



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

# State Department for Parliamentary Affairs

## STRATEGIC PLAN 2023 – 2027



## **MOTTO:**

Harmony in Service Delivery

## **VISION STATEMENT**

Excellence in Coordination of Transformative Government  
Legislative Agenda

## **MISSION STATEMENT**

To effectively coordinate the formulation and implementation of national government policies and legislations to accelerate the achievement of the National Development Agenda.

## **CORE VALUES**

Whole of Government  
Open Government  
Professionalism  
Teamwork  
Innovativeness  
Responsiveness

# FOREWORD



It is with great pleasure that I present the State Department for Parliamentary Affairs 2023-2027 Strategic Plan. The Strategic Plan is the main instrument that will provide the strategic direction in the implementation of State Departments functions’.

The Strategic Plan aligns with the mandate as outlined in Executive Order 2 of 2023 and draws from the Constitution of Kenya 2010, Kenya Vision 2030 as well as its Fourth Medium Term Plan (MTP IV). It is also aligned with Bottom-Up Economic Transformation Agenda (BETA) alongside global benchmarks like the Sustainable Development Goals (SDGs) and the Africa Union Agenda 2050.

The Strategic Plan has identified strategies vital in the coordination of the enabling policy and legislation frameworks necessary

for the achievement of the National Development Agenda. It further identifies the outputs, organizational frameworks and investments crucial for the successful implementation of the strategies. Towards the achievement of its objectives, the State Department will collaborate with the relevant stakeholders and deploy a monitoring and evaluation mechanism to track the implementation progress.

I wish to emphasize that the Strategic Plan is a statement of intent whose key result areas will be realized if effectively implemented. We will endeavor to build synergies and strengthen collaborations and partnerships to enhance service delivery.

I sincerely thank the Principal Secretary and all those who participated in the development of the Strategic Plan for their insights and commitment. I therefore urge you all to support our efforts for the successful implementation of the 2023–2027 Strategic Plan.

**H.E. Dr. Musalia Mudavadi, EGH**  
**Prime Cabinet Secretary**  
**Office of the Prime Cabinet Secretary and**  
**Ministry of Foreign and Diaspora Affairs**

# PREFACE AND ACKNOWLEDGEMENT



The State Department has developed its inaugural Strategic Plan to serve as a blueprint for implementing its activities and programmes for the period 2023 – 2027. Our environment has evolved over time, shaped by issues such as post-COVID-19 economic shocks, ongoing geopolitical debates, demographic trends, digital advancements, climate action, and international agreements. The Strategic Planning process provided a vital opportunity to assess our operations and adapt to the required dynamism, especially in a rapidly changing global, regional, and local environment. This plan benefited greatly from in-depth analyses of situational assessments and stakeholder analysis that led to key result areas the State Department will be focusing on during the execution of its functions for

the next five years.

The key result areas align with national development priorities. The Plan outlines the State Department’s coordinating strategies aimed at achieving policy and legislative initiatives for Ministries, Departments, and Agencies (MDAs) towards the realization of the government’s Bottom-Up Economic Transformation Agenda (BETA).

The Plan’s implementation will be through Departments and Units’ Annual Work Plans (AWPs), as well as Performance Contracting and Performance Appraisal System mechanisms. It will also inform budgeting and human resource planning. This Plan’s successful implementation is expected to align all State Departments Units with its mandate, the Government’s BETA and within the broader context of Kenya Vision 2030, African Union Agenda 2063, Sustainable Development Goals (SDGs) and EAC Vision 2050.

I extend my gratitude to the Prime Cabinet Secretary for the invaluable policy guidance provided during the Strategic Planning process. I also thank the Strategic Plan Technical Team for steering the process. Special thanks go to the Heads of Directorates, Departments, and the staff of the Central Planning and Project Monitoring Department (CPPMD) for their overall coordination efforts and inputs. To all involved in preparing this plan, your contributions have been truly appreciated.

**Dr. Aurelia Chepkirui Rono, PhD, CPA, CBS**  
**Principal Secretary**  
**State Department for Parliamentary Affairs**

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## DEFINITION OF CONCEPTS AND TERMINOLOGIES

<b>Action Plan</b>	:	An elaborate matrix linking the strategic issues to activities through KRAs, Outcomes, Strategic Objectives and Strategic Goals
<b>Activities</b>	:	Process or actions which use a range of inputs to produce the desired outputs and ultimately outcomes
<b>Assumptions</b>	:	Factors that are accepted as true and certain to happen without proof
<b>Baseline</b>	:	Current level of performance that the institution aims to improve.
<b>Evaluation</b>	:	Periodic assessment of the performance of identified outcomes towards the achievement of the set objectives
<b>Implementation Plan</b>	:	Details of schedule of activities of the tasks that can be used to track success or failure important to the institution and identifies the outcomes
<b>Indicator</b>	:	Predetermined signal at a specific point /data points used to monitor and evaluate progress
<b>Inputs</b>	:	Resources which contribute to the production and delivery of outputs measured and evaluated
<b>Monitoring</b>	:	Process of tracking the progress made in the implementation of activities per the compiled plans' implementation matrix
<b>Open-Government</b>	:	Culture of governance that promotes principles of transparency, integrity, accountability and participation that fosters democracy and inclusive growth
<b>Outcomes</b>	:	Medium-term results which are the consequence of achieving specific outputs
<b>Outputs</b>	:	Final tangible products, or goods and services delivered as a result of activities
<b>Performance contract</b>	:	A yearly accountability tool used to ensure effective and efficient service delivery in public service
<b>Risks</b>	:	Potential unintended outcomes that will affect the achievement of an institution predetermined results
<b>Stakeholder</b>	:	Any person, group or institution that has an interest in the activities of another organization
<b>Strategic Plan</b>	:	Clearly defined plan that focuses on issues that are strategic to the organization
<b>Stakeholder</b>	:	Any person, group or institution that has an interest in the activities of another organization
<b>Strategy</b>	:	A well thought approach which involves a series of decisions and actions aimed at achieving specified goals
<b>Target</b>	:	Level of performance the institution would like to achieve and must be specific, measurable attainable, realistic and timely (SMART)
<b>Whole of Government</b>	:	Process where the Government actively uses its networks across different agencies within that Government to coordinate the design and implementation of interventions in order to increase effectiveness and achievement of the desired objectives.

# ACRONYMS AND ABBREVIATIONS

AG	-	Attorney General
AU	-	African Union
AWPs	-	Annual Work Plans
BETA	-	Bottom-Up Economic Transformation Agenda
CoG	-	Council of Government
CPPMD	-	Central Planning & Project Monitoring Department
EAC	-	East African Community
e-NIMES	-	electronic National Integrated Monitoring and Evaluation System
GHRIS	-	Government Human Resource Information System
GLA	-	Government Legislative Agenda
HRM&D	-	Human Resource Management & Development
ICT	-	Information and Communication Technology
ICTA	-	Information and Communication Technology Authority
IFMIS	-	Integrated Financial Management Information System
IPPD	-	Integrated Product and Process Development
KPIs	-	Key performance indicators
KRAs	-	Key Result Areas
L&PAD	-	Legislative & Parliamentary Affairs Directorate
M&E	-	Monitoring & Evaluation
MDAs	-	Ministries, Departments and Agencies
MSMEs	-	Micro, Small and Medium Enterprises (MSMEs);
MTEF	-	Medium Term Expenditure Framework
MTP IV	-	Fourth Medium Term Plan
MTPs	-	Medium-Term Plans
OP	-	Open Government
OPCS	-	Office of the Prime Cabinet Secretary
PC	-	Performance Contracting
PC&SD	-	Policy Coordination & Strategy Directorate
PFMA	-	Public Finance Management Act
SDEP	-	State Department for Economic Planning
SDGs	-	Sustainable Development Goals
SDPA	-	State Department for Parliamentary Affairs
SO	-	Strategic Objective
STTs	-	Strategic Theme Teams
TNT	-	The National Treasury
ToRs	-	Terms of Reference
TOT	-	Training of trainers
UHR	-	Unified Human Resource
WoG	-	Whole of Government

# EXECUTIVE SUMMARY

This Strategic Plan for the State Department for Parliamentary Affairs covers the period 2023-2027. It is developed in line with its mandate as stipulated in Executive Order No. 2 of 2023 on Organization of the Government of the Republic of Kenya and objectives of the Fourth Medium Term Plan (MTP IV), which is the Fourth Phase of the implementation of Kenya Vision 2030. It is also aligned with international and national aspirations and Agendas including the United Nations Sustainable Development Goals (SDGs), United Nations 2030 Agenda for Sustainable Development; African Union Agenda 2063; East Africa Community Vision 2050; and the Constitution of Kenya. The Plan was prepared in consultation with internal and external stakeholders and developed in adherence to provided Guidelines by the State Department of Economic Planning and the consequent legal and policy provisions.

The State Department coordinates the enabling policy and regulatory environment towards realization of the National Government Development Agenda including the “Bottom Up Economic Transformation Agenda” initiatives. It will play a key role in the development of policies and legislation for a transformative Government through the coordination of the implementation of the Government Legislative Agenda. The achievement of these objectives will be driven by strengthening of strategic partnerships and collaborations.

The key outcomes being pursued by the Strategic Plan include; enhanced policy and legislation coordination, effective dispatch of Government Business in Parliament, enhanced stakeholder/citizen engagement and strengthened institutional capacity. Further, the Strategic Plan is designed along four strategic key result areas namely: Policy & legislation coordination; Liaison of the Executive with Parliament; stakeholders/citizens engagement; and institutional capacity development. The strategic key result areas comprise of key strategies, and activities expected to lead the realization of the strategic outcomes.

Key outputs envisioned under this Strategic Plan include; development of Public Policy Handbook, development of guidelines for policy and legislation, development of policy and legislation Information Tracking System, preparation and publication of annual Government Legislative Agenda Programme, development of Parliamentary Liaison Framework and framework for stakeholders engagement in policy making, policy research on topical issues, policy briefs to inform decision making, and policy and legislation aligned with the government development agenda. The plan further lays emphasis on capacity building on policy and legislation development and implementation both at the National and County levels.

The total estimated resource requirements for the five - year plan period amount to Kshs 9,996.89 million while total allocations amount to Kshs 3,556.8 million and hence a gap of Kshs 6,440.09. In order to close the gaps, a resource mobilization strategy has been incorporated in the Strategic Plan. It specifically targets the alternative financing through development partners as well as

# CHAPTER 1: INTRODUCTION

innovative ways of resource management. In addition, a monitoring and evaluation framework has been developed to track the progress in the implementation of the Strategic Plan and provide for a mid-term and end-term evaluation.

The Strategic Plan is organized into eight chapters. Chapter One provides an overview of the strategy as an imperative for organizational success; the context of the Strategic Plan; the establishment of State Department; and the methodology adopted in developing the Strategic Plan. Chapter Two provides the State Department's mandate, vision, mission, strategic goals, core values and the quality policy statement.

Chapter Three examines the external environment; i.e. opportunities and strengths; internal environment i.e. strengths and weakness and stakeholder associated with the implementation of the stipulated strategies. Chapter Four explains the strategic issues the Strategic Plan is destined to address, strategic goals and key results areas geared towards achieving its mandate.

Chapter Five provides an overview of the strategic objectives, outcome, outcome indicator and strategies while Chapter Six provides a description how the Strategic Plan will be the operationalized and institutionalized through the implementation plan, the coordination framework and risk management framework. Chapter Seven details the financial resource requirements, resource gaps, resource mobilization strategies and the resource management while Chapter Eight explains the monitoring, evaluation and reporting frameworks and the feedback mechanism.

This chapter presents the strategy as an imperative for organizational success; the context of the Strategic Plan in line with global, regional and national development frameworks; the establishment of the State Department for Parliamentary Affairs (SDPA); guiding policy and legal frameworks; and the methodology that was adopted in developing the Strategic Plan for 2023-2027.



## 1.1 Strategy as an imperative for Organizational Success

The Strategic Plan provides the necessary framework for executing the core mandate and functions of the SDPA aligned to the national development agenda. Specifically, the plan provides a coherent and workable framework for MDAs coordination in policies and legislation development and implementation. The plan also outlines modalities for rallying stakeholders and the citizens towards enhancing inclusivity in government legislative agenda processes.

The State Department for Parliamentary Affairs (SDPA) was first established as a key department under the Office of the Prime Cabinet Secretary vide Executive order No. 1 of 2022. The State Department has since then been redefined by subsequent Executive Orders. The Executive Order No.2 of 2023 on Organization of the Government of the Republic of Kenya redefined and elaborated on the functions of the State Department.

The mandate as per the Executive Order No.2 of 2023 is to coordinate the implementation of the National Government's legislative agenda across all Ministries and State Departments in consultation with, and for transmission to the Party/Coalition Leadership in Parliament. This Strategic Plan demonstrates how the SDPA will achieve its mandate through the strategic goals of strengthening policy and legislative frameworks across MDAs, effective dispatch of government business in parliament and strengthening institutional capacity. The plan also identifies the strategies to be adopted to achieve the strategic objectives for the benefit of attaining the agreed outcomes and improving service delivery.

Further, the SDPA in its strategies will establish coordination frameworks that ensure MDAs and other key stakeholders engage, problem-solve and make decisions that will ensure effective formulation and implementation of policy and legislations. The plan provides mechanism for oversight over the implementation of the government's priority policies and legislation, and system for engagement in the legislative process all aimed at assisting in unblocking bottlenecks in implementation.

During the plan period, the SDPA will also apply the Whole of Government (WoG) and Open Government (OG) approaches in decision-making, coordination of efforts and streamlining of systems. This will promote transparency, accountability and participation for effective policy and legislations implementation and better delivery of services.

## 1.2 The Context of Strategic Planning

The SDPA Strategic Plan is developed in the context of global, regional and national development frameworks and priorities that plays a pivotal role in shaping the future of the nation. Specifically, SDPA Strategic Plan is aligned with agendas and aspirations of the United Nations 2030 Agenda for Sustainable Development; African Union Agenda 2063; East Africa Community Vision 2050; Constitution of Kenya; Kenya Vision 2030; Fourth Medium Term plan; and Bottom-Up Economic Transformation Agenda (BETA). The aspirations and agendas are interconnected and outline strategies for inclusive growth, poverty reduction, and job creation to foster sustainable development and prosperity.

### 1.2.1 United Nations 2030 Agenda for Sustainable Development

The Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. The SDPA's mandate and the Strategic Plan are vital instruments in contributing to the attainment of the Sustainable Development Goals (SDGs). Moreover, by effectively overseeing government's policies and legislation, the SDPA indirectly contributes to addressing a range of SDGs that encompass various aspects of national development and well-being. Specifically, the SDPA's role aligns with specific SDGs as summarized below:

- Goal 10 Target 2 aims to “empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, economic or other status”: The SDPA will ensure that all the MDAs work in synergy to ensure there is participation of stakeholders in determining and implementing policies and requisite legislation;
- Goal 17, Target 14 aims to “Enhance policy coherence for sustainable development”: In executing its mandate, the State Department will contribute towards this goal by ensuring that the policies in place are relevant, comprehensive and responsive in the implementation of the national development agenda.

### 1.2.2 African Union Agenda 2063

African Union's Agenda 2063 is Africa's strategic framework that aims to deliver on its goal for inclusive and sustainable development. The SDPA, through its mandate and Strategic Plan, plays a crucial role in the achievement of the aspirations of the African Union Agenda 2063. This agenda envisions a united and prosperous Africa, and the SDPA's functions align with the following key aspirations.

- Aspiration No.1 on “A prosperous Africa based on Inclusive Growth and Sustainable Development”: The SDPA Strategic Plan provides a coordination framework for development and implementation of policies and legislation geared towards attaining a diversified, transformed economy with sustained growth.
- Aspiration No.3 on “An Africa of Good Governance, Democracy, Respect for Human Rights, Justice and the Rule of Law”: The SDPA will focus on entrenching good governance and transformative leadership through coordinating the review, development and implementation of appropriate policies and legislation;

### 1.2.3 East Africa Community Vision 2050

The EAC Vision 2050 is a long-term development blueprint aimed at transforming the East African Community into an upper-middle income region within a secure and politically united East Africa based on the principles of inclusiveness and accountability by the year 2050. The Strategic Plan is aligned to the following aspiration of the EAC Vision 2050:

- Building sound economic institutions, legal and policy frameworks needed for the long-term socio-economic transformation: –The SDPA will champion and coordinate the development of inclusive policy and legislative frameworks to spur national development and deepen cooperation among the EAC partner states. The SDPA will also advocate for integrated policies and legislation that empower citizens and conducive for MSMEs to thrive across EAC.

### 1.2.4 Constitution of Kenya

The Constitution of Kenya is the supreme law of the Republic and binds all persons and all state organs at both levels of government. The Strategic Plan will uphold and implement the provisions of the Constitution of Kenya. Specifically, Article 10 which outlines the national values and principles of governance and Article 232 on the public service values. These values include ensuring good governance, accountability, professionalism, effectiveness, responsiveness, and involvement of the people in the process of policy making. This Strategic Plan will prioritize the promotion of these values when coordinating the review and development of policies and legislation.

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

The Kenya Vision 2030 is the long-term development blueprint which seeks to transform the country into a newly industrialized and globally competitive middle-income country, providing a high quality of life to all its citizens by the year 2030. Kenya Vision 2030 has been implemented in 5-year successive Medium-Term plan (MTPs) since 2008. The MTP IV (2023-2027) will implement the fourth and second-last phase of Kenya Vision 2030 which coincides with the SDPA Strategic Plan period. MTP IV aligns with Bottom-Up Economic Transformation Agenda (BETA) as well as other regional and international economic development frameworks.

The BETA is a strategy by the government which is geared towards economic turnaround and inclusive growth, and aims to increase investments in five priority sectors. The priority sectors include: Agricultural Transformation; Micro, Small and Medium Enterprise (MSME); Housing and Settlement; Healthcare; Digital Superhighway and Creative Industry. The BETA plan will particularly focus on increased employment, equitable distribution of income, social security, expanded tax base and improved foreign exchange earnings.

The SDPA will support the implementation of Kenya Vision 2030 through coordinating MDAs in formulation and implementation of policies and legislation to realize national development goals contained in the blueprint. The Strategic Plan will support implementation of the MTP IV (2023-2027) under the “Governance and Public Administration” MTP IV Sector plan. The plan is aligned with BETA and will ensure policy and legislative frameworks are put in place to promote achievement of BETA priorities.

#### **1.2.6 Sector Policy and Law**

The SDPA Strategic Plan is anchored on various government policies and legal documents. Among such documents include: Constitution of Kenya which provides a platform for the pursuit of an open, transparent and accountable Government; Executive Order No. 2 of 2023 on Organization of the Government of the Republic of Kenya; Public Finance Management Act 2015 on financial and procurement regulations; the Leadership and Integrity Act 2012 that guides officers on professionalism, performance of duties, rule of law and financial integrity among others. The policy and legal documents serve as a guide for directing the execution of the SDPA Strategic Plan.

The State Department will also be guided by regional and international laws and treaties that the country is party to align its deliverables with common aspirations and principles contained in these statutes.

### **1.3 The State Department for Parliamentary Affairs**

The State Department for Parliamentary Affairs was established under the Executive Order No. 2 of January 2023 on Organization of the Government of the Republic of Kenya. The State Department is under the Office of the Prime Cabinet Secretary and Ministry of the Foreign & Diaspora Affairs.

The functions of the SDPA include:

- i. Co-ordinate the identification, prioritization and enactment of policies and legislation necessary to achieve the national development agenda;
- ii. Provide timely guidance and direction on the appropriate measures to be undertaken to address challenges constraining the realization of the legal framework, necessary to achieve the national government development agenda;
- iii. Oversight to ensure public participation and the involvement of other stakeholders in the development of policies and legislation by MDAs;
- iv. Monitor and evaluate the progress of policy and legislative initiatives for the timely realization of the government development agenda;
- v. Coordination of parliamentary liaison services across MDAs;
- vi. Facilitate seamless interaction between the Executive and Parliament to ensure effective and harmonious dis- patch of Government business in Parliament;
- vii. Collaborate with MDAs and other relevant institutions to build capacity on policy and legislation making processes and parliamentary liaison; and
- viii. Collaborate with Parliament to enhance accountability of MDAs.

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

Development of the SDPA Strategic Plan 2023-27 involved extensive consultations with both internal and external stakeholders. The SDPA commenced the process of developing the Strategic Plan 2023-27 by appointing a technical committee whose primary function was to coordinate the preparation of the Strategic Plan.

The committee in consultation with the directorates conducted a situational analysis, internal and external environments of the SDPA, defined the strategic goals and strategies towards achieving the mandate of the State Department. The draft Strategic Plan was then developed and subjected to both internal and external stakeholders for review. The stakeholders’ comments were incorporated and subsequently the Strategic Plan was validated and finalized.

# CHAPTER 2: STRATEGIC DIRECTION

The chapter provides the SDPA' mandate, vision, mission, strategic goals, core values and the quality policy statement.

## 2.1 Mandate

The mandate of the SDPA as articulated in the Executive Order No.2 of 2023, is to coordinate the implementation of the National Government's legislative agenda across all Ministries and State Departments in consultation with, and for transmission to the Party/Coalition Leadership in Parliament.

## 2.2 Vision Statement

“Excellence in coordination of transformative Government Legislative Agenda”

## 2.3 Mission Statement

“ To effectively coordinate the formulation and implementation of national government policies and legislations to accelerate the achievement of the National Development Agenda.”

## 2.4 Strategic Goals

- i. Enhanced coordination of policy and legislation.
- ii. Effective dispatch of Government business in Parliament.
- iii. Enhanced stakeholders/citizens engagement
- iv. Strengthened institutional capacity.

## 2.5 Core Values

- i. Whole- of Government: Inculcate a synergized work ethic in the public service;
- ii. Open Government: Uphold and promote transparency, accountability, inclusivity and participation of the people in the national development agenda;
- iii. Professionalism: Uphold high level of competence, diligence, and meritocracy in work performance and apply quality standards in service delivery;
- iv. Teamwork: Endeavour to attain targeted results through a high level of coordination, networking and collaboration with both internal and external stakeholders;
- v. Innovativeness: Adopt creativity in operations and solutions in addressing emerging issues;
- vi. Responsiveness: Seeking to provide solutions to initiatives and adaption to changes

## 2.6 Quality Policy Statement

The State Department for Parliamentary Affairs is committed to uphold the highest quality standards in coordinating formulation and implementation of policies and legislation across MDAs. To ensure delivery of quality services, the State Department will comply with constitutional obligations and applicable policies, laws and guidelines.

As a commitment to continuous improvement, the SDPA will regularly assess, enhance and communicate its operations to ensure excellence, efficiency, transparency, effectiveness and fostering innovations and aims to consistently meet or exceed the expectations of the stakeholders and the citizens.

# CHAPTER 3: SITUATIONAL & STAKEHOLDER ANALYSES

This section presents the situation and stakeholder analysis. The situation analysis scrutinizes the external environment informed by the macro-environment, micro-environment, industry/competitive environment, and the market environment. Further, the situation analysis explores the internal environment that details the governance and administrative structures, internal business processes as well as resources and capabilities. The chapter also provides a stakeholder analysis which maps out key players and partners of the State Department.



## 3.1 Situational Analysis

The situational analysis for the State Department entails a thorough evaluation of the external and internal environments using various appropriate approaches, tools and frameworks with the intent of gaining clear understanding of the developments which have strategic implications. These implications manifested in opportunities and/or threats as well as strengths and/or weaknesses. This formed the basis for the identification of strategic issues which the State Department require to address through various strategies.

### 3.1.1 External Environment

Analysis of the external environment enabled identification of any opportunities and threats that may form the basis for future strategic actions. The analysis focused on the macro- and micro- environments at global, regional and national levels. Below is a summary of some major developments in the external environment that have implications on the operations of the State Department.

#### 3.1.1.1 Macro-environment

**Political factors:** The ongoing geopolitical debates and developments between the global north and the global south are expected to give rise to policies, agreements, treaties and measures which will shape the nature of multi-lateral and bilateral engagements and collaborations among various countries and nations for mutual benefit. The ongoing global conflicts and its impact on global supply chains will continue to manifest within the plan period; The State Department will coordinate development of key policies and legislation to address the effects in the various sectors of the economy.

**Economic factors:** Global factors such as high inflation, high interest rates and scarce resources coupled with competing priorities affect implementation of programmes and projects. In addition, rising population has led to a high level of unemployment especially among the youth that calls for re-engineering of government projects and programmes to deliberately offer an enabling environment for job creation and entrepreneurship. The State Department will play key role in development of vital policies and legislation to address the these issues and enable the implementation of BETA which is expected to transform the economy and enhance inclusive growth with a projected GDP growth of 5.5 percent in 2024.

**Social-cultural Factors:** Kenya's rich and diverse socio-cultural landscape and complexities offer varied opportunities and challenges. A growing young population brings dynamism and adaptability, demanding innovative approaches in service delivery. The differences offer consideration for technology integration, taking advantage of globalization and diversity presented by different age groups. With a rising population, unemployment, there is increasing demand for the social services offered across government departments. In addition, security and health are faced with specific challenges such as rise in crime rates, terrorism, prevalence of non-communicable diseases and pandemics. Therefore, the State Department will coordinate the formulation and implementation of policies and legislation necessary to support socio culture landscape.

**Technological factors:** Technology to support has not only transformed the way people live, work and interact with each other, but it has also created new challenges. Increasing incidents of cybercrime amid concerns over data privacy and protection poses a threat to the use of technological solutions in the delivery of government services. Advanced developments in core technologies will require dynamism in policy and legislation frameworks to provide support, checks and balances. The State Department will leverage on technology to ease the coordination of the formulation and implementation of policies and legislation.

**Ecological factors:** Continuing effects of greenhouse gas emissions have resulted to global warming and climate change. These have negatively affected the economic activities leading to adverse impacts on human livelihood and wellbeing. State Department will support formulation of key policies and legislation required to protect the country's ecosystem and biodiversity, adopt to changing weather patterns and invest on environmentally friendly practices.

**Legal factors:** The Constitution of Kenya, 2010 provides a platform for the pursuit of an open, transparent and accountable Government. It provides a progressive framework for public affairs management and inter-dependent cooperation among Government agencies. Existing international treaties, conventions, agreements and protocols as well as offshoot laws and regulations will continue to bind Kenya. The State Department will ensure adherence to provisions of existing legal frameworks and ensure seamless relations between Executive and Legislature to facilitate finalization of policies and conclusion of legislative proposals.

### 3.1.1.2 Micro-environment

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

**Customer Profiles:** Beneficiaries of State Department in coordination of policies and legislations are the general citizenry who are spread across the country and form a wide base of the customers.

**Suppliers:** Suppliers play a significant role in providing essential services that are required for efficient operation of the State Department. The State Department maintains a good working relationship with its suppliers and this is expected to prevail in the plan period. Relations will be continuously managed and maintained within the provisions of the applicable policies, laws and regulations.

**Labour Market:** The public sector relies on tertiary training institutions in Kenya for provision of skilled labour. These training institutions offer a wide range of programmes while Commission for University Education (CUE), Technical and Vocational Education and Training Authority (TVETA) and Kenya National Qualifications Authority (KNQA) undertake quality assurance of the programmes to ensure quality of skills in the labour market. There are a number of professional bodies as well as government training institutions that conduct skills and capacity enhancement, regulate the conduct and enhance professional development of the labour force available for the State Department. The Ministry of Public Service regularly conducts workload and job analyses to establish the optimal staffing levels and relevant matching of skills and competencies to the right staff. The State Department is intentional in providing opportunities for internships and attachments for young graduates.

### 3.1.2 Summary of Opportunities and Threats

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

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

Factor	Opportunities	Threats
Political	<ul style="list-style-type: none"> <li>Changing global geopolitical developments present opportunity for review of bilateral and regional engagements for accelerated economic gains</li> <li>Political goodwill and cordial relations with various multilateral agencies</li> <li>Cordial intergovernmental relations</li> </ul>	<ul style="list-style-type: none"> <li>Negative impacts of Geopolitics</li> <li>Misinformation and disinformation on the government development agenda</li> <li>Spontaneous insecurity</li> </ul>
Economic	<ul style="list-style-type: none"> <li>Partnership, linkages and support by regional and international Institution/bodies</li> <li>Reforms in the global financial architecture</li> <li>Positive impact of globalization</li> <li>Steady national economic growth</li> <li>Unexploited potential of the Blue Economy</li> <li>Underexploited potential in Climate Change Financing</li> </ul>	<ul style="list-style-type: none"> <li>High global inflation and interest rates</li> <li>Foreign exchange crisis</li> <li>Slowdown in the global economic growth</li> </ul>

Factor	Opportunities	Threats
Social	<ul style="list-style-type: none"> <li>Global labour market</li> <li>Highly engaging, informed, and active citizens</li> <li>Highly educated and skilled labour force</li> <li>A vibrant, productive and proactive youth population</li> <li>A diverse and resilient society</li> <li>Expanded space for expression</li> </ul>	<ul style="list-style-type: none"> <li>Heightened extremism and fundamentalism</li> <li>Disease prevalence and incidences</li> <li>Cultural indoctrination and negative ethnicity</li> <li>Unplanned and informal urban settlements</li> </ul>
Technological	<ul style="list-style-type: none"> <li>Advanced developments in various core technologies</li> <li>A society that is technologically adaptive and adoptive</li> </ul>	<ul style="list-style-type: none"> <li>Cyber insecurities</li> <li>Rapid technological change that outpaces adoption</li> <li>Disinformation and misinformation</li> </ul>
Ecological	<ul style="list-style-type: none"> <li>Heightened global, regional and national climate action agenda</li> <li>Rich and diverse ecosystem</li> <li>Potential in underexploited blue economy</li> </ul>	<ul style="list-style-type: none"> <li>Climate change shocks and impacts;</li> <li>Environmental stress</li> <li>Food insecurity</li> </ul>
Legal	<ul style="list-style-type: none"> <li>Subsisting and progressive legal and regulatory framework</li> <li>Facilitative International Treaties, Conventions, Protocols and Agreements for investments, trade and knowledge transfer</li> <li>Cordial relations among the arms of government</li> </ul>	<ul style="list-style-type: none"> <li>Lengthy litigation processes</li> </ul>

### 3.1.3 Internal Environment

The internal environment depicts the institutional variables which form the context within which decisions are made and implemented. The analysis of this environment helped in identifying areas of strengths and/or weaknesses in the State Department. The variables analyzed include governance and administrative structures; internal business processes; and resources and capabilities.

#### 3.1.3.1 Governance and administrative structures

The Executive Order No. 2 of 2023 established the State Department for Parliamentary Affairs under Office of Prime Cabinet Secretary and Ministry of Foreign & Diaspora Affairs which possesses a defined administrative framework, led by the Principal Secretary. The State Department is guided by existing policy, legal, regulatory framework and circulars that are issued from time to time in the execution of its mandate. The governance and administrative structure of State Department is depicted through the Organogram in figure 3.1

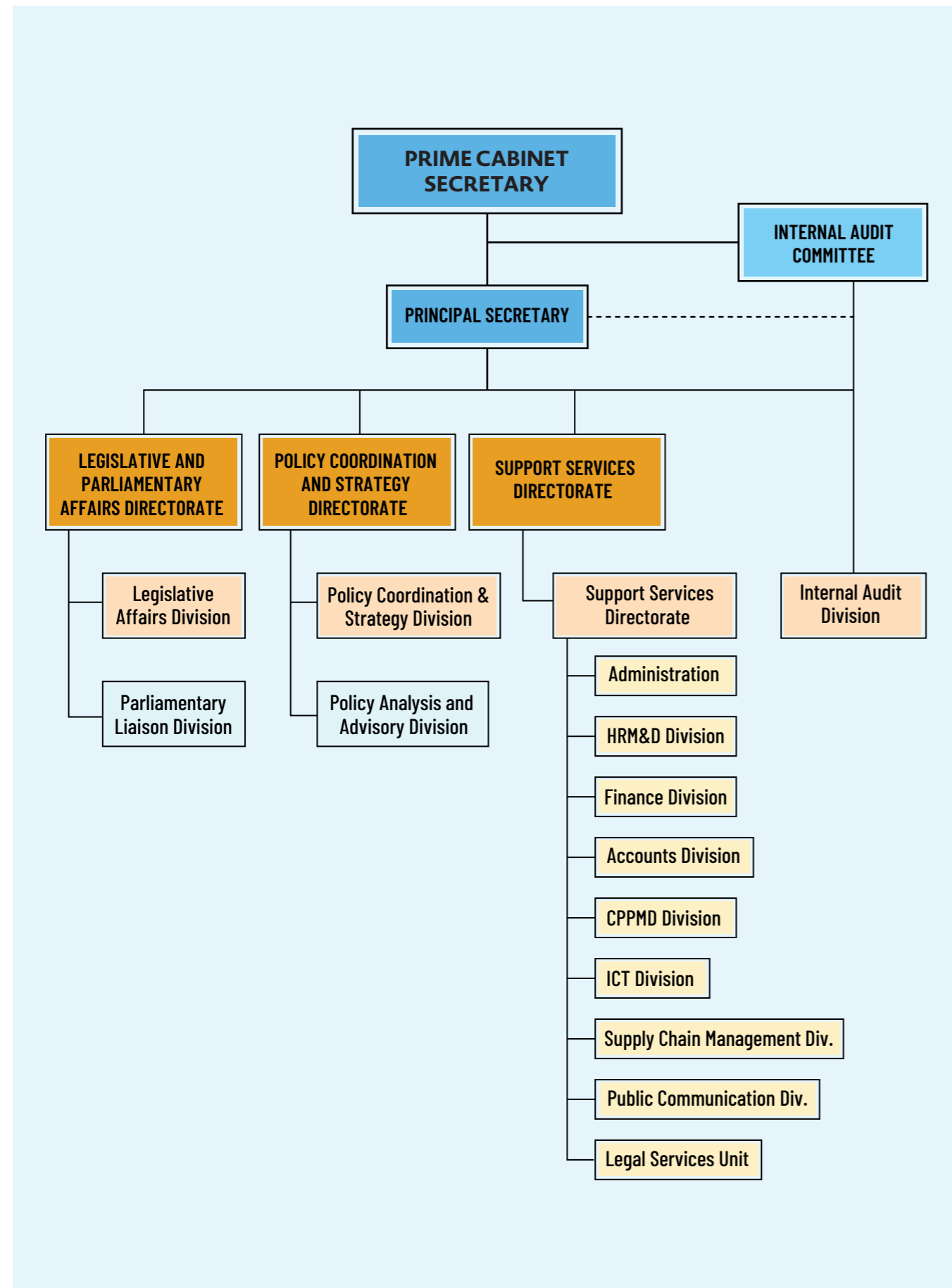
#### 3.1.3.2 Internal Business Processes

Functional units in State Department operates within the existing policies, laws, regulations, manuals and circulars such as those guiding procurement, finance, accounting and human resource function. SDPA will prioritize documentation of its key internal processes and procedures.

The State Department uses a number of systems to dispense its mandate. These include IFMIS, GHRIS, UHR, IPPD and e-NIMES. However, there are issues of interoperability, occasional downtimes, incomplete system module operationalization and sub-optimal utilization that pose intermittent challenges within and among the systems.

Further, the State Department embraces a multi-disciplinary approach for efficient task execution, fostering a culture of productivity through a robust results-based management framework.

Figure 3.1: Organogram



**3.1.3.3 Resources and Capabilities**

- i. There exist high caliber personnel with requisite skills sets and competencies within the State Department. There is, however, sub-optimal placement as compared to approved establishment in some offices; inadequate succession planning; and ineffective staff rewards/sanctions and development system.
- ii. SDPA is funded through exchequer. However, there is inadequate budgetary allocation for optimal execution of the mandate.
- iii. The State Department has modern and decent office structures. However, there is inadequate office space, working tools and ICT infrastructure.

Table 3.2: Summary of Strengths and Weaknesses

Component	Strengths	Weaknesses
Governance and Administrative Structures	<ul style="list-style-type: none"> <li>Clear mandate as per, Executive Order No. 2 of 2023 and other legal frameworks</li> <li>Political goodwill</li> <li>Visionary, transformative, committed and hands-on leadership</li> <li>Established partnerships and collaborations</li> </ul>	<ul style="list-style-type: none"> <li>Working in silos</li> </ul>
Internal Business Processes	<ul style="list-style-type: none"> <li>Existence of policies, laws and regulations governing internal administrative functions</li> <li>Adoption of management information systems</li> <li>Business process re-engineering and digitalization of processes</li> </ul>	<ul style="list-style-type: none"> <li>Lack of interoperability of the different Information Systems</li> <li>Slow uptake and adoption of ICT in service delivery</li> <li>Weak information and communication sharing mechanisms</li> </ul>
Resources and Capabilities	<ul style="list-style-type: none"> <li>Qualified, experienced and professional staff</li> </ul>	<ul style="list-style-type: none"> <li>Limited fiscal space</li> <li>Inadequate office space, equipment and furniture</li> <li>Limited ICT equipment and connectivity infrastructure</li> <li>Inadequate vehicles</li> <li>Inadequate technical human resource</li> </ul>

**3.1.4 Analysis of Past Performance**

The State Department was established through Executive Order No. 2 of 2023 thus it was not operational during the period 2018-2022.

**3.2 Stakeholders Analysis**

This section presents the stakeholders, their roles and expectations of the stakeholders from the State Department and of SDPA, from the stakeholders. The analysis of key stakeholders is presented in Table 3.3.

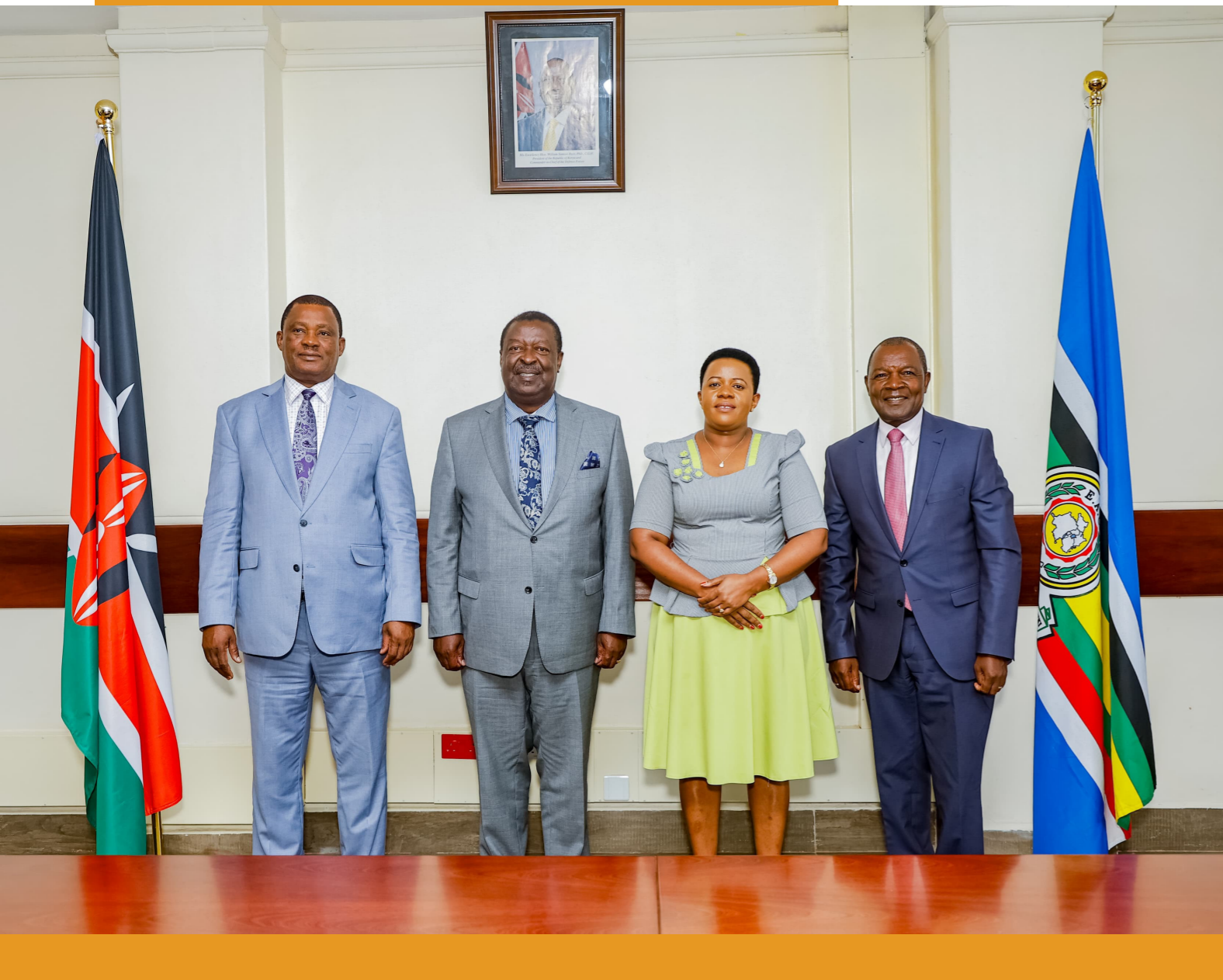
**Table 3.3:Stakeholder Analysis**

S/ NO	Stakeholder	Role	Expectations of the Stakeholder	Expectations of the State Department
1.	Government Ministries, Departments, and Agencies (MDAs)	Service delivery	<ul style="list-style-type: none"> <li>Leadership</li> <li>Policy and legislation guidance and coordination</li> <li>Harmonious working relationship</li> </ul>	<ul style="list-style-type: none"> <li>Prudent economic and financial management</li> <li>Participation in consultative meetings and forums</li> <li>Implement policy guidelines</li> <li>Cross-functional collaboration</li> </ul>
2.	The Parliament	Legislation Oversight	<ul style="list-style-type: none"> <li>Response to parliamentary questions</li> <li>Submission of budget proposal</li> <li>Timely submission of legislative proposals</li> <li>Timely communication of Government Agendas</li> <li>Accountability and transparency in resource utilization</li> <li>Implementation of government undertakings and Parliamentary resolutions</li> </ul>	<ul style="list-style-type: none"> <li>Timely approval of budget and Bills</li> <li>Support government business in the Parliament</li> </ul>
3.	The Judiciary	<ul style="list-style-type: none"> <li>To interpret and apply the law accordingly</li> <li>To resolve all disputes</li> </ul>	<ul style="list-style-type: none"> <li>To uphold the rule of law all the time</li> </ul>	<ul style="list-style-type: none"> <li>Timely adjudication of disputes</li> </ul>
4.	Civil Society	<ul style="list-style-type: none"> <li>Complementing Government Agenda</li> <li>Enlightening the citizens (advocacy)</li> </ul>	<ul style="list-style-type: none"> <li>Consultations on Policy formulation</li> <li>Provision of relevant information</li> <li>Accountability</li> </ul>	<ul style="list-style-type: none"> <li>Provide policy inputs</li> <li>Accountability and compliance with the relevant laws and regulations</li> <li>Complement government efforts</li> <li>Participate in consultative forums</li> </ul>
5.	Citizens	Support SDPA	<ul style="list-style-type: none"> <li>Effective, timely, and efficient service delivery</li> <li>Timely response to complaints and inquiries</li> <li>Regular dissemination of information</li> <li>Fulfilment of government promises</li> <li>Formulation of policies</li> </ul>	<ul style="list-style-type: none"> <li>Compliance and conformity with laws and regulations</li> <li>Support government policies</li> <li>Feedback on service delivery</li> </ul>

S/ NO	Stakeholder	Role	Expectations of the Stakeholder	Expectations of the State Department
6.	Suppliers and Service Providers	Supply quality goods and services	<ul style="list-style-type: none"> <li>Compliance with procurement laws and regulations</li> <li>Timely payments</li> <li>Fairness in tender awards and contract management</li> <li>Avail all the required procurement documents</li> </ul>	<ul style="list-style-type: none"> <li>Timely delivery of quality goods and services</li> <li>Compliance with procurement laws and regulations</li> <li>Complete all the required documents</li> </ul>
7.	Media	Publicity	<ul style="list-style-type: none"> <li>Provide timely and accurate information</li> <li>Engage media in Government programmes</li> </ul>	<ul style="list-style-type: none"> <li>Responsible, objective and factual reporting;</li> <li>Partnership in public education</li> </ul>
8.	Staff	Service provision	<ul style="list-style-type: none"> <li>Fairness, equity and Conducive work environment</li> <li>Staff development</li> <li>Career progression and succession management</li> </ul>	<ul style="list-style-type: none"> <li>Optimal productivity and professionalism</li> </ul>
9.	Private Sector	Partnership	<ul style="list-style-type: none"> <li>Coordinate the development of relevant policies</li> </ul>	<ul style="list-style-type: none"> <li>Engagement and cooperation with the government</li> <li>Fair trade practices</li> <li>Collaborations in development</li> </ul>
10.	Development Partners	Resource mobilization	<ul style="list-style-type: none"> <li>Provision of relevant information</li> <li>Initiate bilateral and multilateral engagements to identify areas for support</li> <li>Prudent resource management</li> <li>Transparency and accountability</li> </ul>	<ul style="list-style-type: none"> <li>Operate within government policy and regulatory framework</li> <li>Provision of relevant information</li> <li>Align support to government priorities</li> </ul>
11.	International Community	Support Government Agenda	<ul style="list-style-type: none"> <li>Cooperation in the implementation of bilateral and multilateral agreements</li> <li>Adherence to international treaties and laws</li> <li>Support during epidemics and other calamities</li> </ul>	<ul style="list-style-type: none"> <li>Cooperation in implementation of bilateral and multilateral agreements</li> <li>Adherence to international laws and regulations.</li> <li>Support during epidemics and other calamities</li> </ul>

# CHAPTER 4: STRATEGIC ISSUES, GOALS & KEY RESULT AREAS

The chapter provides an analysis of the strategic issues to be addressed during the plan period and the overview of goals and key result areas the State Department intends to achieve.



## 4.1 Strategic Issues

The analysis of State Department's external and internal environments, and stakeholders identified the following strategic issues:

- i. Coordination in formulation and implementation of policies and legislation;
- ii. Liaison of the Executive with Parliament;
- iii. Stakeholders/citizens engagement in policies and legislation making processes;
- iv. Institutional capacity.

### **i.) Coordination in formulation and implementation of policies and legislation**

The formulation of policies and legislations across government has previously been undertaken in an incoherent manner. This has led to development of policies and laws that are not aligned to the development agenda. In some cases, resulted in duplication, delayed implementation and inefficient use of resources. In addressing this strategic issue, the State Department will provide leadership in policy and legislation coordination.

### **ii.) Liaison of the Executive with Parliament;**

The Constitution of Kenya restructured Government into a Presidential system where the Executive is not represented in Parliament. Such systems requires existence of liaison framework between Executive and Parliament for effective dispatch of government business in Parliament.

Effective engagement between the Executive and Parliament on legislation ensures informed decisions, transparency and accountability in the implementation of government development Agenda. The previous liaison framework was not sufficient to support harmonious working relationships. This inhibited effective engagement and timely feedback on policies and legislations that required considerations and approvals. This Strategic Plan provides various interventions to guide and coordinate execution of Government Business in Parliament.

### **iii.) Stakeholders/citizens engagement in policies and legislation making processes;**

Effective engagement of stakeholders/citizens increases awareness of the Government policies and legislation and enhances the realization of the national government development agenda. In addition, Article 10 of the Constitution of Kenya recognizes participation of the people as one of the national values and principles of governance while Article 232 provides involvement of people in the process of policy making as one of the values and principles of public service. This Strategic Plan will therefore adopt strategies aimed at promoting engagement of stakeholders/citizens in policies and legislation development processes.

### **iv.) Institutional Capacity**

The coordination function of the State Department requires enhanced institutional and administrative capacities to effectively coordinate, monitor and evaluate policies and legislation. Development of institutional capacity is integral to facilitate the achievement of goals in this Strategic Plan. The realization of this goals will therefore require adoption of appropriate supportive governance, administrative structures, development of institutional and technical capacity and provision of adequate resources and technical capabilities. .

## 4.2 Strategic Goals

The following are the strategic goals to be realized during the plan period:

- i. Enhanced policy and legislation coordination.
- ii. Effective dispatch of Government business in Parliament.
- iii. Enhanced stakeholders/citizens engagement
- iv. Strengthened institutional capacity.

### 4.3 Key Results Areas

This Strategic Plan identified the following key result areas (KRAs) aligned to its strategic goals.

- i. Policy & Legislation coordination;
- ii. Liaison of the Executive with Parliament;
- iii. Stakeholders/citizens engagement;
- iv. Institutional capacity development

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

S/No.	Strategic Issues	Strategic goal	Key Results Areas
1.	Coordination in formulation and implementation of policies and legislation;	Enhanced policy and legislation coordination.	Policy & Legislation coordination;
2.	Liaison of the Executive with Parliament	Effective dispatch of Government business in Parliament	Liaison of the Executive with Parliament;
3.	Stakeholders/citizens engagement in policies and legislation making processes	Enhanced stakeholders/citizens engagement	Stakeholders/citizens engagement;
4.	Institutional capacity	Institutional capacity strengthened	Institutional Capacity Development

## CHAPTER 5: STRATEGIC OBJECTIVES AND STRATEGIES

This Chapter provides an overview of the State Department's strategic objectives, outcomes, outcome indicator and strategies.



## 5.1 Strategic Objectives

The strategic objectives identified are:

- i. To strengthen policy and legislative frameworks across MDAs
- ii. To promote the effective dispatch of Government business in Parliament
- iii. To promote stakeholders/citizen engagement in policy and legislation making processes
- iv. To enhance operational capacity and efficiency.

**Table 5.1: Outcomes Annual Projections**

Strategic Objective (SO)	Outcome	Outcome indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
<b>KRA 1: Policy &amp; Legislation coordination</b>							
SO1: To strengthen policy and legislative frameworks across MDAs	Effective implementation of GLA	(%) Level of implementation of GLA	100	100	100	100	100
<b>KRA 2: Liaison of the Executive with Parliament</b>							
SO2: To promote the effective dispatch of Government business in Parliament	Expeditious and seamless execution of Government business	% of Parliamentary resolutions implemented within stipulated timelines	-	100	100	100	100
		% of National Government undertakings implemented within stipulated timelines	-	100	100	100	100
		% of Parliamentary questions responded within stipulated timelines	100	100	100	100	100
<b>KRA 3: Stakeholders/citizens engagement</b>							
SO3: To promote stakeholders/citizen engagement in policy and legislation making processes	Increased stakeholders/citizens satisfaction and support of government initiatives	%(level)of stakeholders/citizens satisfaction.	-	100	100	100	100
<b>KRA 4: Institutional Capacity Development</b>							
SO4: To enhance operational capacity and efficiency	Improved productivity	Productivity index score	2.001	3	3.5	4	5

## 5.2 Strategic Choices

The strategic choices in this Strategic Plan are informed by the lessons learnt from the internal and external environment analyses. They are geared towards achievement of the State Department's strategic goals and objectives.

**Table 5.2: Strategic Objectives and Strategies**

Key Result Area	Strategic Objective	Strategies
1. Policy & Legislation coordination	1.1 To strengthen policy and legislative frameworks across MDAs	1.1.1 Facilitate the alignment of policies and legislation to the government development agenda
		1.1.2 Facilitate the harmonization of policy and legislation development processes
		1.1.3 Digitalize policy and legislation development processes
		1.1.4 Monitor and evaluate the progress of policy and legislative initiatives.
2. Liaison of the Executive with Parliament	2.1 To promote the effective dispatch of Government business in Parliament	2.1.1 Enhance relations between the Executive and Parliament
		2.1.2 Monitor the implementation Government Business in Parliament
3. Stakeholders/citizens engagement	3.1 To promote stakeholders'/citizens' engagement in policy and legislation making processes	3.1.1 Strengthen stakeholders'/citizens engagement in policy and legislation development
4. Institutional Capacity development	4.1 To enhance operational capacity and efficiency.	4.1.1 Strengthen human resources
		4.1.2 Enhance financial resource base
		4.1.3 Digitalize and automate processes
		4.1.5 Strengthen monitoring and evaluation
		4.1.6 Institute policy, legal and institutional reforms

# CHAPTER 6: IMPLEMENTATION AND COORDINATION FRAMEWORK

The chapter outlines the implementation plan, coordination framework, organization structure and the in-post vis-à-vis staff establishment for the plan period 2023-2027. It further highlights the risks associated with the implementation of the State Department's Strategic Plan and some of the mitigation measures that will be put in place to ensure achievement of the Strategic Plan's goals.

## 6.1 Implementation Plan

The implementation plan details the activities to be undertaken in the execution of the strategies. The outlined strategies are expected to deliver anticipated results upon successful implementation of the Plan. The implementation plan will be implemented through the action plan (Implementation Matrix), annual work plan and performance contract.

### 6.1.1 Action Plan

The action plan is an elaborate matrix linking the strategic issues to activities through KRAs, outcomes, strategic objectives and strategic goals. Each activity defines the expected outputs with corresponding output indicators, annual targets with budgets, and responsible institutions as detailed in the implementation matrix in Annex I.

### 6.1.2 Annual Work Plan and Budget

Annual work plan provides a schedule of activities for each financial year, specifying its output, implementing unit, timelines and the cost per item. To implement the Strategic Plan, annual work plans will be prepared for each Directorate/Department and further cascaded to all divisions and units.

### 6.1.3 Performance Contracting

The performance contract is an annual accountability tool ensuring effective and efficient public service delivery. The State Department will develop annual performance contracts for the plan period and cascade them to Directorates/Departments.

## 6.2 Coordination Framework

The coordination framework ensures stakeholder engagement in problem-solving, decision-making and effective service delivery. It includes institutional arrangements, staff establishment, competence development, leadership, systems, and procedures. The reporting structure will follow the SDPA constituent administrative structures (organogram) as illustrated in Figure 3.1 of Chapter Three. The State Department will also maintain intensive consultations and collaboration with all MDAs and the Parliament in the implementation of this Strategic Plan.

### 6.2.1 Institutional Framework

Effective implementation of the Strategic Plan requires an institutional framework. The State Department's existing organization structure will support implementation of this Strategic Plan and will be reviewed as need arises over the plan period. The State Department will leverage on the support of the Steering Committee in coordinating the implementation of the Government Legislative Agenda and Parliamentary Liaison. In addition, appropriate policies, legislation, manuals, and procedures will be developed to support the coordination role.

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

The State Department has an approved establishment of 95 staff as per the civil service grading structures. This staffing is distributed across its three directorates namely: support services, Parliamentary Liaison and Legislative Affairs and Policy Coordination & Strategy. The State Department carried out thorough and methodical assessments and evaluations of the staff establishments, skills and competences in order to align with the requirements of the Strategic Plan as illustrated in Annex II and Table 6.1 below.

**Table 6.1: Skills Set and Competence Development**

Cadre	Skills set	Skills Gap	Competence Development
National Government Administrators	<ul style="list-style-type: none"> <li>i. Academic and professional skills as outlined in the scheme of service</li> <li>ii. Coordination skills</li> <li>iii. Leadership skills</li> <li>iv. Resource management skills</li> <li>v. Inter personal skills</li> <li>vi. Security and safety management skills</li> </ul>	<ul style="list-style-type: none"> <li>i. Public speaking</li> <li>ii. ICT skills</li> <li>iii. Conflict management</li> </ul>	<ul style="list-style-type: none"> <li>i. Senior management</li> <li>ii. Minute and report writing</li> </ul>
Office Administrators	<ul style="list-style-type: none"> <li>i. Communication</li> <li>ii. Interpersonal</li> <li>iii. Customer service</li> <li>iv. Management</li> <li>v. Technological and software management</li> <li>vi. Typing</li> </ul>	<ul style="list-style-type: none"> <li>i. Management</li> <li>ii. Technological and software management</li> </ul>	<ul style="list-style-type: none"> <li>i. Senior management</li> <li>ii. Software and technological</li> </ul>

Cadre	Skills set	Skills Gap	Competence Development
Human Resource Management and Development	<ul style="list-style-type: none"> <li>i. Academic and professional skills as outlined in the scheme of service</li> <li>ii. Communication skills</li> <li>iii. Minutes taking skills</li> <li>iv. ICT skills</li> <li>v. Payroll skills</li> <li>vi. Pension management skills</li> <li>vii. Employee counselling skills</li> <li>viii. Problem solving skills</li> <li>ix. Budgeting skills</li> <li>x. Interpersonal skills</li> <li>xi. Customer care skills</li> <li>xii. Report writing skills</li> <li>xiii. Analytical skills</li> </ul>	<ul style="list-style-type: none"> <li>i. Employee counselling skills</li> <li>ii. Management skills</li> <li>iii. Analytical skills</li> </ul>	<ul style="list-style-type: none"> <li>i. Analytical</li> <li>ii. Senior management</li> <li>iii. Strategic leadership development program</li> <li>iv. Basic counselling</li> </ul>
Drivers	<ul style="list-style-type: none"> <li>i. Defensive driving</li> <li>ii. Communication</li> <li>iii. First aid</li> <li>iv. Management</li> </ul>	<ul style="list-style-type: none"> <li>i. Management</li> </ul>	<ul style="list-style-type: none"> <li>i. Supervisory management</li> </ul>
Accountants	<ul style="list-style-type: none"> <li>i. Academic and professional skills as outlined in the scheme of service</li> <li>ii. Updating accounting records preparing annual financial reports</li> <li>iii. Responding to audit queries that may arise from the financial reports</li> </ul>	<ul style="list-style-type: none"> <li>i. Analytical skills</li> <li>ii. ICT – Excel skills</li> </ul>	<ul style="list-style-type: none"> <li>i. Analytical</li> </ul>
	<ul style="list-style-type: none"> <li>iv. Resource management skills financial regulations and policies in line with the PFM Act public procurement act, IFMIS skills</li> <li>v. ICT skills</li> <li>vi. Analytical skills</li> </ul>		
Support Staff	<ul style="list-style-type: none"> <li>i. Academic and professional skills as outlined in the scheme of service</li> <li>ii. Communication skills</li> <li>iii. Interpersonal skills</li> <li>iv. Customer care skills</li> <li>v. Report writing skills</li> <li>vi. Supervisory skills</li> <li>vii. ICT skills</li> </ul>	<ul style="list-style-type: none"> <li>i. ICT skills</li> <li>ii. Report writing</li> <li>iii. Supervisory skills</li> </ul>	<ul style="list-style-type: none"> <li>i. Basic ICT skills</li> <li>ii. Report writing</li> <li>iii. Supervisory management</li> </ul>
Supply Chain Management	<ul style="list-style-type: none"> <li>i. Academic and professional skills as outlined in the scheme of service</li> <li>ii. Information technology skills procurement Act 2020</li> <li>iii. IFMIS proficiency, procurement law and regulations management skills</li> </ul>	<ul style="list-style-type: none"> <li>i. Management skills</li> </ul>	<ul style="list-style-type: none"> <li>i. Senior management</li> <li>ii. Strategic leadership development program</li> </ul>

Cadre	Skills set	Skills Gap	Competence Development
Economists	<ul style="list-style-type: none"> <li>i. Academic and professional skills as outlined in the scheme of service</li> <li>ii. Project Planning and Management skills</li> <li>iii. Project monitoring and evaluation skills</li> <li>iv. Proposal writing and negotiation skills</li> <li>v. Supervisory Skills</li> <li>vi. Customer care skills</li> <li>vii. Report writing skills</li> <li>viii. Statistical analysis skills</li> </ul>	<ul style="list-style-type: none"> <li>i. Statistical analysis skills</li> <li>ii. Management skills</li> </ul>	<ul style="list-style-type: none"> <li>i. Senior management</li> <li>ii. Proposal development and Report Writing</li> <li>iii. Statistics/Analysis</li> <li>iv. Leadership and development program</li> </ul>
Finance	<ul style="list-style-type: none"> <li>i. Academic and professional skills as outlined in the scheme of service</li> <li>ii. Preparation and interpretation of financial statements</li> <li>iii. Prioritization and costing of programmes/projects/ activities techniques</li> <li>iv. Data visualization skills</li> <li>v. Excel skills</li> <li>vi. Programme based budgeting skills</li> <li>vii. Activity based budgeting skills</li> <li>viii. Service legal agreement skills</li> </ul>	<ul style="list-style-type: none"> <li>i. Analytical skills</li> <li>ii. ICT – Excel skills</li> </ul>	<ul style="list-style-type: none"> <li>i. Analytical</li> <li>ii. ICT</li> </ul>
	<ul style="list-style-type: none"> <li>vii. Monitoring and evaluation of projects and report writing skills</li> <li>viii. Financial management skills</li> <li>ix. Resource management skills</li> <li>x. Auditing</li> <li>xi. Report writing skills</li> </ul>		
Public Communication	<ul style="list-style-type: none"> <li>i. Academic and professional skills as outlined in the scheme of service</li> <li>ii. Analytical mind and ability to think ‘on the feet’ compelling/ creative writing and media relations</li> <li>iii. Ability to mobilize media contest including press releases editorial pieces and editing ability to work within new media platforms.</li> <li>iv. Leadership/management course</li> <li>v. Public relations skills</li> <li>vi. Speech writing skills</li> </ul>	<ul style="list-style-type: none"> <li>i. Communication skills</li> <li>ii. Speech writing skills</li> <li>iii. Public relations skills</li> </ul>	<ul style="list-style-type: none"> <li>i. Communication skills</li> <li>ii. Speech writing</li> <li>iii. Public relations</li> </ul>

Cadre	Skills set	Skills Gap	Competence Development
Legislative and Parliamentary Liaison	<ul style="list-style-type: none"> <li>i. Academic and professional skills as outlined in the scheme of service</li> <li>ii. Report writing course</li> <li>iii. TOT (Training of trainers) communication skills</li> <li>iv. Filing/ data and information management skills development skills</li> <li>v. Leadership skills</li> <li>vi. Interpersonal skills</li> </ul>	<ul style="list-style-type: none"> <li>i. Report writing course</li> <li>ii. TOT (Training of trainers)</li> <li>iii. Communication skills</li> <li>iv. Filing/ data and information management skills</li> <li>v. Development skills</li> <li>vi Leadership skills</li> <li>vii. Interpersonal skills</li> </ul>	<ul style="list-style-type: none"> <li>i. Report writing</li> <li>ii. TOT (Training of trainers)</li> <li>iii. Senior management</li> <li>iv. Strategic leadership development program</li> </ul>
Policy Coordination and Strategy	<ul style="list-style-type: none"> <li>i. Academic and professional skills as outlined in the scheme of service</li> <li>ii. Policy research and analysis skills</li> <li>iii. Presentation skills</li> <li>iv. Leadership skills</li> <li>v. Monitoring and evaluation skills</li> <li>vi. Decision making skills</li> <li>vii. Report writing skills</li> <li>viii. Communication skills</li> <li>ix. Interpersonal skills</li> <li>x. TOT (Training of trainers)</li> <li>xi. Public policy formulation and Implementation skills</li> </ul>	<ul style="list-style-type: none"> <li>i. Report writing skills</li> <li>ii. Leadership skills</li> <li>iii. Policy research and analysis skills</li> <li>iv. Training of Trainers</li> <li>v. Public policy formulation and implementation skills</li> </ul>	<ul style="list-style-type: none"> <li>i. Report writing</li> <li>ii. Policy research and analysis</li> <li>iii. Senior management</li> <li>iv. Strategic leadership development program</li> <li>v. TOT (Training of trainers)</li> <li>vi. Public Policy formulation and implementation</li> </ul>

### 6.2.3 Leadership

To effectively implement the Strategic Plan, the SDPA will appoint strategic theme teams that will be responsible for execution of the plan. The teams will be responsible for the four strategic issues identified and will ensure transparency, accountability, professionalism, and inclusivity in achieving the desired goals. The composition of the teams and their guiding Terms of Reference (ToRs) is presented in annex III.

### 6.2.4 Systems and Procedures

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

## 6.3 Risk Management Framework

Table 6.2 provides the foreseeable risks the State Department will manage during the implementation of its 2023-27 Strategic Plan. The table shows the likelihood of occurrence, severity of the risks and the proposed mitigation measures

**Table 6.2: Risk Management Framework**

Risk	Risk Likelihood	Severity	Overall Risk Level	Mitigation Measure(s)
Inadequate & uncoordinated policy and regulatory frameworks.	Medium	Medium	Medium	Coordinating existing policies. Tracking/Monitoring system to manage implementation of policies.
Turnover of skilled technical staff	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>- Clear career paths/guidelines</li> <li>- Identify and recruit the right talent/skills</li> <li>- Create learning &amp; development programs</li> <li>- Create healthy work-life balance</li> </ul>
Budgetary cuts or Inadequate budgetary provision for the planned programmes/ activities	High	High	High	<ul style="list-style-type: none"> <li>- Develop a prioritization criterion</li> <li>- Partnering with development partners</li> </ul>
Slow uptake or adaptability of technology in service delivery	High	Medium	Medium	<ul style="list-style-type: none"> <li>- Sensitization/ training,</li> <li>- Invest in research, innovations and adoption of appropriate technology</li> <li>- Investing in ICT related facilities and equipment</li> </ul>
Threats associated with Cyber Security	High	High	High	<ul style="list-style-type: none"> <li>- Complying with regulatory framework for use of ICT services and data</li> <li>- Develop a classification platform with regulated user rights.</li> </ul>
Court decisions on legislation	High	High	High	<ul style="list-style-type: none"> <li>- Adequate public participation/ stakeholders' engagement</li> </ul>

# CHAPTER 7: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

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

## 7.1 Financial Requirements

The total estimated financial resource requirement for the plan period is Kshs. 9,996.89 Million against an estimated allocation of Kshs. 3,944.7 Million hence a gap of Kshs. 6,052.19 Million. Table 7.1 summarizes the resource requirement for the State Department for the period 2023/24 – 2027/28

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

Cost Item	Projected Resource Requirements (Kshs. Millions)					
	2023/24	2024/25	2025/26	2026/27	2027/28	Total
KRA 1: Policy & Legislation Coordination	203	655.1	683.92	739.27	770.27	3051.56
KRA 2: Liaison of the Executive with Parliament	41.1	249.9	255.12	305.12	304.12	1155.36
KRA 3: Stakeholders/Citizens engagement	90.2	563.8	578.04	711.84	745.44	2689.32
KRA 4: Institutional Capacity Development	259.6	403	406.85	407.3	428.9	1905.65
Other Budget Items	-	-	-	-	-	
PE	212	218	250	255	260	1195
<b>Total</b>	<b>805.9</b>	<b>2089.8</b>	<b>2173.93</b>	<b>2418.53</b>	<b>2508.73</b>	<b>9996.89</b>

**Table 7.2: Resource Gaps**

Financial Year	Estimated Financial Requirements (Kshs. Millions)	Estimated Allocations (Kshs. Millions)	Variance (Kshs. Millions)
2023/24	805.9	393.1	412.8
2024/25	2089.8	458.2	1631.6

Financial Year	Estimated Financial Requirements (Kshs. Millions)	Estimated Allocations (Kshs. Millions)	Variance (Kshs. Millions)
2025/26	2173.93	870.1	1303.83
2026/27	2418.53	895.3	1523.23
2027/28	2508.73	940.1	1568.63
<b>Total</b>	<b>9,996.89</b>	<b>3,556.8</b>	<b>6,440.09</b>

## 7.2 Resource Mobilization Strategies

In order to facilitate the implementation of this Strategic Plan the SDPA shall pursue the following strategies:

- Continue lobbying for increased funding from the exchequer through the MTEF budget making process.
- Engage development partners

## 7.3 Resource Management

To ensure prudent use of allocated resources, the SDPA will employ the following strategies;

- Pooling of common user resources such as pooled transport system
- Improve costing of programmes and activities in order to avoid duplication and wastage as well as improving inefficiency in the use of funds;
- Strictly adhering to the Public Financial Management Act (2012) and other related Acts and attendant regulations including PFMA Regulations of 2015, Public Audit Act 2015, Public Procurement and Asset Disposal Act (2015) and its Regulations (2020), as well as other financial management instructions in form of Circulars issued by the National Treasury from time to time;
- Leverage ICT toward improving administrative efficiency and reducing operational costs; and
- Restricting contracted services to only activities where internal capacity cannot cope or is inadequate.

# CHAPTER 8: MONITORING, EVALUATION & REPORTING FRAMEWORK

This chapter presents the monitoring framework, performance standards, evaluation framework, mid-term evaluation and end - term evaluation. It also captures the reporting framework and feedback mechanisms.



## 8.1 Monitoring Framework

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

The STTs will compile baseline data, confirm data sources and identify means of verification for the various indicators while responsible departments, divisions and units will use the KPIs to monitor their activities, prepare and split periodic progress to Central Planning and Project Monitoring Department (CPPMD). This will ensure ownership and accountability at different levels of implementation and decision-making.

The CPPMD will coordinate monitoring, evaluation and reporting on implementation progress and coordinate the mid-term and annual review of the Strategic Plan.

## 8.2 Performance Standards

The State Departments' Strategic Plan's monitoring and evaluation framework will be guided by international norms and best practices and incorporate the key principles of stakeholder participation, relevance, efficiency, effectiveness, sustainability, ethical considerations, and continuous improvement. This will also be captured in the Terms of Reference for the STTs. The STTs will get technical support from the Central Planning and Project Monitoring Departments (CPPMD) to facilitate to track the performance of the different indicators outlined in the implementation matrix (Annex I) and the outcomes Annual Projections (Table 5.1). The overall M&E framework will include existing reporting mechanisms such as the of annual work plans and performance contracts and their quarterly and annual reports as key components of the framework.

The KPIs will be the basis of measuring the success or bottle necks for plan implementation and help to make adjustments where necessary. Responsible departments, directorates, and divisions will use the KPIs to monitor their activities as spelt out in the Strategic Plan and document the successes and failures on regular basis as they implement them. Through performance monitoring, none performing areas as per the standards will be identified, a root-cause-analysis undertaken, change strategies developed and an action plan developed to ensure continuous improvement.

## 8.3 Evaluation Framework

Evaluation is the periodic assessment of the performance of identified outcomes towards the achievement of the set objectives. Key outcome indicators have been outlined in the outcome performance matrix (Table 8.1) and these indicators are aligned to the KRAs that correspond to the strategic issues of the plan. The STTs will establish baseline performance through assessments or existing information and provide evidence towards the level of achievement of the defined expected results for accountability. Evaluation will be done through formal surveys and assessments to determine what will be accomplished against the set targets. Activities that will require re-scheduling or target revision will be adjusted through a re-negotiated process with the top management. The following evaluation activities will be undertaken: mid-term evaluation; end term evaluation and ad hoc evaluation (on need basis) as per the Table 8.1.

Table 8.1: Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
Policy & Legislation coordination	Effective implementation of GLA	(%) Level of implementation of GLA	-	2023	100	100
Liaison of the Executive with Parliament	Expeditious and seamless execution of Government business	% of Parliamentary resolutions implemented within stipulated timelines	-	2023	100	100
		% of National Government undertakings implemented within stipulated timelines	-	2023	100	100
		% of Parliamentary questions responded within stipulated timelines	-	2023	100	100
Stakeholders/ citizens engagement	Increased citizen satisfaction and support of government initiatives business	% (level)of citizen satisfaction. % (level)of citizen satisfaction.	-	2023	100	100
Institutional Capacity Development	Improved productivity	Productivity index score	-	2023	3.5	5

**8.3.1 Mid-Term Evaluation**

Mid-term evaluation of the Strategic Plan of the State Department will be carried out to examine the progress towards achieving the set targets. This will be undertaken in the financial year 2025/2026. The report and recommendations of mid-term evaluation will help inform the overall progress made towards realizing the laid objectives and any variations that require corrective adjustments for the purpose of making improvements in the implementation process.

**8.3.2 End-Term Evaluation**

This will be conducted within the six months towards the end of the Strategic Plan period to help determine whether the State Department has achieved its objectives as per the Strategic Plan. Routinely collected data and/or designed evaluation mechanism will be used to derive the outcome and report prepared. The report will be developed from the evaluation to demonstrate achievements, challenges, lessons learnt and recommendations which will inform the next cycle of the Strategic Planning process for the State Department.

**8.4 Reporting Framework and Feedback Mechanism**

The Strategic Theme Teams (STTs) will report quarterly on the performance indicators as outlined in the implementation matrix through use of the reporting templates in Tables 8.2, 8.3 and 8.4 The State Department will actively engage its stakeholders in the implementation, M&E and reporting processes of its Strategic Plan. A feedback mechanism will be instituted to ensure stakeholders regularly provide feedback and conveniently access the reviews and reports on implementation of the Strategic Plan. The State Department will also adopt mechanisms to effectively disseminate its M&E reports.

Table 8.2: Quarterly Progress Reporting Template

<b>NAME OF DIRECTORATE :</b>	
<b>QUARTERLY PROGRESS REPORT:</b>	
<b>QUARTER ENDING :</b>	

Expected output	Output indicator	Annual target (A)	Quarter for Year			Cumulative to date			Remarks	Corrective intervention
			Target (B)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)		

Table 8.3: Annual Progress Reporting Template

<b>NAME OF DIRECTORATE :</b>	
<b>ANNUAL PROGRESS REPORT:</b>	
<b>YEAR ENDING :</b>	

Expected output	Output indicator	Achievement for year			Cumulative to date			Remarks	Corrective intervention
		Target (A)	Actual (B)	Variance (B-C)	Target (D)	Actual (E)	Variance (E-D)		

Table 8.4: Evaluation Reporting Template

<b>NAME OF OFFICE:</b>	
<b>QUARTERLY PROGRESS REPORT:</b>	
<b>QUARTER ENDING:</b>	

Key Result Area	Outcome	Output indicator	Quarter for Year			Cumulative to date			Remarks	Cor-rective inter-vention
			Value	Year	Target	Achievement	Target	Achievement		
KRA1								KRA1		
KRA2								KRA2		
KRA3								KRA3		

Annex I: Implementation Matrix

Strategies	Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Ksh. Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<b>Strategic issue: Coordination in formulation and implementation of policies and legislations</b>																
<b>Strategic Goal: Enhanced policy and legislation coordination</b>																
<b>KRA: Policy &amp; Legislation coordination</b>																
<b>Outcome: Effective implementation of Government Legislative Agenda</b>																
<b>Strategic Objective: To strengthen policy and legislative frameworks across MDAs</b>																
Facilitate the alignment of policies to the government development agenda	Undertake analysis of existing policies	Existing Policies analysed	(%) Proportion of existing policies analysed	100	-	40	60	80	100	-	55	80	110	135	PC&SD	MDAs
	Review proposed policies to align with government development agenda	Proposed policies aligned	Proportion (%) of proposed policies aligned	100	100	100	100	100	100	20	42	52	62	72	PC&SD	MDAs
	Identify and undertake research on key policy issues	Research reports	Number of reports produced	7	-	2	4	4	4	4	-	26.5	30	35	PC&SD	MDA
	Provide policy advisories	Policy advisories	Number of policy advisories	18	2	4	4	4	4	4	4.5	22	22.5	23	PC&SD	MDA
	Formation & operationalization of Adhoc working committees for sector policy reviews	Working committees operationalized	No. working committees operationalized	5	-	5	5	5	5	5	-	7	7.2	7.2	PC&SD	MDA
			Number of committees reports	16	-	4	4	4	4	-	12.4	14	15.6	16	PC&SD	TNT AG

Strategies	Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Ksh. Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Facilitate the harmonization of policy development processes	Develop public policy Handbook	Public policy Handbook	public policy Handbook	1	-	-	-	-	-	30	-	-	-	-	PC&SD	KIPPRA SDEP Kenya Law Reform
	Prepare and Dissemination guidelines for policy development	Guidelines for development of National Government Policy	Number of guidelines developed	1	-	-	-	-	-	9	-	-	-	-	PC&SD	KIPPRA AG Kenya Law Reform
	Capacity building of MDAs on policy development	MDAs Sensitized	No. of MDAs	52	-	52	-	52	-	-	18	-	20	-	PC&SD	MDAs
		MDAS & Counties capacity built on policy development	Number of MDAs capacity built	52	-	52	52	52	52	-	92	94	108	115	PC&SD	MDAs
		Steering Committee Operationalized	No. of counties	47	-	47	47	47	47	47	83	85	88	90	PC&SD	CoG
Facilitate alignment of legislations to the government development agenda	Operationalize Steering Committee on GLA and Parliamentary Liaison	Steering Committee Operationalized	Operational Steering Committee	1	1	4	4	4	4	0.5	2	2	2	2	L&PAD/PC&SD	AG TNT
	Formation & operationalization of Adhoc working committees	Adhoc working committees operationalized	No. operationalized	5	5	5	5	5	5	-	7	7.2	7.5	8	L&PAD/PC&SD	MDAs
		Number of committees reports	Number of committees reports	20	4	4	4	4	4	-	12	14	16	18	L&PAD/PC&SD	
	Develop/ review and publish annual GLA programme	GLA programme developed and reviewed	No. of programmes	5	1	1	1	1	1	11	20	22	23	24	L&PAD/PC&SD	MDAs
	Prepare and disseminate implementation status of Government legislative Agenda	Implementation status report prepared and disseminated	Number of reports	5	1	1	1	1	1	21	30	35	40	45	L&PAD/PC&SD	MDAs

Strategies	Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Ksh. Million)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
	Prepare and issue guidelines for development of National Government legislations	Guidelines for development of National Government legislations	Number of guidelines developed	1	1						9					PC&SD	MDAs
		Disseminate and sensitize MDAs on Guidelines for development of National Government legislations	No. of MDAs		52						20					PC&SD	MDAs
	Capacity building MDAs on legislative affairs	No. of MDAs capacity built	Number MDAs	52	52	52	52	52	52	51	92	94	95	97	L&PAD	MDAs	
Digitalize policy and legislation development processes	Develop and maintain a policy and legislation Tracking Information System	Policy and legislation tracking information system developed and maintained	No. of modules	5	3	2				35	20	-	-	-	PC&SD/ L&PAD	CT/ICTA MDAs	
		No. of MDAs piloted and rolled out	-	-	15	52				-	30	35	38	45	PC&SD/ L&PAD	ICTA MDAs	
		% maintenance of system	100	-	-	100	100	100	100	-	5	5.5	7	8	PC&SD/ L&PAD	ICT	
		% completion	100	-	20	100					-	46	70	-	L&PAD	AG	
		Maintain Legislative drafting tool	Legislative drafting tool	100	-	-	100				-	-	-	6	6.5	L&PAD	MDAs
Monitor and evaluate the progress of policy and legislative initiatives.	Prepare progress reports on development and implementation of policies and legislative initiatives	Implementation status reports	No. of reports	10	2	2	2	2	2	12	13.2	14.52	15.97	17.57	CPPMD	MDAs	

Strategies	Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Ksh. Million)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
<b>Strategic issue: Liaison of the Executive with Parliament</b>																	
<b>Strategic Goal: Effective dispatch of Government business in Parliament</b>																	
<b>KRA: Liaison of the Executive with Parliament</b>																	
<b>Outcome: Expeditious and seamless execution of Government business</b>																	
<b>Strategic Objective: To promote the effective dispatch of Government business in Parliament</b>																	
Enhance relations between the Executive and Parliament	Develop Parliamentary Liaison Framework	Parliamentary Liaison Framework Developed	Parliamentary Liaison Framework	1	1	-	-	-	-	30	-	-	-	-	L&PAD	MDAs	
	Dissemination and sensitization of MDAs on Parliamentary Liaison framework	MDAs sensitized	No. of MDAs	52	-	52	-	52	-	-	18	-	20	-	L&PAD	MDAs	
	Monitor Implementation of parliamentary Liaison framework	Implementation report	No. of reports	16	-	4	4	4	4	-	32.8	38	42	48	L&PAD	MDAs	
	Convene fora with parliamentary leadership to deliberate on government business in parliament	Fora held	Number of fora	17	1	4	4	4	4	9	45	48	50	51	L&PAD	Parliamentary Committees	
	Coordinate appearances of the Prime Cabinet Secretary in parliament	No. of report on responses	No. of reports	52	-	52	52	52	52	-	92	120	138	140	L&PAD	MDAs	
	Capacity building for MDAs parliamentary liaison services	MDAS capacity built	Number of MDAs	1	-	1	-	-	-	-	12.5	2	2	2	L&PAD	MDAs	

Strategies	Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Ksh. Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Monitor the implementation of Government Business in parliament	Establish a data base on parliamentary resolutions and Executive undertakings to Parliament	Data base established and maintained	Data base on parliamentary resolutions and Executive undertakings to Parliament	1	-	1	-	-	-	2	29.5	2	2	2	L&PAD	MDAs
	Prepare reports on implementation of government business in parliament	Implementation report	Number of reports	20	4	4	4	4	4	2	20	20	20	26	L&PAD	MDAs
	Convene round tables on status of implementation on parliamentary resolutions and Executive undertakings to Parliament	Round tables convened	No. of round tables	3	-	-	1	1	1	-	-	20	25	30	L&PAD	MDAs
	Prepare annual report on status of implementation on parliamentary resolutions and Executive undertakings to Parliament	Annual report	No. of reports	3	-	-	1	1	1	-	-	5	6	5	L&PAD	MDAs

Strategies	Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Ksh. Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<b>Strategic Goal: Enhanced stakeholders/citizens engagement</b>																
<b>KRA: Stakeholders/citizens engagement</b>																
<b>Outcome: Increased citizen satisfaction and support of Government initiatives</b>																
<b>Strategic Objective: To promote stakeholders' engagement in policy and legislation making processes</b>																
<b>Strategic Objective: To promote the effective dispatch of Government business in Parliament</b>																
Strengthen stakeholders'/Citizens engagement in policy and legislation development	Identify key areas of policy/legislative concerns and organize consultative forums	Consultative forums held	Number of consultative forums	10	-	2	2	3	4	-	21	52.8	61.6	122.2	PC&SD L&PAD	MDAs
	Develop stakeholders' engagement framework for policy development	Stakeholders engagement framework developed	Stakeholder engagement framework	1	-	1	-	-	-	8	12	-	-	-	PC&SD L&PAD	MDAs
	Dissemination and Sensitization of the stakeholders' engagement framework for policy development	MDAs sensitized	No. of MDAs	52	-	52	-	52	-	-	16	-	25	-	PC&SD L&PAD	MDAs
	Conduct satisfaction surveys	Satisfaction surveys conducted	Satisfaction Index	100	-	80	90	100	100	-	-	15	15	15	PC&SD and L&PAD	All DEPTs

Strategies	Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (K.sh. Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<b>Strategic issue: Institutional Capacity</b>																
<b>Strategic Goal: Strengthened Institutional capacity</b>																
<b>KRA: Institutional Capacity Development</b>																
<b>Outcome: Improved productivity</b>																
<b>Strategic Objective: To enhance operational capacity and efficiency</b>																
Strengthen Human Resource	Undertake Training Needs Assessment	Reports	Number of reports	3	1	-	1	-	1	5	-	6.5	-	7.5	HRM&D	All DEPTs
	Implement recommendations on TNA	Training reports	No. of staff trained	684	94	120	120	150	200	46	50	60	88	106	HRM&D	All DEPTs
	Undertake Skills Gap Analysis	Skills Gap Analysis Report	Number of reports	5	1	1	1	1	1	5	6	6.5	7	7.5	HRM&D	All DEPTs
	Develop Human Resource Plan	HR Plan	Number of plans	4	-	1	1	1	1	-	7	8.2	9.3	16.4	HRM&D	All DEPTs
	Review the organizational structure	Reviewed organization structure and staffing	No. of Reviewed organization structure and staffing	1	1	-	-	-	1	15	-	-	-	17	HRM&D	All DEPTs
	Fill vacant posts	filled vacant post	No. of vacant post filled	538	35	120	124	128	128	0.5	1.2	1.5	2.0	2.0	HRM&D	All DEPTs
	Undertake work environment and employee satisfaction surveys and implement recommendations	Level of employee satisfaction determined	Satisfaction index	100	-	100	-	100	-	-	10	-	-	15	HRM&D	
	Undertake staff performance appraisal	Staff appraised	% Number of officers on SPAS	100	100	100	100	100	100	5.3	6	9	10	12	HRM&D	
	Implement cross cutting issues	Implementation reports	% implementation	100	100	100	100	100	1000	43.8	63	78	102	108	Admin/HRM&D	
	Enhance Financial Resource base	Develop and implement a resource mobilization strategy	Resource mobilization strategy prepared and implemented	2	-	1	-	1	-	-	19	-	15	-	Finance	

Strategies	Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (K.sh. Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Digitalize and automate processes	Develop bankable proposals	Bankable proposals developed for engagement of development partners	Number of proposals developed	5	1	1	1	1	1	2	5	7.5	8.7	9	Finance/Accounts/ CPPMD	
	Acquire and maintain ICT equipment to support Operations	ICT equipment acquired and installed	% acquired	100	10	50	80	90	100	20	76	54	20	30	ICT	ADM
	Develop and maintain a website	Website developed	% completion	100	100	-	-	-	-	15	-	-	-	-	ICT	ADM
		Website maintained	% maintained	100	-	100	100	100	100	-	4	4.5	5	6	ICT	ADM
		Automate various business processes	Processes automated	6	1	2	1	1	1	20	45	35	35	-	ICT	ADM
		Establish and update knowledge management repository	Established and updated repository	1	-	1	-	-	-	-	7.7	3	2	2	CPPMD	HRM
Strengthen monitoring and evaluation	Develop/ review the Strategic Plan	Strategic Plan Developed / reviewed	Strategic Plan	1	1	-	1	-	-	21	-	15	-	-	CPPMD	All DEPTs
		Annual implementation report	Annual implementation report	5	1	1	1	1	1	16	17.6	18	21.3	25.5	CPPMD	All DEPTs
		PCs prepared, implemented and evaluated	Number of PCs prepared and evaluated	5	1	1	1	1	1	15	16.5	18.15	21	28	CPPMD	All DEPTs
Institute Policy, Legal and Institutional Framework	Prepare and track the implementation of budget	Budget prepared and implementation monitored	20	4	4	4	4	4	30	34	42	46	52	Finance Unit	All DEPTs	
	Develop career guidelines for staff	Timely advancement of staff	2	-	1	1	-	-	-	35	40	-	-	HRM&D	All DEPTs	

**Annex II: Staff Establishment**

S/No.	Cadre	CSG	Approved Establishment (A)	Optimal Staffing (B)	In-Post (C)	Variance D=(B-C)
<b>OFFICE OF THE PRINCIPAL SECRETARY</b>						
1.	Principal Secretary	2	1	1	1	-
2.	Assistant Director Office Administrative Services	7	1	1	1	-
3.	Senior Assistant Office Administrator/Principal	9	1	1	1	-
4.	Principal Driver II	11	1	1	-	1
5.	Driver I/Senior	14/13	1	1	1	-
6.	Support Staff Supervisor/Cleaning Supervisor IIA/I	16/15/14/13	2	2	2	-
<b>Total</b>			<b>7</b>	<b>7</b>	<b>6</b>	<b>1</b>
<b>Legislative and Parliamentary Affairs Directorate</b>						
1.	Secretary, Legislative and Parliamentary Affairs	4	1	1	1	-
2.	Principal Assistant Office Administrator	8	1	-	-	-
3.	Senior Assistant Office Administrator	9	1	1	1	-
4.	Driver I	13	1	1	-	1
5.	Support Staff Supervisor/Cleaning Supervisor IIA/I	16/15/14/13	1	1	1	-
<b>Total</b>			<b>5</b>	<b>4</b>	<b>3</b>	<b>1</b>
<b>Legislative Division</b>						
1.	Director Legislative	5	1	1	1	-
2.	Deputy Director Legislative	6	2	5	-	5
3.	Assistant Director, Legislative Affairs	7	4	10	-	10
4.	Principal Legislative Affairs Officer	8	4	15	2	13
5.	Senior Legislative Affairs Officer	9		50	-	50
6.	Chief State Counsel	5	1	1	-	1
7.	Deputy Chief State Counsel	6	2	2	-	2
<b>Total</b>			<b>14</b>	<b>84</b>	<b>3</b>	<b>75</b>
<b>Parliamentary Affairs Division</b>						
1.	Director Parliamentary Affairs	5	1	1	1	-
2.	Deputy Director Parliamentary Affairs	6	2	15	-	15

S/No.	Cadre	CSG	Approved Establishment (A)	Optimal Staffing (B)	In-Post (C)	Variance D=(B-C)
3.	Assistant Director Parliamentary Affairs	7	4	20	1	19
4.	Parliamentary Affairs Officer	8	4	35	1	34
5.	Senior Parliamentary Officer	9		41	-	41
6.	Parliamentary Affairs Officer I/II	1		81	-	81
<b>Total</b>			<b>11</b>	<b>193</b>	<b>3</b>	<b>190</b>
<b>Policy Analysis and Coordination Directorate</b>						
1.	Secretary Policy Analysis and Coordination	3	1	1	1	-
2.	Principal Assistant Office Administrator	8	1	-	1	-
3.	Driver I	13	1	1	-	1
4.	Support Staff Supervisor/Cleaning Supervisor IIA/I	16/15/14/13	1	1	1	-
<b>Total</b>			<b>4</b>	<b>3</b>	<b>3</b>	<b>1</b>
<b>Policy Coordination and Strategy Division</b>						
1.	Director Policy Coordination and Strategy	5	1	1	-	1
2.	Deputy Director, Policy Coordination and Strategy	6	2	5	-	5
3.	Assistant Director Policy Coordination	7	2	10	-	10
4.	Principal Policy Analyst	8	4	15	-	15
5.	Senior Policy Analyst	9		20	-	20
6.	Policy Analyst II/I	10/11		25	-	25
<b>Total</b>			<b>9</b>	<b>76</b>	<b>-</b>	<b>76</b>
<b>Policy Analysis and Coordination Division</b>						
1.	Director Policy Analysis and Coordination	5	1	1	-	1
2.	Deputy Director, Analysis and Coordination	6	2	5	-	5
3.	Assistant Director, Policy Analysis and Coordination	7	2	10	-	10
4.	Principal Policy Analyst	8	4	27	-	27
5.	Senior Policy Analyst	9		49	-	49
6.	Policy Analyst II/I	1		93	-	93
<b>Total</b>			<b>9</b>	<b>185</b>	<b>-</b>	<b>185</b>

S/No.	Cadre	CSG	Approved Establishment (A)	Optimal Staffing (B)	In-Post (C)	Variance D=(B-C)
<b>Administration</b>						
1.	Secretary Administration	4	-	1	0	-
2.	Director Administration	5	1	1	1	1
3.	Senior Deputy secretary	6	-	1	1	-
4.	Senior Assistant Secretary	8	1	1	-	1
5.	Assistant Secretary [I/II/III]			2	1	-
6.	Principal Driver	11	-	2	1	1
7.	Chief Driver	12	-	3		3
8.	Senior Driver	13	-	3		3
9.	Driver II/I	1	4	4	4	-
10.	Receptionist Assistant II/III	13/14	-	2	1	1
11.	Assistant Director Records Management	7	-	1	-	1
12.	Principal Records Management Officer	8	-	3	-	3
13.	Senior Records Management Officer	9	-	3	1	2
14.	Records Management Officer III/II/I			3	1	2
<b>Total</b>			<b>6</b>	<b>30</b>	<b>11</b>	<b>18</b>
<b>Human Resource Management and Development Unit</b>						
1.	Director Human Resource Management and Development	5	1	1	1	-
2.	Deputy Director Human Resource Management and Development	6	-	1	1	-
3.	Assistant Director Human Resource Management and Development	7	1	2	-	2
4.	Principal Human Resource Management and Development Officer	8	-	4	1	3
5.	Senior Human Resource Management and Development Officer	9	-	4	1	3
6.	Human Resource Management and Development Officer II/I	10	-	2	1	1
7.	Principal Human Resource Management Assistant	8	2	2	1	1

S/No.	Cadre	CSG	Approved Establishment (A)	Optimal Staffing (B)	In-Post (C)	Variance D=(B-C)
8.	Senior HRMA/ HRMA I/II/III	9/10/11/12		2	2	-
9.	Office Administrators	8/9/10/11	4	8	7	1
10.	Clerical Officers III/II		-	10	3	7
11.	Senior Support Staff/ Cleaning Supervisor II B/IIA	16/15/14	4	10	5	1
<b>Total</b>			<b>12</b>	<b>44</b>	<b>21</b>	<b>19</b>
<b>Accountants Unit</b>						
1.	Senior Deputy Accountant General	5	-	1	-	1
2.	Deputy Accountant General	6	1	1	1	-
3.	Assistant Accountant General	7	-	1	-	1
4.	Principal Accountant	8	1	1	5	4
5.	Senior Accountant	9	2	3	-	3
6.	Accountant I/II	10/11		4	2	2
<b>Total</b>			<b>4</b>	<b>11</b>	<b>8</b>	<b>3</b>
<b>Finance Unit</b>						
1.	Senior Chief Finance Officer	5	-	1	-	1
2.	Chief Finance Officer	6	1		-	-
3.	Senior Principal Finance Officer	7	-	1	1	-
4.	Principal Finance Officer	8	1	1	1	-
5.	Senior Finance Officer	9		2	-	2
6.	Finance Officer I/II			2	2	-
<b>Total</b>			<b>2</b>	<b>7</b>	<b>4</b>	<b>3</b>
<b>ICT Unit</b>						
1.	Director, ICT	5	-	1	-	1
2.	Deputy Director ICT	6	1	1	-	1
3.	Assistant Director ICT	7	-	1	1	-
4.	Principal ICT officer	8	2	2	5	3
5.	Senior ICT Officer	9		3	1	2
6.	ICT officer I/II	1		4	2	2
<b>Total</b>			<b>3</b>	<b>12</b>	<b>9</b>	<b>3</b>

S/No.	Cadre	CSG	Approved Establishment (A)	Optimal Staffing (B)	In-Post (C)	Variance D=(B-C)
<b>CPPMD</b>						
1.	Director Planning	5	-	1	1	-
2.	Chief Economist	6	1	1	-	1
3.	Principal Economist	7	-	2	2	-
4.	Senior Economist	8	1	2	4	2
5.	Economist II/I	1	-	4	-	4
<b>Total</b>			<b>2</b>	<b>10</b>	<b>7</b>	<b>3</b>
<b>Supply Chain Management Unit</b>						
1.	Director Supply Chain Management	5	-	1	-	1
2.	Deputy Director Supply Chain Management	6	1	1	-	1
3.	Assistant Director Supply Chain Management	7	-	1	1	-
4.	Principal Supply Chain Management	8	1	2	-	2
5.	Senior Supply Chain Management Officer	9	-	1	1	-
6.	Supply Chain Officer I/II			3	3	-
7.	Supply Chain Management Assistant IV/III/II/I	14/13/12/12	1	1	1	-
<b>Total</b>			<b>3</b>	<b>10</b>	<b>6</b>	<b>4</b>
<b>Communication Unit</b>						
1.	Deputy Director Public Communication	6	1	1	-	1
2.	Assistant Director Communication	7	-	1	-	1
3.	Principal Communication Officer	8	-	1	-	1
4.	Senior Communication Officer	9	1	3	1	2
5.	Photojournalist	10	-	2	-	2
<b>Total</b>			<b>2</b>	<b>8</b>	<b>1</b>	<b>7</b>
<b>Internal Audit</b>						
1.	Director Internal Auditor	5	2		2	-
2.	Deputy Internal Auditor	6				-
3.	Senior Assistant Internal Auditor general	8				1
<b>Total</b>			<b>2</b>	<b>-</b>	<b>1</b>	<b>1</b>
<b>STATE DEPARTMENT FOR PARLIAMENTARY AFFAIRS TOTAL</b>			<b>95</b>	<b>684</b>	<b>85</b>	<b>599</b>

## Annex III: Strategic Theme Teams and The Terms of Reference

### A. Strategic theme teams

S/No	Strategic Issues	Strategic Theme Teams
1.	Policy & Legislation coordination	Principal Secretary-SDPA-Chair Secretary Legislative & Parliamentary Affairs Secretary Policy Coordination & Strategy
2.	Liaison of the Executive with Parliament	Principal Secretary-SDPA-Chair Secretary Legislative & Parliamentary Affairs
3.	Stakeholders/citizens engagement	Principal Secretary-SDPA-Chair Secretary Legislative & Parliamentary Affairs Secretary Policy Coordination & Strategy
4.	Institutional capacity development	Principal Secretary-SDPA-Chair Secretary, Administration Directors support services

### B. Terms of reference for strategic theme teams

- i. Coordinating the preparation of annual work plans for the activities under respective KRAs
- ii. Preparation of resourcing plans-funds, staff, equipment etc.
- iii. Lobbying for resources for the respective KRAs
- iv. Development of M&E tools aligned to Strategic Plan KPIs and the quarterly and annual reporting templates
- v. Conducting annual reviews of progress and work planning for the subsequent years
- vi. Conducting evaluation.
- vii. Preparation of end term progress report



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

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