervisor IIA/I	A/B/C/D/E/F/G	1	1	0	1

TOTAL		25	6	-20	
National Humanitarian Fund					
Designation	J/G	A/E	Inpost	Variance	
Chief Executive/Fund Secretary	T	1	0	-1	1
Senior Administrative Officer	Q	1	0	-1	1
Finance Manager	R	1	0	-1	1
Senior Economist	Q	1	0	-1	
Administrative Officer	N	1	0	-1	1
Procurement Officer					1
	N	1	0	-1	
Fund Accountant	N	1	0	-1	1
Economist	N	2	0	-2	2
Internal Audit	N	1	0	-1	1
Public Relation Officer (PRO)	M	1	0	-1	1
Information Communication Officer – ICT	M	1	0	-1	1
Personal Secretary (1)	K	4	0	-4	4
Accountant II	J	2	0	-2	2
Senior Clerical Officer	H	2	0	-2	2
Driver III/II/I/Senior/Chief	D/E/F/G/H	3	0	-3	3
Support Staff III/II/I/Senior/Supervisor/Cleaning Supervisor IIA/I	A/B/C/D/E/F/G/H	2	0	-2	2
TOTAL		25		-25	
Support Services					
Administration Division					
Designation	J/G	A/E	In-post	Variance	
Director of Administration	S	1	1	0	1
Senior Deputy Secretary	R	1	2	1	1
Deputy Secretary	Q	2	3	1	2
Under Secretary	P	2	3	1	2
Senior Assistant Secretary	N	1	0	-1	1
Assistant Secretary[1]	M	1	4	3	1
Assistant Secretary II/III/Cadet	J/K/L	5	3	-2	5
Executive Secretary	M/N	7	5	-2	7
Personal Secretary/II/I/Senior	J/K/L	17	14	-3	17
Librarian III/II/I/ Senior	H/J/K/L	1	1	0	1
Secretarial Assistant II/I/Senior	G/H/J	9	5	-4	9
Clerical Officer II/I/Senior/Chief	F/G/H/J	20	17	-3	20

Driver III/II/I/Senior/Chief	D/E/F/G/H	40	34	-6	40
Subordinate Staff III/II/I/Senior/Supervisor/Cleaning Supervisor IIA/I	A-G	25	16	-9	25
Telephone Supervisor II/I/Senior	J/K/L	2	2	0	2
Telephone Operator II/I/Senior	F/G/H	8	5	-3	8
Coxswain II	E/F	2	2	0	2
Customer Care III/II/I/Senior	F/G/H/K	6	2	-4	6
TOTAL		137	103		
Records Management Unit					
Assistant Director/Records	P	1	0	-1	1
Principal Records Management Officer	N	1	0	-1	1
Chief Records Management Officer	M	1	0	-1	
Records Management Officer III/II/I/Senior	H/J/K/L	6	4	-2	6
TOTAL		9	4		

5. Information Communication Technology (ICT) Unit

Designation	J/G	Authorised Post	In-post	Variance	Staff Ideal Nos.
Assistant Director – ICT	P	1	1	0	1
Principal ICT Officer	N	0	0	0	0
Chief ICT Officer	M	1	1	0	1
Information Communication Technology Officer III/II/I/Senior	H/J/K/L	5	7	2	7
TOTAL		7	9		
Finance					
Designation	J/G	Authorised Post	In-post	Variance	
Chief Finance Officer	R	1	0	-1	1
Deputy Chief Finance Officer/Snr P. Finance Officer	P/Q	1	1	0	1
Principal Finance Officer	N	1	0	-1	1
Senior Finance Officer	M	1	0	-1	1
Finance Officer III/II/I	J/K/L	2	2	0	2
TOTAL		6	3		6
Accounts					
Senior Assistant Accountant General	Q	1	0	-1	1
Assistant Accountant General	P	0	0	0	0
Principal Accounts Controller	N	1	0	-1	1
Internal Auditor	N	1	0	-1	1
Chief Accountant	M	1	3	2	1
Accountant II/I/Senior	J/K/L	10	11	1	11
TOTAL		14	14		

Human Resource Management					
Designation	J/G	Authorised Post	Inpost	Variance	
Deputy Director - HRM	R	1	1	0	1
Senior Assistant Director HRM	Q	1	0	-1	1
Assistant Director HRM	P	1	0	-1	1
Principal HRM Officer	N	1	1	0	1
Chief HRM Officer	M	1	1	0	1
HRM Officer II/I/Senior	J/K/L	4	3	-1	4
HRM Assistant/III/II/I/Senior	H/J/K/L	2	5	3	2
TOTAL		11	11		
Human Resource Development					
Senior Assistant Director HRD	Q	1	0	-1	1
Assistant Director HRD	P	1	0	-1	1
Principal HRD Officer	N	1	0	-1	1
Secretarial Assistants II/I	G/H	0	0	0	0
Support Staff III/II/I/ Senior/Supervisor	A/B/C/D/E/F/G	0	0	0	0
TOTAL		3	0		
Planning					
Designation	J/G	Authorised Post	Inpost	Variance	
Chief Economist	R	1	0	-1	1
Deputy Chief Economist	Q	1	1	0	1
Principal Economist	P	1	1	0	1
Senior Economist I	N	1	1	0	1
Senior Economist II	M	1	0	-1	1
Economist II/I	K/L	2	3	1	2
TOTAL		7	6		7
Public Communications Unit					
Designation	J/G	Authorised Post	Inpost	Variance	
Senior Assistant Director, Public Communications	Q	1	0	-1	1
Assistant Director, Public Communications	P	1	0	-1	1
Chief Public Communications Officer/Principal	M/N	1	1	0	1
Public Communication Officer III/II/I	H/J/K	1	0	-1	1
Technical Officer/Cameraman/Photographer Officer III/II	H/J/K	1	0	-1	1
Technical Officer/Electrical/Electronic III/II/I	H/J/K	1	0	-1	1
Film/Radio Producer II/I/Senior	J/K/L	1	1	0	1
TOTAL		7	2		7

Supply Chain Management					
Designation	J/G	Authorised Post	Inpos t	Variance	Staff Ideal Nos.
Senior Assistant Director Supply Chain Management	Q	1	0	-1	1
Assistant Director Supply Chain Management	P	0	1	1	1
Principal Supply Chain Management Officer	N	1	0	-1	1
Chief Supply Chain Management Officer	M	1	0	-1	1
Supply Chain Management Officer II/I/Senior	J/K/L	5	2	-3	5
Supply Chain Management Assistant /III/II/I/Senior	H/J/K/L	5	7	2	5
TOTAL		13	10		
Legal Services Unit					
Designation	J/G	Authorised Post	Inpos t	Variance	
Principal State Counsel	N(SL4)	1	0	-1	1
State Counsel	L(SL2)	1	0	-1	1
TOTAL		2	0		
ASAL DIRECTORATE					
Cadre	JG	AE	IP	VRC	Ideal Staff Nos.
Administration					
Secretary, Arid and Semi Arid Lands	T	0	1	1	1
Director of Administration	S	1	0	-1	1
Director of Programme Management	S	0	1	1	1
Senior Deputy Secretary	R	1	1	0	1
Deputy Secretary	Q	1	0	-1	1
Senior Assistant Secretary	N	2	1	-1	2
Assistant Secretary cadet III/II/I/Senior	J/K/L/M	2	1	-1	2
Senior Executive Secretary	N	3	0	-3	1
Executive Secretary	M	5	1	-4	2
Personal Secretary III/II/I/Senior	H/J/K/L	4	2	-2	22
Secretarial Assistant III/II/I/ Senior	G/H/J	6	1	-5	17
Clerical Officer II/I/Snr./Chief	F/G/H/J	21	7	-13	21
Telephone Operator II/I/Senior/Chief	F/G/H/J	2	2	0	2
Receptionist	G	2	0	-2	2

Technician	H	1	0	-1	1
Driver III/II/Senior//Chief	D/E/F/G/H	76	17	-59	18
Support Staff III/II/I/Senior/Cleaning Supervisor (2A)	A-G	12	17	+5	20
TOTAL		75	52	-23	113
Human Resource Management					
Deputy Director HRM	R	1	0	-1	1
SAD HRM	Q	1	0	-1	1
AD HRM	P	1	1	0	1
PHRMO	N	1	0	-1	1
HRMO II/I/S HRMO/Chief	J/K/L/M	7	1	-6	7
HRMA III/II/I/Senior	H/J/K/L	3	3	0	3
Personal Secretary III/II/I/Senior	H/J/K/L	0	2	2	0
Clerical Officer II/I/Snr./Chief	F/G/H/J	0	4	4	0
Support Staff III/II/I/Senior/Cleaning Supervisor (2A)	A-G	0	2	2	0
TOTAL		14	13	-1	14
Human Resource Development					
SAD HRD	Q	1	0	-1	1
CHRD. Officer	M	1	0	-1	1
TOTAL		2	0	-2	2
Finance Department					
Senior Principal Finance Officer	P	1	0	-1	1
Finance Officer III/II/I/Senior	J/K/L/M	3	2	-1	3
Support Staff III/II/I/Senior/Cleaning Supervisor (2A)	D/E/F/G	0	1	1	0
TOTAL		4	3	-1	4
Accounts					
Senior Principal Accounts Controller	Q	1	0	-1	1
Principal Accounts Controller	P	1	0	-1	1
Accounts Controller	N	1	0	-1	1
Accountant II/I/Senior/Chief	J/K/L/M	11	9	-2	11
Personal Secretary III/II/I/Senior	H/J/K/L	0	1	1	0
Clerical Officer II/I/Snr./Chief	F/G/H/J	0	1	1	0
Support Staff III/II/I/Senior/Cleaning Supervisor (2A)	A-G	0	1	1	0
TOTAL		14	12	-2	14
Supply Chain Management Dept.					
Senior Assistant Director Chain Management	Q	1	0	-1	1



Assistant Director Chain Management	P	1	0	-1	1
Principal Supply Chain Management	N	1	0	-1	1
Supply Chain Mgt. Officer II/I/Senior ?Chief	J/K/L/M	1	1	0	1
Supply Chain Mgt. Assistant III/II/I/Senior	H/J/K/L	3	3	0	3
Personal Secretary III/II/I/Senior	H/J/K/L	0	1	1	0
Support Staff III/II/I/Senior/Cleaning Supervisor (2A)	A-G	0	1	1	0
TOTAL		7	6	-1	7
Central Planning Unit					
Chief Economist	R	1	0	-1	1
Deputy Chief Economist	Q	1	1	0	1
Principal Economist	P	1	0	-1	1
Economist II/I Senior II/I	K/L/M/N	1	3	2	6
Support Staff III/II/I/Senior/Cleaning Supervisor (2A)	A-G	0	1	1	0
TOTAL		4	4	0	
Public Communication Officer					
Principal Public Information Officer	N	1	0	-1	1
Information Officer II/I/Snr/Chief	J/K/L/M	1	2	1	1
Snr/Chief Film Officer	L/M	1	0	-1	1
Photographer III/II/I/Senior	H/J/K/L	1	0	-1	1
TOTAL		4	2	-2	4
Information Communication Technology					
ICTO II/ I/Senior/Chief	J/K/L/M	4	1	-3	4
ICTO III	H	0	1	1	0
TOTAL		4	2	-2	4
Records Management					
Assistant Director/Records	P	1	0	-1	1
Principal Records Management Officer	N	1	0	-1	1
Records Management Officer III/II/I	H/J/K/L/M	6	2	-5	6
Clerical Officer II/I/Snr./Chief	F/G/H/J	0	1	1	0
Support Staff III/II/I/Senior/Cleaning Supervisor (2A)	A-G	0	2	2	0
TOTAL		8	5	-3	8
ASAL Secretariat Division					
Programme Director	S	1	0	-1	1
Deputy Programme Director	R	2	0	-2	2
Senior Assistant Programme Director	Q	1	0	-1	1
Programme Officer I/Senior/Chief/Principal	K/L/M/N	1	0	-1	1
Personal Secretary III/II/I/Senior	H/J/K/L	1	0	-1	1
Support Staff III/II/I/Senior/Cleaning Supervisor (2A)	A-G	1	0	-1	1
TOTAL		7	0	-7	7
DEPARTMENT OF ASAL LIVEHOOD SUPPORT & RESILLIENCE BUILDING					
Cadre	J G	AE	IP	VRC	
Programme Director	S	1	0	-1	1
Deputy Programme Director	R	4	1	-3	4
Senior Assistant Programme Director	Q	4	0	-4	4
Assistant Programme Director	P	4	0	-4	4
Programme Officer I/Senior/Chief/Principal	K/L/M/N	9	0	-9	9
Support Staff III/II/I/Senior/Cleaning Supervisor (2A)	A-G	0	1	1	0
TOTAL		22	2	-20	22
Division of ASAL Partnership and Investment					

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JG					
Deputy Programme Director	R	2	1	-1	2
Senior Assistant Programme Director	Q	2	0	-2	2
Assistant Programme Director	P	2	0	-2	2
Programme Officer I/Senior/Chief/Principal	K/L/M/N	8	0	-8	8
Personal Secretary III/II/I/Senior	H/J/K/L	0	1	1	0
Support Staff III/II/I/Senior/Cleaning Supervisor (2A)	A-G	0	1	1	0
TOTAL		15	3	-12	15
Division of ASAL Resource & Human Capital Development					
Deputy Programme Director	R	3	3	0	3
Senior Assistant Programme Director	Q	3	0	-3	3
Assistant Programme Director	P	3	0	-3	3
Programme Officer I/Senior/Chief/Principal	K/L/M/N	8	0	-8	8
Personal Secretary III/II/I/Senior	H/J/K/L	0	2	2	0
Support Staff III/II/I/Senior/Cleaning Supervisor (2A)	A-G	0	1	1	0
TOTAL		18	4	-14	18
Division of infrastructure and Resilience Initiatives					
Deputy Programme Director	R	3	1	-2	3
Deputy Programme Director	R	3	1	-2	3
Senior Assistant Programme Director	Q	3	0	-3	3
Assistant Programme Director	P	3	0	-3	3
Programme Officer I/Senior/Chief/Principal	K/L/M/N	8	0	-8	8
Drought Early Warning Officer II/I/Snr.	G/H/J	46	0	-46	46
Personal Secretary III/II/I/Senior	H/J/K/L	0	2	2	0
Support Staff III/II/I/Senior/Cleaning Supervisor (2A)	A-G	0	1	1	0
TOTAL		64	4	-60	64
Department of ASAL Policy Development and Planning					
Programme Director	S	1	1	0	1
Deputy Programme Director	R	3	1	-2	3
Senior Assistant Programme Director	Q	3	0	-3	3
Assistant Programme Director	P	3	0	-3	3
Programme Officer I/Senior/Chief/Principal	K/L/M/N	8	0	-8	8
Personal Secretary III/II/I/Senior	H/J/K/L	0	1	1	0
Support Staff III/II/I/Senior/Cleaning Supervisor (2A)	A-G	0	1	1	0
TOTAL		18	4	-14	18
Division of ASAL Policy and Planning					
Deputy Programme Director	R	0	1	1	1
Senior Assistant Programme Director	Q	4	0	-4	4
Assistant Programme Director	P	4	0	-4	4
Programme Officer I/Senior/Chief/Principal	K/L/M/N	10	0	-10	10
TOTAL		18	1	-17	18
Division of ASAL Research & Technological					

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Management Systems					
Deputy Programme Director	R	0	1	1	1
Senior Assistant Programme Director	Q	4	0	-4	4
Assistant Programme Director	P	4	0	-4	4
Programme Officer I/Senior/Chief/Principal	K/L/M/N	10	0	-10	10
TOTAL		18	1	-17	18

6. DIRECTORATE OF PUBLIC SERVICE MANAGEMENT

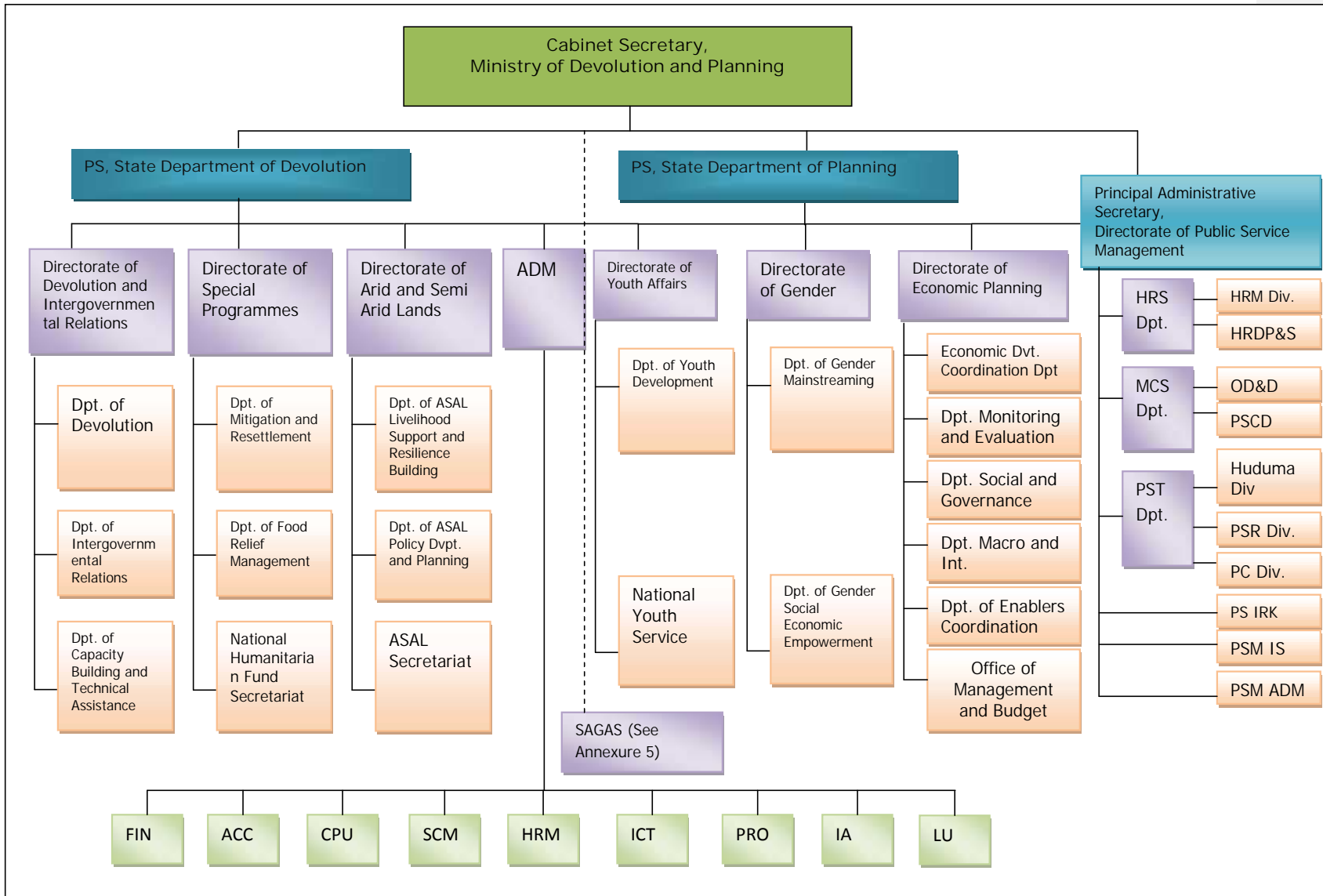
Designation	Job Group	A/E	In-post	Variance	Total	Staff Ideal Nos.
Principal Administrative Secretary	U	1	1	0	1	1
<b>Public Service Transformation Department</b>						
Secretary	T	1	1	0	1	1
Programme Director	S	5	3	-2	3	3
Deputy Programme Director	R	5	2	-3	2	2
Senior Assistant Programme Director	Q	10	2	-8	2	2
Assistant Programme Director	P	10	4	-6	4	4
Chief Programme Officer	N	2	2	0	2	2
Senior Programme Officer	M	1	0	-1	0	0
Records Management Officer III/II/I/Snr	H/J/K/L	4	2	-2	2	2
Accountant II/I/Snr/Chief	J/K/L/M	2	1	-1	1	1
Senior ICT Officer	L	0	1	+1	1	1
HRM Assistant	J	1	0	-1	0	1
Supply Chain Management Assistant IV/III/I/I	G/H/J/K	0	1	+1	2	1
Personal Secretary III/II/I/Senior	H/J/K/L	3	3	0	3	3
Secretarial Assistants II/I/Senior	G/H/J	8	2	-6	2	2
Clerical Officer II/I/Senior	F/G/H	5	3	-2	3	3
Driver III/II/I/Senior/Chief	D/E/F/G/H	8	4	-4	4	4
Support Staff II/II/I/Senior/Supervisor	D	5	0	-5	0	0
Total		67	31	-4	31	31
<b>Performance Contracting Department</b>						
Secretary, Performance Contracting	T	1	0	-1	0	1
Director, Programme Management	S	1	1	0	1	4
Deputy Director	R	4	4	0	4	12
Senior Assistant Director	Q	8	4	-4	4	18
Principal Human Resource Officer	N	1	0	-1	0	1
Assistant Secretary (Cadet) III/II/I	J/K/L/M	1	1	0	1	1
Supply Chain Management Officer III/II/I/Snr	H/J/K/L	1	1	0	1	2
Accountant II/I	J/K	2	0	-2	0	2
ICT Officer II/I	J/K	3	2	-1	2	3
Senior Executive Secretary	N	0	1	+1	1	1
Executive Secretary	M	0	3	+3	3	2
Personal Secretary III/II/I/Senior	H/J/K/L	4	2	-2	2	3
Information Education and Communications Officer	M/N	2	0	-2	0	2
Chief Information Officer	M/N	0	1	1	1	1
Records Management Officer II/I	J/K	2	1	-1	1	2
Reception Assistant III/II/I	E/F/G	1	0	-1	0	1
Drivers III/II/I/Snr/Chief	D/E/F/G/H	5	5	0	5	5
Clerical Officer II/I/Senior	F/G/H	0	1	+1	1	1
Support Staff II/II/I/Senior/Supervisor	A/B/C/D/E/F/G	2	5	+3	5	5
Total		38	31	-11	31	67
<b>Human Resource Development</b>						
Secretary Human Resource Development	T	1	0	1	0	3

Designation	Job Group	A/E	In-post	Variance	Total	Staff Ideal Nos.
Director Human Resource Development	S	1	0	1	0	3
Deputy Director Of Human Resource Development	R	3	3	0	3	3
Senior Asst. Director Of Human Resource Development	Q	6	5	1	5	6
Asst. Director Of Human Resource Development	P	16	11	5	11	12
Principal Human Resource Development Officer	N	13	4	9	4	6
Chief Human Resource Development Officer I	M	6	0	6	0	0
Senior Human Resource Development Officer	L	0	1	-1	1	0
Chief Librarian	M	0	1	-1	1	1
Librarian Asst. III/II/I/Snr	G/H/J/K/L	4	1	3	1	4
ICT Officers II/I	J/K	0	0	0	0	1
<b>Total</b>		<b>50</b>	<b>26</b>	<b>24</b>	<b>26</b>	<b>39</b>
<b>Human Resource Management</b>						
Secretary, Human Resource Management	T	1	0	1	0	1
Director Human Resource Management	S	2	1	1	1	2
Deputy Director Of Human Resource Management	R	3	2	1	2	3
Senior Assistant Director Of Human Resource Management	Q	3	2	1	2	4
Assistant Director Of Human Resource Management	P	3	3	0	3	4
Principal Human Resource Management Officer	N	3	0	3	0	3
Snr. Executive Secretary	N	3	0	3	0	3
Senior Human Resource Management Officer	L	0	2	-2	2	3
Clerical Officer II/I/Snr	F/G/H	2	3	-1	3	3
<b>Total</b>		<b>20</b>	<b>13</b>	<b>10</b>	<b>13</b>	<b>21</b>
<b>Counselling Unit</b>						
Deputy Director Counselling Services	R	0	0	0	0	1
Senior Assistant Director Counselling Services	Q	1	0	1	0	1
Assistant Director Counselling Services	P	2	2	0	2	2
Principal Counsellor	N	2	0	2	0	18
Counsellor II/I/Snr/Chief	J/K/L/M	22	20	2	20	52
<b>Total</b>		<b>27</b>	<b>22</b>	<b>5</b>	<b>22</b>	<b>73</b>
<b>Secretarial services</b>						
Deputy Director Secretarial Services	R	0	0	0	0	1
Senior Assistant Director Secretarial Services	Q	1	1	0	1	1
Assistant Director Secretarial Services		0	0	0	0	1
Principal Executive Secretary	P	2	0	2	0	2
Snr Executive Secretary	N	2	2	0	2	2
Executive Secretary	M	6	2	4	2	6
Personal Sec. III/II/I/Snr	H/J/K/L	38	32	6	32	38
Secretarial Assistant III/II/Snr	G/H/J	10	7	3	7	10
<b>Total</b>		<b>59</b>	<b>45</b>	<b>15</b>	<b>45</b>	<b>61</b>
<b>Management Consultancy Services</b>						
Chief Management Consultant	T	1	0	1	0	1
Director Management Consultancy Services	S	3	1	2	1	3
Deputy Director, Management Consultancy Services	R	10	1	9	1	10
Senior Assistant Director of Management Consultancy Services	Q	8	7	1	7	8
Asst. Director Of Management Consultancy Services Organization	P	12	7	5	7	12
Principal Management Analyst	N	14	13	1	13	14
Principal Research And Development Officer	N	1	1	0	1	1
Chief Research And Development Officer	M	1	0	1	0	1
Management Analyst II/I//Chief /Senior	J/K/L/M	50	0	50	0	50
Senior Human Resource Management Officer	L	0	2	-2	2	0
Senior Human Resource Management Officer	J/K/L	0	3	-3	3	0

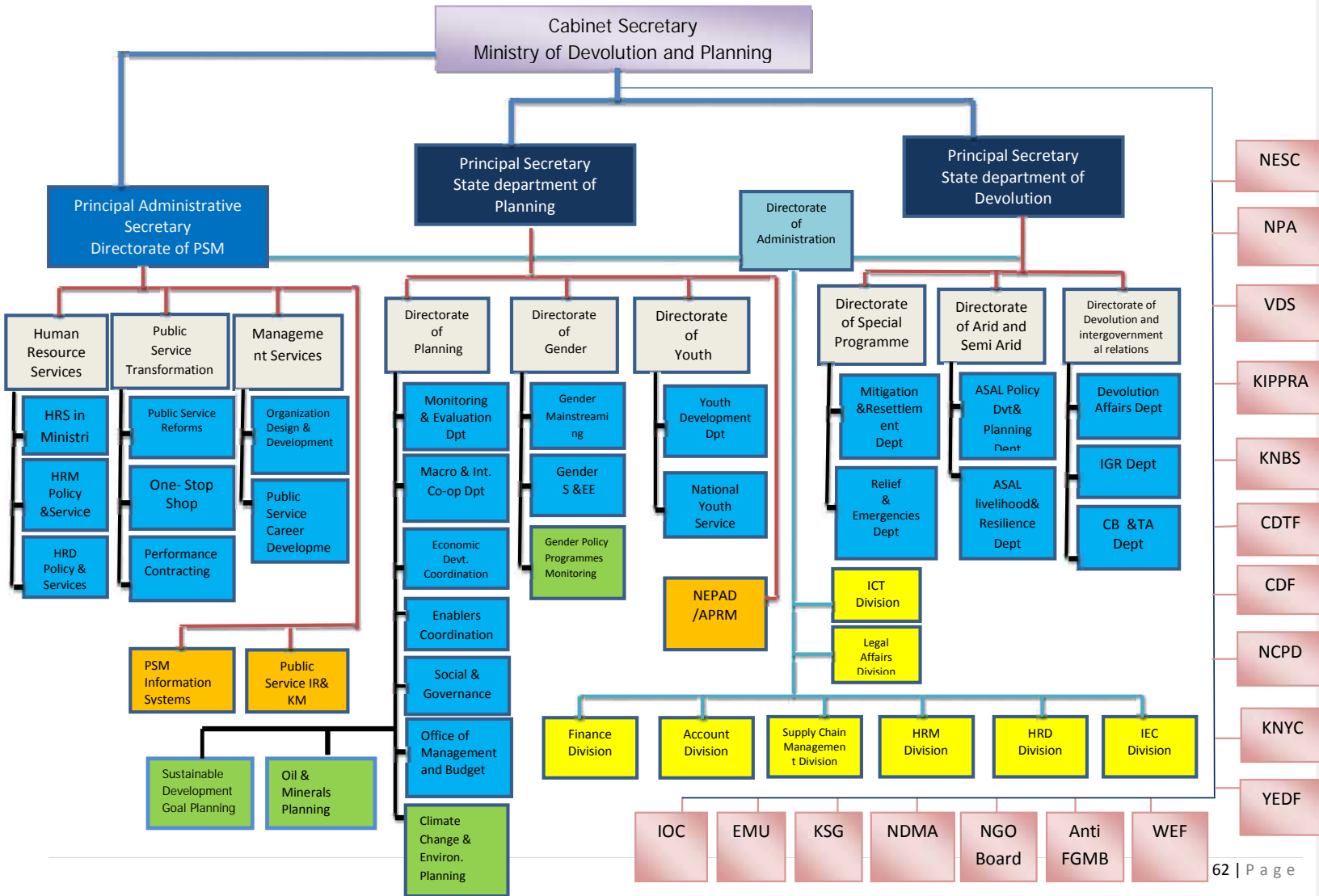
Designation	Job Group	A/E	In-post	Variance	Total	Staff Ideal Nos.
II/I/Snr						
Human Resource Management Assistant II	J	0	1	-1	1	0
Clerical Officer I	G	0	1	-1	1	0
<b>Total</b>		<b>97</b>	<b>40</b>	<b>64</b>	<b>40</b>	<b>97</b>
<b>Business Process Re-engineering</b>						
Director Government Business Process Re-Engineering	S	1	0	1	0	5
Deputy Director Government Business Process Re-Engineering	R	1	0	1	0	1
Senior Assistant Director Research and Capacity Building Government Business Process Re-Engineering	Q	1	0	1	0	1
Senior Assistant Director Information Communication Technology Research And Capacity Building Government Business Process Re-Engineering	Q	1	0	1	0	1
Senior Assistant Director Legal Affairs	Q	1	0	1	0	1
<b>Total</b>		<b>5</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>5</b>
<b>Support Services</b>						
<b>Administration</b>						
Principal Administrative Secretary	U	1	1	0	1	1
Snr. Deputy Secretary	R	1	1	0	1	1
Deputy Secretary	Q	1	1	0	1	1
Under Secretary	P	0	1	-1	1	1
Senior Asst Secretary	N	2	0	2	0	2
Asst. Secretary Cadet III/II/I	J/K/L/M	3	2	1	2	3
Principal State Counsel	SL2/3/4	1	1	0	1	1
Clerical Officer II/I/Snr	F/G/H	10	11	-1	11	11
<b>Total</b>		<b>18</b>	<b>16</b>	<b>2</b>	<b>16</b>	<b>21</b>
<b>Records Management</b>						
Deputy Director, Records Management	R	1	0	1	0	0
Snr. Asst Director, Records Management	Q	1	0	1	0	0
Asst Director, Records Management	P	2	0	2	0	2
Principal Records Management Officer	N	4	0	4	0	4
Chief Records Management Officer	M	1	1	0	1	1
Records Mgt Officer III/II/I/Snr	H/J/K/L	7	8	-1	8	8
Clerical Officer II/I/Snr	F/G/H	10	11	-1	11	11
Driver III/II/I/Snr/Chief	D/E/F/G/H	17	12	7	10	17
Support Staff	A/B/C/D/E/F/G	15	25	-10	25	29
<b>Total</b>		<b>58</b>	<b>55</b>	<b>15</b>	<b>55</b>	<b>72</b>
<b>Public Relations</b>						
Snr. Asst. Director, Public Communication	Q	1	0	1	0	1
Asst. Director, Public Communication	P	0	0	0	0	1
Chief/Principal Information Off.	M/N	1	0	1	0	1
Communication Officer III/II/K/L Information Off.	H/J/K/L	1	0	1	0	1
Technical Off. Cameraman/Photographer III/II/I	H/J/K	1	0	1	0	1
Technical Off. Electrical/Electronics III/II/I/Photographer III/II/I	H/J/K	1	0	1	0	1
<b>Total</b>		<b>6</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>6</b>
<b>Finance</b>						
Chief Finance Officer	R	1	0	1	0	1
Finance Officer II	K	0	2	-2	2	
<b>Total</b>		<b>1</b>	<b>2</b>	<b>-1</b>	<b>2</b>	<b>3</b>
<b>Accounts</b>						
Snr. Accountant General	Q	1	0	1	0	1
Principal Accountant II	N	1	1	0	1	1
Accountant II/I/Snr/Chief	J/K/L/M	14	14	0	14	13
Clerical Officer II/I/Snr	F/G/H	12	7	5	7	7

Designation	Job Group	A/E	In-post	Variance	Total	Staff Ideal Nos.
Total		28	22	6	22	22
<b>Human Resource Management Services</b>						
Senior Assistant Director/HRM (S)	Q	1	0	1	0	1
Senior Assistant Director/HRD	Q	1	0	1	0	1
Assistant Director HRM	P	0	1	-1	1	1
Principal Human Resource Management Officer	N	1	1	0	1	1
Human Resource Management Officer II/I/Snr/Chief	J/K/L/M	7	2	5	2	5
Human Resource Management Assistant III/II/I/Snr	H/J/K/L	7	4	3	4	6
Clerical Officer II/I/Snr	F/G/H	10	10	0	10	10
Total		27	18	9	18	25
<b>Supply Chain Management</b>						
Snr. Asst. Director Supply Chain Management	Q	1	0	1	0	1
Assistant Director Supply Chain Management	P	1	0	-1	0	1
Prin. Supply Chain Management Off.	N	1	0	1	0	1
Supply Chain Management Officer II/I/Snr/Chief	M	4	3	1	3	8
Supply Chain Management Asst.IV/III/II/I/Snr	H/J/K/L	4	2	2	2	2
Clerical Officer II/I/Snr	F/G/H	2	2	0	2	2
Total		13	7	6	7	15
<b>Central Planning and Project Monitoring Unit</b>						
Chief Economist	R	1	1	0	1	1
Deputy Chief Economist	Q	0	0	0	0	1
Economist II /I/Snr II/I	K/L/M/N	4	3	0	3	3
Total		5	4	0	4	5
<b>Information Communication Technology</b>						
Assistant Director ICT	P	0	1	-1	1	1
Principal ICT Officer	N	1	1	0	1	1
Chief ICT Officer II/I/Snr/Chief	J/K/L/MM	14	10	4	10	10
Total		15	12	4	12	12
GRAND TOTAL		535	347	154	347	475

Annexure 2: Current Organisational Structure of the Ministry



Annexure 3: Proposed Organisational Structure of the Ministry





KEY FOR PROPOSED ORGANISATIONAL STRUCTURE OF THE MINISTRY

1	PAS	Principal Administrative Secretary	PS IRK	Public Service Innovation Research and Knowledge	
			PSM IS	Public Service Information System	
2	HRS DPT	Human Resource Services Department	HRM (M)	Human Resource Management in Ministries Unit	
			HRD P&S	Human Resource Development Policy Services	
3	PST DPT	Public Service Transformation Department	PSR	Public Service Reforms	
			PC	Performance Contracting	
			OSS	One Stop Shop	
4	MS DPT	Management Service Department	ODD	Organ Development and Design	
			PCD	Public Career Development	
5	M&E DRCT	Monitoring and Evaluation Directorate	M-DPT	Monitoring Department	
			E-DPT	Evaluation Department	
			CB-DPT	Capacity Building Department	
6	M& I DRCT	Macro Economic Planning and International Cooperation Directorate	MEP DPT	MACRO Economic Planning Department	
			RIPD DPT	Regional and International Partnership Department	
7	EDC DRCT	Economic Development Coordination Directorate	EPL DPT	Economic Pillar Department	
			CPSC DPT	County Planning Service Coordination Department	
			P&PC DPT	Project and Programmes Coordination Department	
8	E&CC P DPT	Environmental and Climatic Change Planning Department			
9	ENB DRCT	Enablers Directorate	ISTI DPT	Infrastructure Science Technology and Innovation Department	
			SDG DPT	Millennium Goals Coordination Department	
10	O&MP DPT	Oil and Minerals Planning Development			
11	S & G DRCT	Social and Governance Directorate	SCL DPT	Social Department	
			GVN DPT	Governance Department	
			SDS SP	Sector Delivery Secretariat Social Pillar	
12	Youth DRCT	Youth Directorate	YD DPT	Youth Development Department	
			NYS DPT	National Youth Service Department	
13	GDR DRCT	Gender Directorate	GM DPT	Gender Mainstreaming Department	
			GSEE DPT	Gender and Social Economic Empowerment Department	
				Gender Policy and Programmes Monitoring Unit	
14	OBM DRCT	Office of Budget and Management Directorate			
15	ADM DRCT	Administration Directorate	HRM DPT	Human Resource Management Department	
			HRD DPT	Human Resource Development Department	
			ICT DPT	Information and Communication Department	
			FNC DPT	Finance Department	
			ADM DPT	Administration Department	
			PR DPT	Public Relation Department	
			CPM DPT	Central Planning and Monitoring Department	
			ACCT DPT	Accounts Department	
			SCM DPT	Supply Chain Management Department	
16	DVN DRCT	Devolution Directorate	DVN	Devolution Department	
			IGR	Inter Government Relation Department	
			CB & TA	Capacity Building and Technical Assistance Department	
17	ASAL DRCT	Arid and Semi Arid Land Directorate	PDP DPT	Arid and Semi Arid Land Policy Development and Planning Department	
			LSRB DPT	Arid and Semi Arid Land Livelihood Support and Resilience Building Department	
			ASAL SCT	Arid and Semi Arid Land Secretariat	
18	SP DRCT	Special Programme Directorate	R&E DPT	Relief and Emergency Department	
			M&S DPT	Mitigation and Settlement Department	
			NHF SCT	National Humanitarian Fund Secretariat	
	NEPAD/APRM	New Partnerships for Africa Development t/ African Peer Review Mechanism Secretariat			
Semi-Autonomous Government Agencies in the Ministry					
1	NESC	National Economic and Social Committee	12	NDMA	National Drought Management Authority
2	NPA	National Planning Authority	13	KSG	Kenya School of Government
3	CDTF	Community Development Trust Fund	14	EMU	Efficiency Monitoring Unit
4	VDS	Vision 2030 Delivery Secretariat	16	IOC	Inspectorate of Corporations
5	KIPPRA	Kenya Institute of Public Policy Research Institute	17	AFGMB	Anti -Female Genital Mutilation Board
6	KNBS	Kenya National Bureau of Statistics	18	NGO	Non-Governmental Organizations Board
7	CDF	Constituencies Development Fund Board			
8	NCPD	National Council of Population Development			
9	YEDF	Youth Enterprises Development Fund			
10	WEF	Women Enterprises Fund			
11	KNYC	Kenya National Youth Council			

## Annexure 4: Implementation Matrix

Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
Strategic Issue 1: Planning and Policy formulation												
Strategic Objective 1.1: To strengthen planning and policy formulation at all levels												
Provide leadership and coordination of the formulation, development of policies and programmes	Offer policy guidance to other ministries in initiating, formulating, reviewing and evaluating policies, strategies, programmes and projects in the Social and Governance sectors	Sector policy briefs drawn	No of Sector Briefs	Quarterly	20	4	4	4	4	4	100	Social and Governance
		Updated inventory of sectoral policies	No of policies developed / reviewed									
		Sectoral Mainstreaming of HIV/AIDS	No. of sectors compliant with HIV/AIDS mainstreaming									
		Disability Mainstreaming	No. sectors with disability mainstreaming									
	Coordinating the GOK/UNICEF	2013-2018 GOK-UNICEF Country programme document developed	No of County Programme document.	Quarterly	20	4	4	4	4	4	100	
		GOK-UNICEF rolling work plans developed	No. of rolling work plans									
		Quality Assurance Visits on Social Intelligence Reporting (SIR) undertaken	No. of quality assurance visits									

Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
	Institutionalizing Knowledge Management Africa (KMA) Kenya Chapter	Networks/forums developed	No of networks conducted  No. of forums held	Quarterly	20	4	4	4	4	4	100	
	Coordinating the Economic Empowerment Programme	Provision of technical guidance and monitoring	No of meetings held	Quarterly	20	4	4	4	4	4	300	
	Provide technical backstopping for policies formulation, programmes; and research analysis for poverty reduction	Compiled PPA report	PPA surveys deliverables.  PPA Report	4 <sup>th</sup> Year	1	-	-	-	1	-	150	
	Coordination of CPPMUs in MDAs and briefing on topical issues	Adequate and efficient CPPMUs	No. of CPPMUs Forums held	Annually	5	1	1	1	1	1	50	
	Facilitate Capacity building for County Planning Units (CPUs)	Capacity developed	No. of CPUs facilitated  No. of officers trained	Annually	235	47	47	47	47	47	30	
	Development of the Kenya National Human Development Report (KNHDR)	Development of the 8 <sup>th</sup> and 9 <sup>th</sup> KNHDR	No of reports	2 <sup>nd</sup> and 5 <sup>th</sup> Year	2	-	1	-	-	1	120	
	Provide policy briefs/ reviews/ reports on the status of economy	Status of the Economy updates  Economy policy and briefs reviewed	No of Economic status reports  No of Economic policies/ briefs/ reviews/ produced and review	annually	5	1	1	1	1	1	5	Macro Economic Planning and International

Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
	Update and promote a summary of Key Investment Opportunities in Kenya	Summary of Key Investment Opportunities in Kenya	updated summary of key investment opportunities documents	2 <sup>nd</sup> and 4 <sup>th</sup> year	2	-	1	-	1	-	10	Devt.
Provide leadership for Threshold 21 (T21) modelling and forecasting	capacity building for T-21 core modelers	Trained Officers  Facilities and equipment sourced	No. Of trained officers  No of facilities /equipment supplied	Annually	25	25	25	25	25	25	40	Macro Economic Planning and International Devt.
	Updating Threshold-21 ( T-21) model	Updated Modules	No of updated modules	Annually	5	1	1	1	1	1	10	
Provide leadership in preparation ,dissemination and review of Medium Term Plans	Publication and launch of Second Medium Term Plan 2013-2017	Launched MTP 2013-2017.	No. of MTP 2013-2017 printed	1 <sup>st</sup> year	1	1	-	-	-	-	10	Economic Development Coordination Department
	Dissemination of Second MTP 2013-2017	Dissemination of MTP	No of MTP II copies distributed  Counties Dissemination reports	1 <sup>st</sup> year	47	1	-	-	-	-	40	
	Conducting Mid Term Review of Medium Term Plans	Mid Term MTP II Review	Mid Term MTP II Review Report	3 <sup>rd</sup> year	1	-	-	1	-	-	10	
	Initiate the preparation of the 3 <sup>rd</sup> MTP 2018-2022	Concept note developed	Concept note	5 <sup>th</sup> year	1	-	-	-	-	1	5	
	Provide technical support in the preparation of County Integrated Development Plans (2013-2017) and Strategic Plans	County Integrated Development Plan and Strategic Plans guidelines developed and issued	No of Guidelines  No. of Counties provided with guidelines	5th Year	2	2	-	-	-	-	50	

Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
												(EDCD)
Provide leadership in the preparation of sector plans and MDAs Strategic Plans	Provide guidelines and reviews for Sector Plans	Guidelines for sector plans 2013-2017 developed	No of sector plans produced	1st Year	21	21	-	-	-	-	2	Macro Economic Planning and International Devt.
	Provide guidelines in the preparation and review of Ministries, Departments and Agencies (MDAs) 3 <sup>rd</sup> 4 <sup>th</sup> cycle Strategic Plans	Guidelines for SP 2013-2017 developed	No of Guidelines issued	1 <sup>st</sup> year	1	1	-	-	-	-	2	
		Reviewed MDAs 3 <sup>rd</sup> Cycle Strategic Plans	No of Reviewed MDAs Strategic Plans	1 <sup>st</sup> year	18	18	-	-	-	-	2	
		Draft Guidelines for (MDA) 4 <sup>th</sup> cycle Strategic Plans developed	No of Draft Guidelines document issued	5 <sup>th</sup> year	1	-	-	-	-	1	1	
		Initiate the preparation of Sector plans 2018-2022	Draft guidelines developed	No of Draft guidelines	5 <sup>th</sup> year	1	-	-	-	-	1	
Develop legislation on strengthening planning	Prepare draft National Planning Authority(NPA) bill and Cab Memo	Draft NPA Bill, and Cab Memo developed	<ul style="list-style-type: none"> <li>NPA Bill</li> <li>Cab Memo</li> </ul>	2 <sup>nd</sup> year	2	-	2	-	-	-	5	Economic Planning Secretary (EPS)
Develop policies and strategies for poverty eradication	Engage stakeholders and beneficiaries through forums	Reports, policy briefs prepared and reviewed	<p>Number of forums/ meetings held with key identified poverty stakeholders</p> <p>Number of policy briefs prepared and disseminated</p> <p>Number of strategies developed</p>	Quarterly	5	1	1	1	1	1	40	Social and Governance Department

Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
	Identify, promote and pilot new pro-poor strategies policies	Policies/ strategies identified and promoted	New anti-poverty policies/strategies promoted/ piloted	Bi-Annual	3		1	1	1		100	
	Convene forums for policy makers on pro-poor strategies	Forum Reports, policy briefs	Number of forums conducted and reports submitted,  Number of pro-poor strategies discussed disseminated	Bi-Annual	10 forums  10 reports	2	2	2	2	2	20	
Promote research on best local and international practices on poverty reduction and document	Conduct studies on best practice both locally and internationally	Study reports on best practices documented	Number of study reports	Bi-Annual	3		1	1		1	20	
	Show case initiatives that have worked elsewhere and demonstrate	Number of new initiatives identified,  Information on new initiatives in place	Number of new initiatives replicated  Poverty materials, Journals, News-letter, and publication	Bi-Annual	3		1		1	1	10	
	Provide a platform for exchange of ideas and innovation on applied research on poverty reduction	Number of innovation identified,  Number of forums held	Use of applied research on development of poverty reduction strategies	Bi-annual	3	1		1		1	8	
	Study tours on best practices	Reports on best practices documented and available	Number of study tours and reports	Quarterly	5	1	1	1	1	1	20	
Mainstreaming of equity and poverty reduction	Capacity building on poverty reduction strategies  Coordinating	Equity and poverty reduction mainstreamed	Number of training reports  Number of training sessions	Quarterly	10	2	2	2	2	2	30	

Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
	training and other learning opportunities on poverty reduction issues and policies		on equity and poverty reductions Capacity building reports and training held									
Strengthen implementation of poverty eradication programmes	Coordination and harmonization of poverty eradication programmes	Number of forums held on coordination  Reports on coordination	Coordinated poverty eradication programmes	Bi-annual	3	1		1		1	30	
Strategic Objective 1.2: To strengthen linkages between planning, policy formulation and budgeting at all levels.												
Promote performance based Budgeting	Co-convening the MTEF Sector Working Groups and Macro Working Group	MTEF Sector Working Groups and MWG convened	No of MTEF sector convened.  No of MTEF sector reports	Annually	50	10	10	10	10	10	50	All Technical Departments in Planning
		BPS and BROP reports Developed	No of BPS and BROP reports	Annually	5	1	1	1	1	1	2	Macro Economic Planning and International Devt.
	Provide technical assistance to County Planning Units in Preparation of County MTEF Budgets	County MTEF Budgets prepared	No of County MTEF budgets developed.	Annually	5	1	1	1	1	1	100	EDCD
	Provide technical backstopping to enablers policies, programmes and projects	Technical backstopping provided	No. of policies, programmes and projects provided with technical inputs	Quarterly	20	4	4	4	4	4	-	Enablers
	Conduct researches on topical issues related to enablers and disseminating	Researches conducted and findings	No. of reports produced and disseminated	Annually	5	1	1	1	1	1	-	Enablers

Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
	the findings to stakeholders	disseminated										
	Preparation and dissemination of policy briefs in the enablers sectors	Policy briefs prepared and disseminated	No. of policy briefs prepared and disseminated	Annually	5	1	1	1	1	1	-	Enablers
Improve participatory planning, networking and coordination at all levels	Provide technical backstopping on MDGs to MDAs for planning and budgeting process	Technical backstopping provided	No. of policies, programmes and projects provided with technical inputs	Biannually	2	1	-	-	1	-	-	Enablers
Strategic Objective: 1.3 To contribute to National Competitiveness through Regional and International Economic Cooperation												
Strengthen bilateral, Regional and international economic partnerships	Monitoring regional trade and investment trends and their impact on the economy	trade and investment outlook reports	No. of trade and investment outlook reports	Annual	5	1	1	1	1	1	11	Macro Economic Planning and International Devt.
	Develop capacity on the management of South-South and Triangular Cooperation in Kenya	Capacity development reports	No. of reports	Annual	5	1	1	1	1		12	
		Database for South-South Centre in Kenya	Database	Annual	4		1	1	1	1	14	
		Database for solution finders/seekers within the global South-South and Triangular Cooperation	Database	Annual	4		1	1	1	1	16	
	Coordination and tracking progress on implementation of TICAD V programmes	Annual Implementation Status reports	No. of progress reports	Annual	5	1	1	1	1	1	5	
		Ministerial follow ups meetings on TICAD V	No. of Reports	Annual	5	1	1	1	1	1	5	



Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
	Coordinate preparations for TICAD VI Summit	Summit report	No. of reports reports	5 <sup>th</sup> year	1					1	3	Macro Economic Planning and International Devt.
	Provide leadership in the implementation of ACP-EU cooperation Partnership	ACP Council of ministers report	ACP Council of ministers report	Bi-annual	10	2	2	2	2	2	18	
		Joint ACP-EU council of ministers report	Joint ACP-EU council of ministers report	Annual	5	1	1	1	1	1		
		Status report on implementation of ACP –EU framework	Status report on implementation of ACP –EU framework	Annual	5	1	1	1	1	1		
		Ratified 3 <sup>rd</sup> revision of the Cotonou partnership agreement	Ratified agreement	2 <sup>nd</sup> and 3 <sup>rd</sup> year	2	-	1	1	-	-		
	Provide leadership and coordination in the implementation of United Nations Economic and Social Council (UNECOSOC)	Annual UNECOSOC ministerial reports	No of reports	Annual	5	1	1	1	1	1	9	
		Implementation status report	No. of Implementation status report	Annual	5	1	1	1	1	1		
	Track implementation of Kenya's regional economic integration agenda	Report on EAC sectoral council of ministers in charge of EAC planning and economic development	No of Reports	Annual	5	1	1	1	1	1		
		Ministerial inputs into COMESA policy organs meetings	No of reports	Quarterly	20	4	4	4	4	4	19	Macro Economic Planning and International Devt.
		Ministerial inputs into EAC policy	No of reports	Quarterly	20	4	4	4	4	4		

Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
		organ meetings										
		Ministerial inputs into EAC/COMESA/SADC Tripartite negotiations	No of reports	Annual	5	1	1	1	1	1		
	Build negotiation capacity within the ministry	Trained staff	No of trained staff	Annual	4		1	1	1	1	20	
Strategic Issue 2: Tracking of results												
Strategic Objective 2.1: To track implementation of development policies, strategies and programmes												
Strengthen National Integrated M&E System (NIMES) and cascade it to all sectors at national and county levels	Create indicators and standards to be used in tracking development at national and devolved levels of government	NIMES strengthened and cascaded to all sectors	No of Sectors with effective M & E frameworks (	Tri-annually	6	3	-	3	-	-	100	Monitoring and Evaluation Department (MED)
	Prepare M&E Policy and framework	M&E Policy and framework prepared	M&E Policy and Framework	2 <sup>nd</sup> year	1	-	1	-	-	-	100	
Provide leadership in fast tracking the implementation of vision 2030 flagship projects and other programmes in the MTP across different sectors	Undertake Project monitoring	Project Monitoring undertaken through e-ProMIS	No of Projects uploaded in e-Promis system (No)	Semi-annually	10	2	2	2	2	2	250	
	Tracking of Vision 2030 through the MTP II and MTEF budget and expenditure	Vision 2030 Budgetary and expenditure process tracked	No of Vision 2030 Budgetary and expenditure process tracked  No of Reports on tracked Budgetary and expenditure process)	Annually	10	2	2	2	2	2	250	
	Programme	Programmes	No of Evaluation	Semi-	32	6	6	8	6	6	500	MED

Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
	evaluation in different sectors of the economy	evaluated in all sectors	Reports prepared (PETS, CPER, Mid-term review, Programme reviews)	annually. Annually, tri-annually								
	Identify scope and implementation status of the Vision 2030 social pillar flagship projects in Ministries /Departments/Agencies	Scope on Established Vision 2030 Social Pillar identified	No of reports on Flagship projects identified.	Semi-annually	10	2	2	2	2	2	20	Social and Governance
	Track and access the implementation of Vision 2030 Social Pillar flagship projects and the MTP II Social Sector Programmes and Projects.	Vision 2030 social pillar flagship projects progress tracked	No of Social Pillar Flagships projects and programmes implementation status reports	Semi-Annually	10	2	2	2	2	2	25	
	Coordinate establishment and operation of delivery teams in the social sector	Delivery teams in Line Ministries established.	No of Delivery team progress reports	Semi-Annually	10	2	2	2	2	2	10	
	Coordinate and collaborate community awareness on Social Pillar Flagship Projects	Awareness and sensitizations conducted.	No of Forums/sensitization activities conducted  No of Reports on Sensitization and awareness conducted	Quarterly	16	4	4	4	2	2	50	
	assess the social economic benefits of the completed	Benefit assessment on Completed	No of benefit assessment reports prepared	Semi Annually	10	2	2	2	2	2	50	

Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
	Social Pillar Flagship programmes and projects	Social Pillar flagship projects done										
	Coordinate collation of reports from the devolved units on Vision 2030 Projects	County annual progress reports prepared	No of County annual progress reports prepared	Annually	5	1	1	1	1	1	750	MED
Automation of data management system e.g. NIMES and e-ProMIS	Develop online M&E system	Operational M&E system	No of reports on Online M&E system	2 <sup>nd</sup> year	2	1	1				500	MED
Provide support to KNBS for collection and analysis of data	Mobilise resources for KNBS and provide policy direction	Sufficient funds mobilised; Policy direction provided	Amount of Funds; No. of Board meetings reports	Quarterly; Annual	-	-	-	-	-	-	-	Principal Secretary, Planning
Provide leadership and coordination in implementation of Developments programs	Coordinate implementation of PALWECO.	Empowered communities	M&E reports prepared	Semi-annually	10	2	2	2	2	2	50	ENABLERS
	Coordinate implementation of CEISP	DIDCs constructed; Community groups trained	No. of District information documentary centres constructed  -No of persons (community) trained	2 <sup>nd</sup> year	135  30,000	70  15,000	65  15,000	-  -	-  -	-  -	2,115	EDCD
	Coordinate and track implementation of MDG'S and Post 2015 agenda	Mainstream MDGs in the planning process	No. of Status reports prepared	Quarterly	20	4	4	4	4	4	100	ENBLERS
	Coordinate	Health	No. of Health	Quarterly	-	4	4	-	-	-	500	EDCD

Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
	implementation of SNCDP	Facilities constructed; Water boreholes constructed; Financial resources mobilised	Facilities constructed;  No. of Water boreholes constructed;  Financial resources mobilised (Kshs)									
	Coordinate implementation of NIMES-CDP	Trained staff, equipment sourced	No of staff trained  No of Equipment Supplied.	Annually	7,500  1,500	1,500  300	1,500  300	1,500  300	1,500  300	1,500  300	1,000	MED
	Coordinate implementation of Economic Empowerment Programme (EEP)	Programme effectively coordinated	No. of Steering Committee Meetings held	Bi-annually	20	2	2	2	2	2		Social Governance Directorate; Programme Coordinator, EEP
			No. of Technical Committee Meetings held	Quarterly	4	4	4	4	4	4	4	
Tracking the implementation of Ministry's strategic plan	Monitor and evaluate implementation of strategic objectives in the Ministry	M&E Report	No. of M&E Report	Semi-Annually	10	2	2	2	2	2		EPS
Strategic Issue 3: Making devolution work												
Strategic Objective 3.1: Strengthening capacity to implement devolution												
Capacity building and civic education	Conduct training on devolution	Workshops conducted	No. of People trained	Annually	2350	470	470	470	470	470	300	Devolution Directorate
	Carry out civic education	Civic education conducted	No. of Sensitization forums held	Annually	470	94	94	94	94	94	600	Devolution Directorate

Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
												ate
	Develop regulations for devolution laws	Regulations developed	No. of regulations developed	Annually	5	2	3	-	-	-	5	Devolution Directorate
	Acquisition of own office complex	Office complex acquired	No. of offices created	Annually	1	-	1	-	-	-	1200	Devolution Directorate
Promote inter-governmental relations	Establish inter-governmental technical committee and the secretariat for the summit and council of governors	Technical committee and the secretariat established	The technical committee and the secretariat	Biannually	2	-	2	-	-	-	3000	Devolution Directorate
	Establish inter-governmental sector forums	Inter-governmental sector forums established	No. of the inter-governmental sector forums established  No. of Meetings held	Biannually	9	7	2	-	-	-	120	Devolution Directorate
	Establish inter-governmental sector forum for Nairobi County	inter-governmental sector forums established for Nairobi County	The forum  No. of Meetings held	Annually  Quarterly	1  18	1  2	  4	  4	  4	  4	  40	Devolution Directorate
	Provide technical support to County governments in financial management and the law	Technical support provided through training	No. of officers trained	Biannually	470	94	94	94	94	94	250	Directorate of Devolution

Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
Enhance management of devolution affairs	Review policies on devolution, ASAL and Special Programmes and implement them	Policies reviewed and implemented	No. of policies reviewed	Annually	3	1	2	-	-	-	20	State department of Devolution
			No. of Policy briefs prepared		30	6	6	6	6	6		
	Develop an M & E framework for devolution and track realization of results	M & E framework developed and results tracked	M&E framework	Annually	1	1	-	-	-	-	60	Devolution Directorate
			No. of reports	Quarterly	20	4	4	4	4	4		
Strategic Issue 4: ASAL development, humanitarian response and resilience												
Strategic Objective 4.1: Ensure accelerated and sustainable socio-economic development in ASAL												
Policy development for ASAL	Review and implement ASALs policies	Policies reviewed and implemented	The policy	Annually	1	1	-	-	-	-	148.95	ASAL Directorate
			No. of Policy briefs prepared	Biannually	10	2	2	2	2	2		
	Develop linkage with research institutions and Academic institutions on knowledge management to facilitate policy formulation	Research and academic institutions linked	No. of Research and academic institutions linked	Annually	10	2	2	2	2	2	20	ASAL Directorate
Promote access to education in ASAL	Support efforts by NOKET in provision of scholarships to bright and needy girls in secondary schools and for	Scholarships provided	No. of Scholarships provided	Annually	1,210	110	200	300	400	500	600	ASAL Directorate

Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
	tertiary education for needy students											
Support implementation of programmes/projects for community resilience against drought and poverty reduction in ASAL	Coordinate and implement programmes/projects for enhancing community resilience against drought	programmes/projects implemented	No. of Projects implemented  No. of Beneficiaries	Quarterly	100,000  30,000	10,000  6,000	40,000  6,000	50,000  6,000	-  -	-  -	350	Directorate of ASALs
	Facilitate ASAL Transformation Structures	ASAL Transformation Structures facilitated	No. of Functional ASAL Transformation Structures	Annually	5	2	3	-	-	-	1,250	Directorate of ASALs
	Support implementation of Hunger Safety Net Programmes	Hunger Safety Net Programmes supported	No. of Households receiving regular cash transfers	Quarterly	100,000	7,000	14,000	21,000	28,000	30,000	15,767	Directorate of ASALs
	Implement projects under the Medium Term Asal Programme	Projects implemented in water and sanitation, support to county planning	No. of Projects implemented	Quarterly	2,500	400	450	500	550	600	7,769	Directorate of ASALs
Support preparation of spatial strategies for managing emerging ASAL sedentirization and a framework for sustainable management of ASALs as the	Carry out demand driven studies and preparation of ASAL land use plans to manage and control ASAL sedentirization, and human settlements  Preparation of sub catchment plans	Studies and Spatial Plans done	No. of Studies done	annually	4	-	1	1	1	1	250	Directorate of ASALs



Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
next frontiers for development in Kenya.			No. of Plans prepared			-	1	1	1	1		
Provide information on investment drivers and enablers in ASAL counties	Carry out studies on investment drivers and enablers in ASAL counties and disseminate findings	Studies carried out	No. of Study reports prepared	Annually	2	-	1	1	-	-	20	Directorate of ASALS
Coordinate implementation of strategy on Ending Drought Emergencies	Establish a coordination mechanism for implementation of strategy on Ending Drought Emergencies	Coordination mechanism established	No. of Meeting forums/committee held	Biannually	1	-	1	-	-	-	20	Directorate of ASALS
			No. of Meetings held		10	2	2	2	2	2		
Strategic Objective 4.2: Strengthening humanitarian response and improving resilience of vulnerable groups and communities												
Improve food relief management	Procurement and supply of relief provisions	Stock of relief food distributed	Metric ton of food relief distributed	Quarterly	50,000	10,000	10,000	10,000	10,000	10,000	2,500	Directorate of Special Programmes (DSP)
	Coordinate the activities of Kenya Food Security Steering Group (KFSSG)	KFSSG food security consultation meetings held	No. of food security meetings held	Biannually	10	2	2	2	2	2	0.01	DSP
	Undertake food security assessment to identify population	Kenya Food Security Reports	No. of Food Security Reports produced	Biannually	10	2	2	2	2	2	0.03	DSP

Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
	requiring food relief	Produced										
	Improve the logistics and communication system for food relief	Commodity tracking system (CTS) installed	No. of counties put under commodity tracking system	Quarterly	25	5	5	5	5	5	100	DSP
	Undertake Monitoring of food relief distribution and targeting in the counties	Relief food monitoring undertaken	Relief food monitoring reports	Quarterly	20	4	4	4	4	4	30	DSP
Ensure resettlement of IDPs and implementation of the IDP policy	Conduct timely resettlement and relocation of vulnerable communities and internally displaced persons	IDPs Resettled	No. of IDPs resettled	Quarterly	20	4	4	4	4	4	400	DSP
	Conduct training of trainers in counselling and conflict management	Counselling and conflict management trainers trained	No. of Trainers	Quarterly	60	12	12	12	12	12	20	DSP
	Conduct community education on peace and democracy	Peace and Democracy education forum held	No. of forums	Biannually	10	2	2	2	2	2	50	DSP
	Provision of psycho-social support services to disaster victims	Disaster victims counselled	Victims counselled (%)	Quarterly	100%	100%	100%	100%	100%	100%	200	DSP
Implement Western Kenya Community Driven Development	Produce and disseminate monthly Early Warning System (EWS) and basic	EWS bulletins produced	No. of EWS bulletins	Daily	730	365	365	-	-	-	40	DSP

Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
Flood Mitigation Project	information on floods in Bundalangi flood plains											
	Train Budalangi communities on participatory poverty alleviation approaches through Participatory Integrated Community Development (PICD)	Community groups trained	No. of PICD trainings	Quarterly	50	25	25	-	-	-	150	DSP
	Designing of 2 multi-purpose dams along river Nzoia	Multi-purpose dams designs produced	No. of Dams designs produced	Annually	2	-	2	-	-	-	100	DSP
	Provide grants to communities Micro projects: i.e. youth and women micro projects and anti-malaria micro projects	Micro-projects grants provided	No. of Micro-projects funded	Quarterly	140	70	70	-	-	-	1,300	DSP
	Conduct civil works to 30 local community development projects	Civil works undertaken	No. of Civil works undertaken in local community development projects	Quarterly	30	15	15	-	-	-	1,500	DSP
Strategic Issue 5: Gender equity and the empowerment of Youth, Women, Persons with Disabilities and other vulnerable groups												
Strategic Objective 5.1: Enhance empowerment and participation of youth, women and people with special needs in all aspects of national development												
Mainstreaming issues of gender, youth and people with special needs in all aspects of	Deploying and Training sessions/ workshops for officers in MDAs on gender and youth	Gender and youth officers deployed and trained in all line ministries	No. of Officers posted	Annual	36	36	-	-	-	-	40	Gender Directorate and Directorate of Youth
			No. of Officers trained	Biannual	252	72	72	36	36	36		

Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
national development	mainstreaming		Training sessions/workshops held (No.)		7	2	2	1	1	1		Affairs (DYA)
	Monitoring and analyzing quarterly reports from MDAs on the level of gender and youth mainstreaming	Monitoring and analysis of reports done	No. of MDA reports analysed	Quarterly	40	8	8	8	8	8	50	Gender Directorate and DYA
Develop, review and implement gender and youth responsive policies	Develop, review and implement gender and youth responsive policies	Gender and youth responsive policies developed and implemented	The policies (No.)		10	2	4	2	2	-	100	DYA & Gender Directorate
	Collect, analyze and utilize sex disaggregated data	Sex disaggregated data	Kenya gender data Sheet	Annually	5	1	1	1	1	1	5	Gender Directorate
	Coordinate programmes to help eradicate gender GBV/FGM	GBV/FGM programmes	GBV/FGM reports	Annually	10	2	2	2	2	2	10	Gender Directorate
	Monitoring the 2/3 affirmative action on public appointments, promotion and employment	2/3 affirmative action in appointments implemented	Reports (No.) Status of the gender affirmative rule	Annually	5	1	1	1	1	1	1.2	Gender Directorate
Promote job creation and sustainable livelihood for the	Implement National Youth Leadership and Entrepreneurship strategy (NYLES)	NYLES implemented	Strategy (No.)	Quarterly	1	-	1	-	-	-	10	Directorate of Youth Affairs
			No. of youths involved	Annually	1175	235	235	235	235	235	235	

Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
youth												(DYA)
	Sensitize youth on business development Services and Entrepreneurship	Youth sensitized on BDS and entrepreneurship	No. of Youth sensitised	quarterly	23500	4700	4700	4700	4700	4700	23.5	DYA
	Establish youth Empowerment centres	Functional YECs	No. YECs established	Quarterly	130	50	30	20	20	10	260	DYA
		Youth mentorship programmes implemented	No. of Youths involved in the programme	Annually	23,500	4700	4700	4700	4700	4700		
	Establishment of Biashara Kenya enterprise parks	Enhanced job creation and improved livelihoods	No. of youth employed	Annual	23500	4700	4700	4700	4700	4700	500	DYA
	Establishment of youth business incubation centres	business incubation centres established	No. of centres established	Annual	47	-	10	10	10	17	500	DYA
			No. of Youth accessing business incubation services	Annual	23500	4700	4700	4700	4700	4700		
	Development of creative industrial hubs	Creative industrial hubs developed	Operational Creative industrial hubs (No.)	Annual	47	0	10	12	12	13	1000	DYA
	Sensitize youth on agribusiness development	Youth engaged in agribusiness	No. of youth engaged	Annual	23500	4700	4700	4700	4700	4700	23.5	DYA

Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
	Coordinate implementation of youth internship and apprenticeship programmes	Increased internships and enhanced job creation	No. of youth engaged	quarterly	25000	5000	5000	5000	5000	5000	100	DYA
	Conduct pre-disbursement/entrepreneurship training	youth trained on entrepreneurs hip	No of youth trained on entrepreneurship	Quarterly	220,000	40,000	42,000	44,000	46,000	48,000	100M	YEDF
	Facilitate youth enterprises to market and access to trading space and international jobs	Increased youth access to labour market	No of youth facilitated to access market	Quarterly	7,900	1000	1200	1500	1800	2400	1.8B	YEDF
Operationalize the Kenya National Youth Council	Review National Youth Policy	NYP reviewed	Policy	Annual	1	0	1	-	-	-	35	DYA
	Launch the NYC, Establish branches and capacity build youth leaders	NYC Launched Established branches country wide Youth Capacity built and sensitized	Launch report No of operational offices No. of Youth leaders capacity built and sensitized	Once Annual Annual	1 47 23500	1 - 4700	- 20 4700	- 20 4700	- 7 4700	- - 4700	543	NYC
Increase access to funds through YEDF, WEF and UWEZO Funds.	Development of framework for establishment of Uwezo fund	Uwezo fund framework developed	No. of Uwezo framework developed	Once	1	1	-	-	-	-	0.5	DYA
	Disbursement of Uwezo and WEF funds to all constituencies	Uwezo, WEF disbursed countrywide	Amount of funds disbursed No of individuals and groups	Annual	30,000	6,000	6,000	6,000	6,000	6,000	30,000	DYA/ Gender Directorate/ Uwezo

Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
			beneficiaries									Fund Secretariat
	Disbursement of YEDF Funds	YEDF funds disbursed countrywide	Amount of funds disbursed  % increase in youth access to funds  No of youth engaged	Annual	8.2B	1.3B	1.6B	1.8B	2B	2.2B	8.9B	YEDF
	Monitoring, evaluation and reporting		Reports (No.)	quarterly	60	12	12	12	12	12	25	DYA/ Gender Directorate
Coordinate the implementation of 30% reservations and preferences for youth, women and persons with disabilities	Carry out a baseline and monitor progress of the number of women and youth led enterprises accessing 30% public procurement tender opportunities	Report	No. of reports   No. of youth and women accessing Govt. procurement	annual	5	1	1	1	1	1	6	DYA and Gender Directorate
Inculcation of national values among the youth	Upscale, Recruitment, paramilitary training, kitting and moulding of youth	No. of recruits increased, trained and moulded	No. of youth	annual	100000	20000	20000	20000	20000	20000	500	Director General, National Youth Service  (DG, NYS)
	Sensitizing youth on peace and	Youth	No. of youth	annual	223500	4700	4700	4700	4700	4700	23.5	DYA

Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
	conflict resolution, and dangers of drugs, crime and substance abuse	sensitized										
Youth skills development	Implement the NYS technical and vocational curriculum	Youth graduating from NYS training institutions	No. of youth	annual	50,000	10000	10000	10000	10000	10000	480	DG, NYS
	Development of youth exchange programmes	Youth exchange program expanded	No. of youth engaged	Annual	11750	2350	2350	2350	2350	2350	300	DYA
Re-engineering the structure, processes and programmes of the NYS	Establishment of 34 new county units.	NYS units established	No. of units	annual	34	6	7	7	7	7	30,986	DG, NYS
	Building the NYS driving School and Maritime institution	NYS driving school and Maritime institution established	No. of institutions	annual	2	-	1	1	-	-	2000	DG, NYS
	Review of NYS curriculum and creation of new programs	NYS curriculum reviewed and new programmes launched	Curriculum  The newly launched programmes  No. of students taking the new programmes	No.	4	-	1	1	1	1	40	DG, NYS
Enhance street family protection	Training caregivers, social workers and services providers	Caregivers trained	No. of Caregivers trained	Quarterly	1250	250	250	250	250	250	875	Directorate of Devoluti on
	Provision of skills to rehabilitated street	Street children	No. of Street									



Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
	children and sensitization of County governments on the need to mainstream budget and planning for street families	trained  County governments sensitized	children trained  No. of County governments sensitized		2500  25	500  5	500  5	500  5	500  5	500  5		
Mainstreaming disability issues in policies at workplace	Development of disability mainstreaming workplace strategy	Disability mainstreaming workplace strategy developed	The Strategy	Once	1	1					1	Social and Governance
	Sensitization and training of staff on provision of services to People with Disability (PWD)	Staff sensitized and trained on provision of services to People with Disability	No. of staff sensitized and trained.	Annually	250	50	50	50	50	50	7.5	
Strategic Area 6: Transforming the Public Service												
Strategic Objective 6.1: To Strengthen Human Resource Management and Development.												
Formulate and review HR policies and develop systems for efficient management and development of staff.	Develop Human Resource Strategy for Public Service	Human Resource Strategy developed	The Human Resource Strategy	1 <sup>st</sup> year	1	1	-	-	-	-	5	Public Service Management (PSM)
	Develop Policy on research based decision making	Policy document on research based decision making developed	The Policy	2 <sup>nd</sup> year	1	-	1	-	-	-	22.7	PSM
	Finalize automation of Human Resource management through Government	Modules of GHRIS Completed	No. of GHRIS modules developed and completed.	1 <sup>st</sup> and 2 <sup>nd</sup> year	2	1	1	-	-	-	180	PSM

Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
	Human Resource management Information system											
	Coordinate and implement Capacity Rationalization and assessment Programme in the Public Service	Public Service Rationalized.	Capacity Rationalization and Assessment Report	1 <sup>st</sup> , 2 <sup>nd</sup> and 3 <sup>rd</sup> year	3	1	1	1	-	-	2,000	PSM
	Monitor and Evaluate Human Resource Management Practices in the Public Service	Monitoring and Evaluation tool developed. Monitoring and Evaluation Reports	Developed Monitoring and Evaluation tool  No. of Monitoring and Evaluation Reports	Annually	1  5	1  1	-  1	-  1	-  1	-  1	6,400	PSM
	Train and capacity build public servants at both the national and devolved levels.	National Capacity Building Framework developed  Training and capacity building programmes and proposals developed and implemented.	National Capacity Building Framework  No. of capacity building programmes developed  No. of people trained.  No. of proposals and scholarships awarded.  No. of training offers received and implemented.	Quarterly	50,000	10,000	10,000	10,000	10,000	10,000	3,025	PSM
	Undertake a skills audit	Skills and competencies	Skills inventory Reports	Quarterly	15	3	3	3	3	3		PSM

Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
		assessment reports	Skills audit Reports	Annually	5	1	1	1	1	1		
	Carry out a Training Needs Assessment(TNA)	Training Needs Assessment Reports	No. of TNAs and TNA reports.	Annually	5	1	1	1	1	1		PSM
	Develop and implement HRD Policy	HRD Policy developed and implemented	HRD Policy	Annual	1	1	-	-	-	-		PSM
	Review Induction Handbook for Civil Servants	Induction Handbook for Civil Servants reviewed	Reviewed induction Handbook for Civil Servants	1 <sup>st</sup> Year	1	1	-	-	-	-		PSM
	Increase uptake of Training Revolving Fund	Uptake of TRF increased	Amount of revolving fund absorbed  No. of Public servants accessing TRF	Annually	Kshs. 200M	40M	40M	40M	40M	40M	200	PSM
Develop and provide policy guideline for effective payroll management.	Develop and implement payroll management Policy	Payroll management Policy developed and implemented	Payroll management Policy	1 <sup>st</sup> year,	1	1	-	-	-	-	155.6	PSM
	Update IPPD and Payroll management System in the Public Service	IPPD and Payroll Management system in the Public Service updated	Up to date IPPD and Payroll Management system in the Public Service	Annually								
Strategic Objective 6.2: To ensure an optimal and motivated public service.												

Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
Design and review organizational structures and determine staffing levels.	Undertake Workload analysis and organizational Review at both National and County Level.	Organizational/ Workload Analysis Reports for both National and County Government	Organizational/ Workload Analysis Reports for both National and County Government  No. of organization studies undertaken  No. of designed organization Structures	Annually	75	15	15	15	15	15	5	PSM
Develop and review career progression guidelines in the public service.	Develop and Review Schemes of Service /career progression guidelines in the public service.	Schemes of Service/Career progression Guidelines developed/reviewed	No. of Schemes of Service/Career progression Guidelines developed/reviewed	1 <sup>st</sup> year	1	1	-	-	-	-	192.5	PSM
	Develop/review Schemes of Service	Schemes of Service developed/reviewed.	No. of Schemes of service developed/reviewed.	Annually	100	20	20	20	20	20		PSM
	Harmonise grading structures across the Public Service	Generic Grading Structure for the Public Service harmonized.	No. of Harmonised Generic Grading structures.	Annually	5	1	1	1	1	1		PSM
Promote creativity and innovations of public servants.	Develop Modalities of tapping creativity and innovation potential for public servants	Guidelines on tapping creativity and innovation potential for public servants developed.	Guidelines on tapping creativity and innovation potential for public servants	Annually	5	1	1	1	1	1	33.1	PSM
	Review Public Service innovations and award	Public Service Innovations and award	Reviewed Public Service Innovation and award	1 <sup>st</sup> and 2 <sup>nd</sup> Year.	2	1	1	-	-	-		PSM

Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
	schemes.	Scheme reviewed.	Scheme.									
	Hold Public Service innovation days	Public Service innovation days held.	No. of Public Service innovation days held	1 <sup>st</sup> , 3 <sup>rd</sup> and 5 <sup>th</sup> year	3	1	-	1	-	1	30	PSM
	Review Medical Insurance Scheme	Medical Insurance Scheme Reviewed	Reviewed Medical Insurance Scheme	Annually	5	1	1	1	1	1	23,000	PSM
	Develop Medical Insurance Scheme Handbook	Medical Insurance Scheme Handbook developed	Medical Insurance Scheme Handbook	1 <sup>st</sup> year	1	1	-	-	-	-		PSM
	Continue to implement Medical Insurance Scheme	Medical Scheme implemented	Number of public servants using the scheme.	Continuous	Civil Servants and Disciplined Forces	-	-	-	-	-		PSM
Strategic Objective 6.3: To promote performance management.												
Fully institutionalize performance appraisal system and performance contracting	Review Performance Appraisal System	Performance Appraisal System reviewed	Reviewed Performance Appraisal System	1 <sup>st</sup> year	1	1	-	-	-	-	75	PSM
	Facilitate and support County governments to adopt Performance Contracting and Appraisals	County governments facilitated and supported.	No. of County Governments supported in a year.	Annually	47 Counties						130	
	Develop and implement the automated real-time Performance tracking and Monitoring System	Real time performance monitoring system in place and functional	Calls for expression of interest.  Signed contract for development of PMS  Completion Certificate	1 <sup>st</sup> and 2 <sup>nd</sup> year	2	1	1	-	-	-	2,000	PSM

Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
	Conduct trainings for 2,700 champions on PMS.	Champions on PMS trained	No. of Champions trained on PMS	Annually	2700	540	540	540	540	540	135	PSM
	Review PC guidelines	PC guidelines revised	No. of retreats held.  No. of stakeholders engaged.  Reviewed PC guidelines	Annually	15  5	3  1	3  1	3  1	3  1	3  1	16,200	PSM
	Review of Sector Performance Standards (SPS)	SPS revised	No. of retreats held.  No. of stakeholders engaged.  Reviewed SPS	1 <sup>st</sup> year  1	15  1	3  1	3  1	3  1	3  1	3  1		PSM
	Carry out Nationwide customer satisfaction survey	Nationwide customer satisfaction survey.	Nationwide Customer satisfaction Survey report.	1 <sup>st</sup> , 3 <sup>rd</sup> and 5 <sup>th</sup> year	3	1		1		1	31.5	PSM
Service delivery process re-engineering.	Re-engineer services offered to the public	Service delivery processes re-engineered	No. of service delivery processes re-engineered.  No. of MDAs and counties with re-engineered services  Annual % of citizenry accessing	Quarterly, annually  Annually  Annually	70	-	10	15	20	25	1,300	PSM

Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
			the services									
	Develop online web portals for alternative service delivery	Web portal for public services developed.	-Interactive web portal in place  -Number of hits  -Annual Percentage increase in customer satisfaction	Annually	100	20	30	20	15	15	1,000	PSM
	Roll out Huduma centres in counties	Huduma Centres established in counties.	No. of Huduma centres in Counties	Annually	47 Counties	14	14	14	5	-	16,200	PSM
	Facilitate capacity enhancement for productivity improvement in the public service (kaizen concept)	Capacity building programme on productivity facilitated.	-Number of institutions that have embraced productivity and certified  - Number of staff trained and certified	Annually	60	-	10	15	20	15	800	PSM
	Develop and implement talent development framework	Framework for talent development developed.	-Number of institutions implementing talent development framework  -Level of talent retention in the public sector	Annually	70	10	10	15	20	15	800	PSM
Engender a	Enhance capacity	Transformation	Number of	Quarterly,	25	50	50	50	50	50	700	PSM

Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
culture of quality service delivery	to manage for results through transformational leadership training and institutional capacity building	al leadership training and institutional capacity building mounted  Fit-for-Purpose public institutions	trainings held.	annually	5	1	1	1	1	1		
			Training/capacity building reports									
	Promote Knowledge sharing on Reform Initiatives through Community of Practice(CoP) fora	Awareness created on Reforms	-Online knowledge sharing platform  -Peer to Peer knowledge sharing at regional level  -Number of KCoP fora held  -Annual Percentage increase of awareness of Management for Development Results (MfDR).	Annually	100	20	20	20	20	20	1,000	PSM
Strategic Area 7: Institutional strengthening and Financing												
Strategic Objective 7.1: To enhance co-operation between Kenya and regional and international economic institutions												
Participation in National, Regional and	Prepare country reports and participate in	COMESA  SDGEA	COUNTRY REPORTS	YEARLY	15	3	3	3	3	3	5	Directorate of



Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
International treaties, conventions and protocols	Treaty monitoring Forums	CSW										Gender
Participation in National, regional and international treaties, conventions and protocols	Enhance coordination of CAADP and the Home Grown School Feeding Programme in Kenya	Improved Agricultural productivity & food security	Reports	Annual	60	12	12	12	12	12	60	NEPAD
	Coordination with other regional NEPAD offices for knowledge sharing and best practices on NEPAD Infrastructure Projects	Improved infrastructure	Reports	Annual	60	12	12	12	12	12	10	NEPAD
	Develop & implement a strategy for strengthening the NEPAD E-schools programme	Integration of ICT in Education curricular	Reports	Annual	60	12	12	12	12	12	10	NEPAD
	Monitoring, evaluation and reporting on status of implementation of NEPAD projects.	Improved implementation and coordination	Reports	Annual	60	12	12	12	12	12	20	NEPAD
	Assess governance issues in the country and make recommendations under the African Peer Review Mechanism	Recognised governance issues in the country.	No. of Issues identified.  Nature of recommendations made.	Annual	60	12	12	12	12	12	20	NEPAD
	Strategic Objective 7.2: To strengthen IEC and ICT for better service delivery											

Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
Build capacity and networks to ensure Government reform agenda is understood and supported	Develop adequate Government communication channels for reforms	Government reform agenda publicized	Number of channels established	Annual	5	1	1	1	1	1	40	IEC
	Engage the public in civic dialogue forums through the mass media	Public participation engendered	Number of civic forums held	Annual	5	1	1	1	1	1	40	
Integrated performance management system	Identify the information needs for comprehensive performance tracking system	System requirements identified	Requirement document	Annual	5	1	1	1	1	1	1	ICT
	Prepare the request for proposal for the Design and development of the system	System Design guidelines developed and vendor identified	Number of documents	Annual	5	1	1	1	1	1	1	
<b>1.Document and Implement Database Management Principles</b>												
<b>1.1 Information Sharing, Efficiency and Effectiveness of IT Processes</b>	<u>Develop guidelines for business process reengineering</u>	<u>Uniform approach to improving processes</u>	<u>Guidelines document issued</u>	<u>1<sup>st</sup> and 4<sup>th</sup> year</u>	<u>2</u>	<u>1</u>			<u>1</u>		<u>200,000</u>	<u>ADM/ICT /DIRECT ORATES</u>
	<u>Develop guidelines for systems development</u>	<u>Uniform approach to system development</u>	<u>Guidelines document issued</u>	<u>2<sup>nd</sup> and 4<sup>th</sup> year</u>	<u>2</u>	<u>1</u>			<u>1</u>		<u>200,000</u>	
	<u>Take stock and Identify systems that can be</u>	<u>Shared services</u>	<u>Number of systems</u>	<u>1st Year</u>	<u>10</u>	<u>10</u>						← --- Formatted Table
<b>.IMPROVE INTERACTION WITH STAKEHOLDERS AND GROW THE DIGITAL CHANNEL</b>												
<b>2.1 Develop help desk system and Complaints Management</b>	<u>Design and develop help desk system</u>	<u>Improved service delivery</u>	<u>quick support access and response</u>		<u>1</u>	<u>1</u>					<u>2,000,000</u>	<u>ADM/ICT /DIRECT ORATES</u>

Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
<u>System</u>												
	<u>Identify information demands for internal and external customers</u>	<u>Categorised customer Information requirements</u>	<u>Customer details document and Number of complaints handled</u>	<u>annually</u>	<u>5</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>		
<u>2.2 Rationalise entry points for information and increase accessibility</u>	<u>Design and develop website portal and automate forms for online uses and develop mobile phone interface for users to obtain information easily</u>	<u>Portal and mobile interface developed</u>	<u>Level of customer satisfaction and participation and one primary entry point for all users/citizens</u>	<u>1<sup>st</sup> and 3rd</u>	<u>2</u>	<u>1</u>		<u>1</u>			<u>3,000,000</u>	<u>ADM/ICT/DIRECTORATES</u>
	<u>Train technical staff and all users</u>	<u>Users able to interact with system within shortest time</u>	<u>Number of people trained</u>	<u>annually</u>	<u>500</u>	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>	<u>300,000</u>	
<b>3.IMPLEMENT THE CONCEPTUAL FRAMEWORK FOR SPECIFIC SOLUTIONS FOR DIFFERENT DEPARTMENTS TO SUPPORT BUSINESS PROCESSES</b>												
<u>3.1 Business process reengineering</u>	<u>Develop and implement guidelines for business process reengineering</u>	<u>Efficient Information sharing</u>	<u>Efficient systems and reduced transaction time</u>	<u>1st and 3rd year</u>	<u>2</u>	<u>1</u>		<u>1</u>			<u>2,000,000</u>	<u>ADM/ICT/DIRECTORATES</u>
	<u>Document systems development guidelines and Define Software Development Life Cycle activities</u>	<u>Quality systems developed and Compliance to core data models and all applicable standards</u>	<u>Guidelines document and MIS System design Guidelines and standards adhered to</u>	<u>1st and 3rd year</u>	<u>2</u>	<u>1</u>		<u>1</u>			<u>1,000,000</u>	
<u>3.2 integrated performance management system</u>	<u>Identify the information needs for comprehensive performance tracking system</u>	<u>System requirements identified</u>	<u>Requirement document</u>	<u>1<sup>st</sup></u>	<u>1</u>	<u>1</u>						<u>ADM/ICT/DIRECTORATES</u>

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Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
	<a href="#">Prepare the request for proposal for the Design and development of the system</a>	<a href="#">System Design guidelines developed and vendor identified</a>	<a href="#">Number of documents</a>	<a href="#">1<sup>st</sup></a>	<a href="#">1</a>	<a href="#">1</a>						
	<a href="#">development of the system, dashboard and other reporting tools</a>	<a href="#">Performance management system developed</a>	<a href="#">Systems developed</a>	<a href="#">2<sup>nd</sup></a>	<a href="#">1</a>		<a href="#">1</a>					
<a href="#">3.3 Document Management System with Workflow geared towards a paperless office</a>	<a href="#">Replace the old files and make proper files arrangements at the Central File Registry, Departments/Units at the Ministry</a>	<a href="#">Proper indexed documents at the central file registry</a>	<a href="#">Number of documents indexed</a>	<a href="#">1<sup>st</sup></a>	<a href="#">1</a>	<a href="#">1</a>						<a href="#">ADM/ICT /DIRECT ORATES</a>
	<a href="#">Prepare system requirements document for Vendor identification</a>	<a href="#">Vendor identified</a>	<a href="#">Requirements document and contract document</a>	<a href="#">1<sup>st</sup></a>	<a href="#">1</a>	<a href="#">1</a>						
	<a href="#">Design and develop the system</a>	<a href="#">System to support paperless office</a>	<a href="#">Reduction in transaction time and number of documents available online</a>	<a href="#">2<sup>nd</sup></a>	<a href="#">1</a>		<a href="#">1</a>					
<a href="#">Unified communication system</a>	<a href="#">Prepare system requirements document for Vendor identification</a>	<a href="#">Vendor identified</a>	<a href="#">Requirements document and contract document</a>	<a href="#">1<sup>st</sup></a>	<a href="#">1</a>	<a href="#">1</a>						<a href="#">ADM/ICT /DIRECT ORATES</a>
	<a href="#">Design and develop the system</a>	<a href="#">system to support effective communication</a>	<a href="#">Reduction in transaction time and number of communication channels available</a>	<a href="#">2<sup>nd</sup></a>	<a href="#">1</a>		<a href="#">1</a>					
<a href="#">3.6 National Monitoring and Evaluation System</a>	<a href="#">Identify data and information needs</a>			<a href="#">1<sup>st</sup> Year</a>			<a href="#">1</a>					<a href="#">ADM/ICT /DIRECT ORATES</a>

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Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget (millions)	Resp.
						Y1	Y2	Y3	Y4	Y5		
	<u>Determine attributes for the core data model and determine data structure for each attribute</u>	<u>Data model and data structures determined</u>	<u>Data description Document</u>			<u>1</u>						
	<u>Prepare requirement document and the RFP</u>	<u>System tendered</u>	<u>Requirement document and contract document</u>	<u>1<sup>st</sup></u>	<u>1</u>	<u>1</u>						
	<u>Design and develop system based on modules and integrate with existing systems</u>	<u>Real time reporting</u>	<u>Number of systems</u>	<u>2<sup>nd</sup></u>	<u>1</u>		<u>1</u>					
<b>. MANAGE-ICT USE AND SECURITY ISSUES IN A COMPREHENSIVE AND COORDINATED WAY.</b>												
<u>7.1 Instituting Policies for Information Security and IT Risks</u>	<u>Prepare information security policy</u>		<u>Information security policy documented</u>									<u>ADM/ICT/DIRECTORATES</u>
	<u>Approve Ministry's information security policy and business continuity plan</u>		<u>Improved data backups, recovery Procedure, Business continuity plan prepared and server environment</u>									
Strategic Objective 7.3: To improve mobilization, utilisation and management of financial resources												
Mobilize and prudently utilize and manage Financial Resources	Coordinating the preparation of the MTEF budget with relevant Treasury circulars	Itemised , Forward and Supplementary budgets	Printed Estimates	Annual	5	1	1	1	1	1	100	Finance & Account
	Hold monthly Ministerial budget committee meetings.	Monthly budget implementation status	Monthly Budget Reports	Monthly	60	12	12	12	12	12	30	

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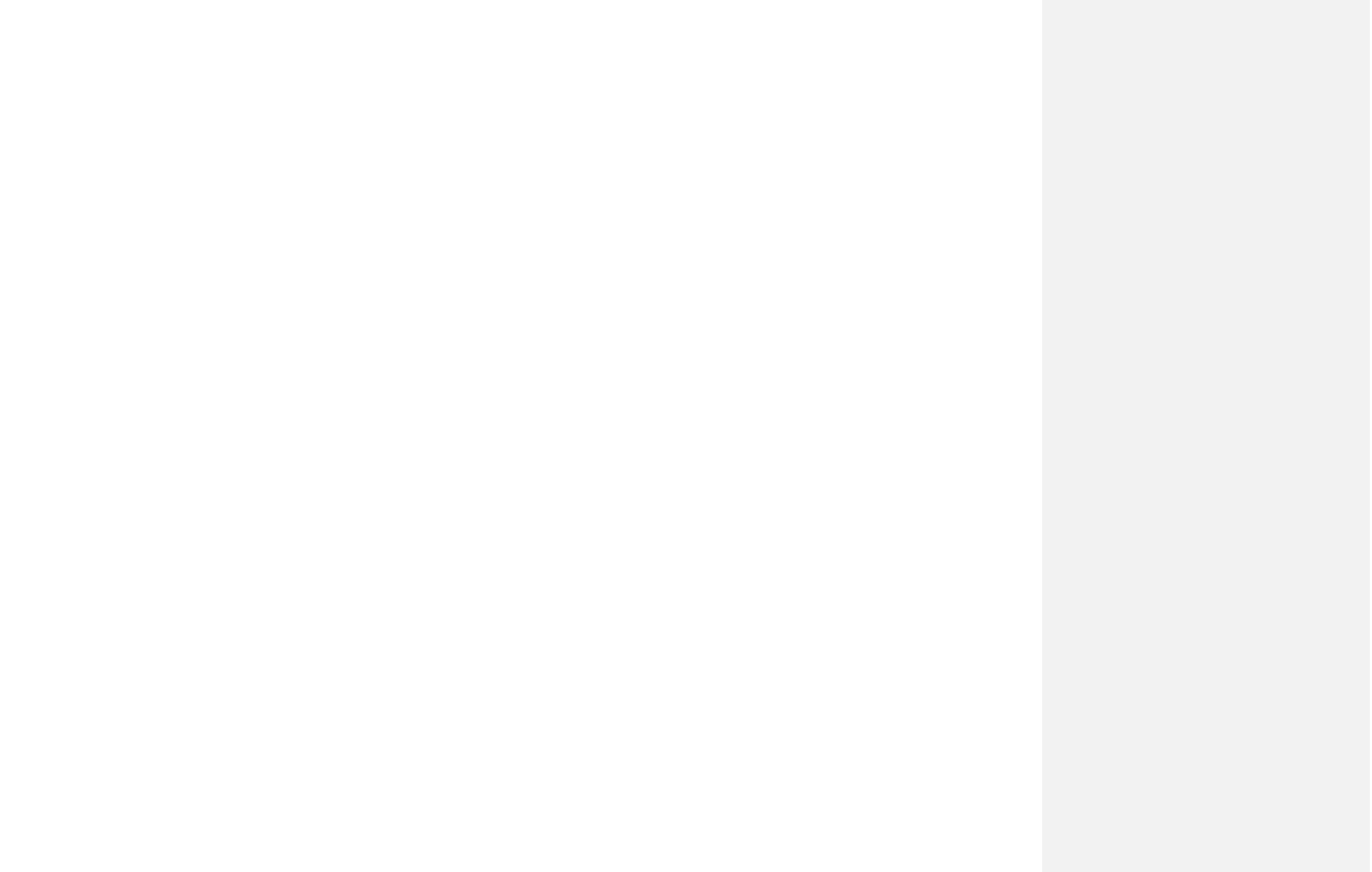
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## Annexure 5: Ministry's SAGAS & INDEPENDENT OFFICES

The Ministry's SAGAs, Constitutional Commissions and Independent Offices as outlined in Executive Order No. 2 of May 2013 are:

1. NEPAD/ APRM (AU Protocol)
2. Vision 2030 Board
3. National Economic and Social Council
4. National Planning Authority
5. Community Development Trust Fund
6. National Council for Population and Development
7. Kenya Institute of Public Policy Research and Analysis (KIPPRA)
8. Kenya National Bureau of Statistics (KNBS)
9. Constituency Development Fund Board
10. Kenya School of Government
11. Efficiency Monitoring Unit (EMU)
12. Inspectorate of State Corporations
13. National Drought Management Authority
14. Humanitarian Mitigation and Resettlement Fund
15. Transition Authority
16. Public service Commission
17. Youth Enterprise development Fund
18. Kenya National Youth Council
19. Kenya Association of Youth Centres
20. National Youth Service
21. Women Enterprise Fund
22. NGO Board
23. NGO Coordination Bureau

Annexure 6: Reporting template

Strategic Objective 1							
Outcome							
Activity	Output	Indicator	Baseline	Target	Achievements	Variance	Comments
Activity 1	Output 1						
	Output 2						
	Output 3						
Activity 2	Output1						
	Output 2						
	Output 3						



Annexure 7: LIST OF INSTITUTIONS THAT PARTICIPATED IN THE STRATEGIC PLAN VALIDATION FORUM

S/NO	INSTITUTION	S/NO	INSTITUTION
1.	Ministry of Devolution and Planning	2.	National Environment and Management Authority
3.	The National Treasury	4.	Kenya School of Government
5.	Ministry of Interior and Coordination of National Government	6.	National Drought Management Authority
7.	Ministry of Defence	8.	NGO Council
9.	Ministry of Health	10.	World Bank
11.	Ministry of Transport and Infrastructure	12.	Africa Development Bank
13.	Ministry of Mining	14.	UNICEF
15.	Ministry of Sports, Culture and Arts	16.	Korea International Cooperation Agency (KOICA)
17.	Ministry of Environment, Water and Natural Resources	18.	Japan Embassy
19.	Ministry of Foreign Affairs and International Trade	20.	Embassy of Norway
21.	Ministry of Labour and Social Security Services	22.	Nairobi County Council
23.	Ministry of Lands and Urban Development	24.	Egerton University
25.	Ministry of Education, Science and Technology	26.	University of Nairobi
27.	Ministry of East Africa Affairs, Commerce and Tourism	28.	Kenyatta University
29.	Ministry of Information, Communication and Technology	30.	St. Paul's University
31.	Transition Authority	32.	Kenya Conference of Catholic Bishops
33.	Kenya National Bureau of Statistics	34.	Supkem
35.	Kenya Institute of Public Policy Research and Analysis	36.	Hindu Council
37.	National Council for Population and Development	38.	National Council of Persons with Disabilities
39.	Youth Enterprise Development Fund Board	40.	Northern Kenya Education Trust
41.	Youth Enterprise Development Fund	42.	Amuka Tumaini Community Organisation
43.	Women Enterprise Fund	44.	Tugeka Community Organisation
45.	Huduma Kenya	46.	The People
47.	National Youth Service	48.	KBC
49.	KBCTV	50.	Nation Media
51.	The Star	52.	Xinhua
53.	Gospel Bill Show (GBS)	54.	Ghetto Radio
55.	Kameme	56.	Freelance Africa
57.	Milele		