

REPUBLIC OF KENYA



**NEPAD/APRM KENYA SECRETARIAT
STRATEGIC PLAN 2017/2018 – 2021/2022**

December 2019

FOREWORD

NEPAD/APRM Kenya Secretariat is a Semi-Autonomous Government Agency under The National Treasury and Ministry of Planning. The Secretariat's mandate is to spearhead the domestication of African Union Core Principles and the African Peer Review Mechanism in Kenya and the Eastern Africa Region.

The Government is committed to promoting inclusivity and broad-based sustainable economic development towards improving the livelihoods of the citizenry. The aspirations articulated in the Kenya Vision 2030 aim at transforming Kenya into an industrial, middle-income country by providing a high quality of life for its citizens by the year 2030. Implementation of Kenya Vision 2030 is phased out into five year Medium Term Plans (MTPs).

Kenya is currently implementing the Medium Term Plan III (2018-2022) whose priority areas are consistent with the mandate of NEPAD / APRM as well as the National Plan of Action (NPOA) emanating from the Second APRM Country Review of Kenya which was conducted in January 2017. As part of the implementation of Kenya Vision 2030, Ministries, Departments and Agencies (MDAs) are required to prepare Fourth Generation Strategic Plans covering the period 2017/18-2021/22.

The NEPAD/APRM Kenya Secretariat's Strategic Plan further takes cognisance of the Government's four priorities "The Big Four" which include affordable housing, enhanced manufacturing, universal healthcare and food security. This Strategic Plan will be executed by the Secretariat in close collaboration of its key stakeholders who include Ministries Departments and Agencies (MDAs), Private Sector and Development Partners.

The Secretariat's main mandate which is coordination of the implementation of continental programmes will promote linkages and partnerships at various levels, which will in turn spur attainment of the country's Vision. I thank the National Governing Council for providing policy guidance towards the preparation of this strategic plan and urge all the stakeholders to fully support its implementation as part of our contribution to Pan-Africanism.

Hon. (Amb) Ukur Yatani
Ag. CABINET SECRETARY
The National Treasury and Planning

PREFACE

The NEPAD and APRM initiatives have transformed Africa's governance landscape over the last decade. Progress has been registered on many fronts, including improved accountability and transparency; increased citizens participation in development; and increased budgetary allocation to key sectors such as infrastructure, agriculture, education, health and security. The NEPAD/APRM programmes are widely accepted as the continent's framework for sustainable development and enhancement of good governance. In the Kenyan context, the NEPAD/APRM Secretariat supports the attainment of Kenya Vision 2030 and the Sustainable Development Goals (SDGs) as well as the broader continental development framework, Agenda 2063.

The key priorities for the Strategic Plan period are: (i) Lobbying, Advocacy and Communication; (ii) Facilitation and implementation of NEPAD/APRM Programmes at County, National and Regional Levels; (iii) Knowledge Management, Governance and Institutional Management; (iv) Human Resource Management and Development; and (v) Resource Mobilization and Partnership. These Key Result Areas have detailed output targets, activities and indicators, with clear allocation of responsibilities, budgetary projections, and implementation modalities.

This Strategic Plan was prepared using a participatory approach that involved wide consultations of both internal and external stakeholders at all stages. It is my hope that all relevant Ministries, Departments and Agencies (MDAs), County Governments, Civil Society Organizations and Development Partners will fully support the Secretariat in the implementation process.

I wish to especially acknowledge and commend the efforts of the team of colleagues from the NEPAD/APRM Kenya Secretariat, and the then Ministry of Devolution and Planning that prepared this document. The National Council is also grateful to our stakeholders who gave invaluable comments that have enriched the document, and for their participation in the validation process.

Prof. Michael Chege, EBS
Chairperson
NEPAD/APRM Kenya Governing Council

EXECUTIVE SUMMARY

The NEPAD/APRM Kenya Secretariat Strategic Plan 2017-2022 is a roadmap on how the secretariat intends to implement its mandate in a manner that is consistent with the African Union's governance and development agenda.

In addition, this Strategic Plan takes cognizance of the Kenya's blueprint *Vision 2030* and its Medium Term Plans (MTPs). This is in recognition of the fact that during the plan period, the Secretariat is expected to play a critical role of enabling the Government to achieve its medium and long-term development plans. This is also expected to incrementally feed into the attainment of the continent's overall development objectives as captured under the United Nations Sustainable Development Goals (SDGs) and Africa's Agenda 2063.

Chapter one presents the historical background of the NEPAD and APRM programmes of the African Union and how they are linked with the NEPAD/APRM Kenya Secretariat, and other continental, regional and national institutions. It also highlights other government strategies and policies, which have linkages with NEPAD and APRM programmes. It also explains how the organisation's identity has evolved over the years resulting in the appointment of a unified National Governing Council to provide policy guidance and oversight in the implementation of its programmes. The chapter concludes by explaining the linkages between the Secretariat's mandate and the Government's four priorities (Big Four) which include affordable housing, enhance manufacturing, universal healthcare and food security.

Chapter two covers the key achievements and lessons learnt, and also gives an analysis of the internal and external environment through the use of Strengths, Weaknesses, Opportunities and Threats (SWOT) and Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analytical tools. A stakeholder's analysis is also presented, highlighting areas of linkages with the NEPAD/APRM Kenya Secretariat.

Chapter three outlines the Secretariat's Vision, Mission and Core Values and how they affect the identification of the key result areas and the implementation of the strategic objectives.

Chapter four discusses the Secretariat's approach to the implementation of the Strategic Plan. It explains the Secretariat's human resource capacity and needs, financial resource requirements and strategies for resource mobilization.

The successful implementation of this Strategic Plan will depend on how effectively the planned activities and outputs as well as outcomes are monitored and evaluated. Chapter five, therefore, explains the monitoring and evaluation framework which will help track the implementation of programmes and projects outlined in the implementation matrix. The chapter also discusses the organization's critical success factors with respect to this strategic plan.

Finally, annexed to this plan is the implementation matrix as well as the Secretariat's organisation structure.

ACKNOWLEDGEMENT

The NEPAD/APRM Kenya Secretariat (NAKS) is greatly indebted to many individuals and organizations for the invaluable support that they lent in the preparation of this Strategic Plan.

Firstly, I wish to thank the Principal Secretary for the State Department of Planning and Statistics for providing leadership and requisite budgetary support that enabled the Secretariat to mobilize a wide range of stakeholders to participate in the planning process for this strategic plan.

Special thanks goes to the National Governing Council (NGC), under the able leadership of Professor Michael Chege, for the policy guidance and extremely useful insights that shaped the Secretariat's strategic objectives as an Organization.

The Secretariat is most grateful to all the stakeholders as well as strategic partners that actively participated in the process by way of deliberating over several drafts and the extra resources expended in an effort to finalize this Strategic Plan.

Special gratitude goes to a team of officers from the State Department of Planning and Statistics, led by Mr. Benson Kimani, who worked tirelessly with the staff of the Secretariat in coordinating, compilation and production of this document.

I wish to pay special tribute to all staff of the Secretariat for their hard work and commitment which resulted in the timely completion of the SP.

Lastly, I wish to urge all stakeholders and strategic partners to fully support the Secretariat in its effort to implement this strategic plan.

Daniel Osiemo
Ag. Chief Executive Officer
NEPAD/APRM Kenya Secretariat

LIST OF ACRONYMS AND ABBREVIATIONS

AfDB	Africa Development Bank
AESA	Alliance for Accelerating Excellence in Science in Africa
APRM	African Peer Review Mechanism
AU	African Union
AUC	African Union Commission
CAADP	Comprehensive Africa Agriculture Development
CEO	Chief Executive Officer
COMESA	Common Market for Eastern and Southern Africa
CIMES	County Integrated Monitoring and Evaluation Systems
CPRM	Country Peer Review Mechanism
CS	Cabinet Secretary
DANIDA	Danish International Development Agency
DfID	Department of International Development
EAC	East Africa Community
EMCA	Environmental Management and Coordination Act
EMU	Efficiency Monitoring Unit
EU	European Union
GIZ	The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
GDP	Gross Domestic Product
GNP	Gross National Product
GPDEC	Global Partnerships for Effective Development Cooperation
HSGIC	Heads of State and Government Implementation Committee
ICT	Information Communication Technology
IGAD	Inter-Governmental Authority on Development
IAG	Ibrahim Index of African Governance
IPPF	Infrastructure Project Preparation Facility
ISO	International Organization for Standardization
KFS	Kenya Forest Services
KIPPRA	Kenya Institute for Public Policy Research and Analysis
KNBS	Kenya National Bureau of Statistics
LAPSSET	Lamu Port – South Sudan - Ethiopia Transport Corridor
MAP	Millennium Africa Recovery Plan

M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
MSMEs	Micro Small and Medium Enterprises
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NAKS	NEPAD/APRM Kenya Secretariat
NDMA	National Drought Management Authority
NEPAD	New Partnership for Africa's Development
NIMES	National Integrated Monitoring and Evaluation Systems
NGC	National Governing Council
NPCA	NEPAD Planning and Coordinating Agency
NPoA	National Plan of Action
OAU	Organization of African Unity
OECD	Organization for Economic Cooperation and Development
PESTEL	Political, Economic, Social, Technological, Environmental & Legal
PICI	Presidential Infrastructure Champion Initiative
PIDA	PROGRAMME FOR Infrastructure Development in Africa
REC	Regional Economic Community
SE4ALL	Sustainable Energy for All
SDG	Sustainable Development Goal
STI	Science Technology and Innovation
SWOT	Strengths, Weaknesses, Opportunities and Threats
TNA	Training Needs Assessment
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
WGI	Worldwide Governance Indicators
WRMA	Water Resources Management Authority

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CHAPTER ONE

INTRODUCTION AND CONTEXT

1.1 Overview

This Chapter presents the historical background of the African Union's Development Agency – New Partnership for Africa's Development (AUDA- NEPAD) formerly NEPAD and the African Peer Review Mechanism (APRM). It outlines the linkages with the NEPAD/APRM Kenya Secretariat and other continental, regional and national institutions. Further, the chapter highlights other government strategies and policies, which have linkages with AUDA - NEPAD and APRM programmes.

1.2 Historical Background of NEPAD AND APRM

After having experienced economic stagnation for close to two decades, African leaders were in agreement on the need to re-focus Africa's agenda on a new path of development and prosperity. The process was mooted by the Presidents of South Africa, Nigeria, Algeria, Egypt, and Senegal who developed two plans for Africa's recovery, i.e. The Millennium Partnership for African Recovery (MAP); and the OMEGA Plan for Africa. In March 2001, African leaders at the Organization of African Union (OAU) Summit in Sirte, Libya, merged the two plans into one framework. In October 2001, the Heads of State and Government Implementation Committee (HSGIC) renamed the framework as the New Partnership for Africa's Development (NEPAD).

The primary objectives of NEPAD were to eradicate poverty; promote sustainable development; integrate Africa into the world economy; and empower women. These were to be achieved through the underlying principles of good governance, democracy and human rights and the creation of a conducive environment for long-term investments.

In 2002, at the AU Summit in Durban, the participating states committed to adhere to these principles by forming the APRM to encourage, monitor and appraise each other on the implementation of good governance. Since then, African countries have made impressive strides in promoting responsive governance mechanisms through increased transparency and accountability to citizens, fellow African leaders as well as development partners.

In 2010, the NEPAD Continental Secretariat was restructured to make it more effective by integrating it with the AU structures and systems. It became the NEPAD Planning and Coordinating Agency (NPCA) as the development arm of the AU. It has since been transformed into AUDA – NEPAD through a decision of the AU General Assembly in November 2018 integrating it into the AU system.

1.3 Overview of AU NEPAD/APRM Functional Structure

At the continental level, NEPAD and APRM are two separate entities governed by the Heads of State and Government Orientation Committee (HSGOC) and the African Peer Review Forum of Heads of State and Government participating in the APRM respectively. The Heads of State are required to institutionalize the two organs at national levels to champion the AU’s development and governance agenda.

AUDA - NEPAD Programmes are implemented under four thematic areas:

- i) Natural Resources Governance and Food Security;
- ii) Regional Integration, Infrastructure and Trade;
- iii) Industrialization, Science, Technology and Innovation; and
- iv) Human Capital Development.

The APRM focuses on four thematic pillars:

- i) Democracy and Political Governance;
- ii) Economic Governance and Management;
- iii) Socio-Economic Development; and
- iv) Corporate Governance

1.4 NEPAD/APRM Kenya Secretariat

The NEPAD/APRM Kenya Secretariat was established in the year 2002 by a Presidential Executive Order (Gazette Notice No. 6225, The Kenya Gazette, vol. CIV - no. 63). The Secretariat became operational with the appointment of the first CEO in April, 2003. In June 2016 vide Gazette Notice No. 4651, the Government of Kenya merged the National Steering Committee of NEPAD and the APRM Governing Council into one body, the NEPAD / APRM Kenya National Governing Council.

The NEPAD/APRM Kenya Secretariat (NAKS) is a Semi-Autonomous Government Agency (SAGA) currently under the National Treasury and Planning. The Secretariat is responsible for coordinating projects and programmes through the Ministries, Counties, Departments, Agencies and other stakeholders. Its expanded mandate includes promotion of sustainable development and improved governance in Kenya and in the Eastern Africa Region.

1.4.1 The NEPAD/APRM Kenya National Governing Council

The Council comprises of the National Focal Point Cabinet Secretary in charge of NEPAD / APRM affairs in line with the provisions of NEPAD / APRM Continental protocols; a Chairman of the Council and seven members.

The mandate of the Council is to:

1. Give policy guidance and seek direction from the NEPAD/APRM focal point;
2. Hold quarterly meetings and such additional meetings in such places and at such times as the Council shall consider necessary for the proper discharge of its functions;
3. Carry out or cause to be carried out such studies or research as may inform the activities of the NEPAD and the APRM in Kenya; and
4. Execute its mandate and exercise the power to regulate its procedures.

In order to execute its mandate effectively, the Council works through the following committees: Technical; Audit & Risk Management, and Finance & Administration.

1.4.2. Mandate of the NEPAD/APRM Kenya Secretariat

The Secretariat is headed by the Chief Executive Officer (CEO) and is structured into three departments: NEPAD Programmes; APRM & Governance and Human Resource & Administration. The key mandate of the NEPAD/APRM Kenya Secretariat as captured in the Gazette Notice No. 4651 of 24th June 2016 is as follows:

1. Promote Kenya's effective participation in the activities of the New Partnership for African Development (NEPAD) and the domestication of the African Union (AU)

Mission, Core Principles and Values.

2. Provide leadership, guidance and direction to the implementation of the Africa Peer Review Mechanism (APRM) in Kenya.
3. Sustain the integrity of the APRM process, keeping it transparent, inclusive and accountable to the citizens of Kenya.
4. Transmit the APRM review/progress reports to the APR Panel of Eminent Persons, the Head of State, and any other relevant national and African Union organs as specified by the APRM rules.
5. Monitor and report on the progress in the implementation of the APRM National Programme of Action.
6. Provide policy guidance in cascading the APRM as a governance tool to the Counties.
7. Serve as the Regional NEPAD/APRM Kenya Secretariat coordinator for the Eastern African countries as selected.
8. Co-ordination of NEPAD activities in the Eastern African Region; and liaison with the Continental NEPAD secretariat office with a view of incorporating and promoting Kenya's and Eastern African region interests in NEPAD.
9. Design, develop and implement necessary measures to identify and address governance issues affecting Kenya's performance in national, regional and global governance surveys and indices.
10. Provide guidance for structured engagement with local and international agencies undertaking and disseminating reviews on Kenya's governance to ensure accuracy of facts and fidelity to best practices on objective reporting.

1.5 The Global Governance Nexus with NEPAD/APRM Kenya Secretariat

The NEPAD/APRM Kenya Secretariat has aligned its operations with international instruments in conforming to international set standards on good governance. Some of these instruments are: The Worldwide Governance Indicators (WGI-World Bank); The Sustainable Governance Indicators (EU&OECD); Sustainable Development Goals (SDGs); the United Nations Development Programme (UNDP) Good Governance Principles; and the Open Government Partnership (OGP).

1.6 Continental Governance Linkages with NEPAD /APRM Kenya Secretariat

The NEPAD/APRM Kenya Secretariat agenda strives to create synergies, partnerships, and collaborations based on policy, economic and governance indicators. This is in line with SDGs, AU Agenda 2063, East African Community (EAC) Vision 2050 and Kenya Vision 2030 and its Medium Term Plans (MTP).

1.7 Regional Institutions linkages with NEPAD/APRM Kenya Secretariat

1.7.1 East African Community

The EAC is currently implementing the Vision 2050 blueprint which is aimed at attaining a prosperous, competitive, secure and politically united East Africa. In order to achieve the Vision 2050 milestones, medium-term development strategies and other cross-cutting projects and programmes have been put in place. These are in sectors such as infrastructure, energy, legal and judicial, social development, and institutional development which have a clear link with NEPAD/APRM Kenya Secretariat programmes.

1.7.2 The Intergovernmental Authority on Development (IGAD)

The Intergovernmental Authority on Development (IGAD) is mandated to coordinate the achievement of food security and environmental protection; promotion and maintenance of peace and security; and undertaking humanitarian affairs in the region. These are in line with NEPAD/APRM Kenya secretariat and Vision 2030 sector projects on health, security and food security.

1.8 National Governance Instruments Linkage with NEPAD /APRM Kenya Secretariat

1.8.1 The Constitution of Kenya 2010

The NEPAD /APRM Kenya Secretariat's mandate is anchored on the Constitution of Kenya 2010. The Constitution outlines national values and principles of governance, leadership and integrity, the Bill of Rights which guarantees fundamental rights and freedoms for every citizen of Kenya, and the necessity for public participation in the process of policy making. In its operations, the Secretariat is guided by the national values and principles including public participation, which is at the centre of our democracy.

1.8.2 Kenya Vision 2030

The Kenya Vision 2030 is a blueprint which aims at transforming Kenya into a newly industrialized middle-income country, providing a high quality of life to all citizens in a clean and secure environment. The Vision comprises of three key pillars: **The Economic Pillar** aims at achieving an average economic growth rate of 10 per cent per annum. **The Social Pillar** seeks to engender just, cohesive and equitable social development in a clean and secure environment, while the **Political Pillar** aims to realize an issue based, people-centred, result-oriented and accountable democratic system.

The three pillars are anchored on the foundations of macro-economic stability; infrastructural development; Science, Technology and Innovation (STI); land reforms; human resources development; security; and public sector reforms. The agenda of the Secretariat is well aligned with Vision 2030 pillars in its areas of focus. These include political and democratic governance; economic and corporate governance as well as socio-economic development.

1.8.3 The Kenya Medium Term Plans

The Kenya Vision 2030 is being implemented through a series of successive five-year medium term plans. The First Medium Term Plan (MTP I) covered the period 2008-2012, and the Second Medium Term Plan (MTP II) covered the period 2013-2017. MTP II of 2013 aimed at accelerating the pace of economic transformation through infrastructure development, expansion of agricultural production, improvement of the manufacturing sector, expanded African and global markets, better quality education and health; provision of better housing; and improved water sources.

The Third Medium Term Plan (MTP III) of 2018-2022 endeavours to move the economy towards a high growth trajectory to achieve 7 percent economic growth rate target up to the end of the Plan period. All the sector projects and initiatives of the first, second, and third Medium Term Plans (MTPs) are well aligned with NEPAD/APRM Kenya Secretariat programmes.

1.9 Justification for the development of the Strategic Plan

Strategic Planning was introduced in 2004 as a performance management tool to enable public sector institutions to enhance efficiency and accountability in the use of public resources. It is a key component of Results Based Management that helps set targets at organizational, departmental, sectional and individual levels.

This Strategic Plan aims at contributing towards achieving the objectives of the MTPs, Sector Plans, the APRM National Plan of Action (NPoA) and AU Agenda 2063. Implementation will be monitored and evaluated in order to track progress and take timely remedial action where delays are encountered. Successful implementation of this Strategic Plan will contribute to the overall goals of promoting good governance and enhancing sustainable development.

1.10 The ‘Big Four’ government priority areas

The following subsection outlines efforts of aligning the ‘Big Four’ government priority areas to the organizational mandate. The Secretariat endeavors to align its operations as follows:

- **Manufacturing-** the Government intends to lower the power tariffs charged to manufacturers by 50% between 10pm and 6am. This is in line with sustainable energy for all target under NEPAD continental priorities. Consequently, the target aims at doubling the share of renewable energy in the global energy mix.

The Secretariat will continue working with ministries, departments and agencies to promote the use of renewable energy and mobilize resources at the Continental level to undertake feasibility studies and exploit existing potential so as to provide Kenya with cheap, sustainable and environmentally friendly electricity.

- **Food Security.** In this area, the Government aims at providing key enablers within the farming process that will address distribution, wastage, value addition of agricultural commodities. This target resonates well with the continental programme of Comprehensive Africa Agriculture Development Programme (CAADP). This is Africa’s policy framework for agricultural transformation, wealth creation, food security and nutrition, economic growth

and prosperity for all. It aims to increase public investment in agriculture by a minimum of 10 per cent of national budgets and to raise agricultural productivity by at least 6 per cent.

Specifically, CAADP aims to stimulate and facilitate increased agricultural performance through improvements in policy and institutional environments, access to improved technologies and information, and increased investment financing. In addition, the Secretariat will continue partnering with the Ministry of Agriculture and relevant State Agencies and development partners in promoting climate smart agriculture.

- **Universal health care.** The government aims at attaining 100% healthcare coverage for all Kenyans. This target is linked with socio-economic development under the APR process. The Secretariat intends to cascade the African Peer Review process to counties to ensure that devolved functions are well governed to deliver on their mandates. Since primary healthcare is a devolved function, the Secretariat will work hand in hand with county stakeholders to ensure that all Kenyans receive the intended quality healthcare coverage.

The Secretariat will also be partnering with Ministry of Health, County Governments and other relevant agencies on healthcare access as well as training of healthcare personnel.

- **Affordable housing.** The Government aims at creating 500,000 new home owners through facilitation of affordable housing and a home ownership programme that ensures every working family can afford a decent home. This programme would realize its objectives when measures are put in place by county governments in their spatial plans. The Secretariat through the County Peer Reviews will sensitize stakeholders on the importance of participation and inclusivity in preparing the spatial plans and aiding land ownership to enable working families to access mortgages.

The Secretariat in its role of promoting the implementation of key infrastructure projects such the LAPSET corridor will contribute in creating new opportunities for the development of affordable housing to the local citizenry.

CHAPTER TWO

SITUATION ANALYSIS

2.1 Overview

This chapter covers the key achievements and lessons learnt. It further gives an analysis of the internal and external environment through the use of Strengths, Weaknesses, Opportunities and Threats (SWOT) and Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analytical tools. A stakeholder's analysis is also presented, highlighting areas of linkages with the NEPAD/APRM Kenya Secretariat.

2.2 Key Achievements (2014-2017)

In the previous strategic planning period the NEPAD/APRM Kenya Secretariat has achieved the following:

1. In 2017, Kenya became the first country to undertake the second round of the APRM comprehensive Country Peer Review;
2. Spearheading revitalization of the APRM mechanism as an innovative tool for governance improvement across the Continent. This initiative was led by H.E. the President of the Republic of Kenya as the Chairperson of the APR Forum from June 2015 to January 2018;
3. In June 2015, the Lamu Port – South Sudan - Ethiopia Transport Corridor (LAPSSET) Program was elevated to the Presidential Infrastructure Champion Initiative (PICl) category under the AU;
4. In November 2016, NEPAD/APRM Kenya Secretariat lobbied for Kenya to host the 2nd High Level Meeting on Global Partnership for Effective Development Cooperation (GPEDC), the first time for such a meeting to be held in Africa;
5. Through advocacy by NEPAD/APRM Kenya Secretariat, development partners have supported implementation of infrastructure projects under the LAPSSET through the NEPAD Infrastructure Project Preparation Facility (IPPF);
6. In November 2016, the NEPAD Agency in collaboration with the NEPAD/APRM Kenya Secretariat facilitated the development and launch of an investment

prospectus to accelerate the implementation of priority projects under the Sustainable Energy for All (SE4ALL) Initiative; and

7. NEPAD/APRM Kenya Secretariat, facilitated capacity building for officers occupying management positions in the Kenyan transport and energy companies on the area of Project Management.

Within the current Plan period (2018 – 2022), the Secretariat has further realized the following achievements:

1. The Secretariat facilitated the 2nd Country Peer Review. The Report was launched by H.E. The President of the Republic of Kenya In March 2019;
2. In August 2018, Kenya launched the UN Development Account for strengthening accountability in planning processes through data and statistics by Economic Commission for Africa (ECA) ;
3. In September 2018, the Secretariat coordinated the launch of the first Africa Environment Partnership Platform (AEPP) that creates an avenue for all actors involved in environment sector to deliberate and discuss key issues related to the sector and its contribution to the overall development of the continent;
4. In May 2019, the Secretariat coordinated the launch of the first window of the Skills Initiative for Africa (SIFA) that is targeted in funding Technical Vocational Education Training (TVET) institutions to a tune of Kshs. 350 million. SIFA is a programme under the Secretariat that aims in building capacities for youths;
5. Incorporation of the NPoA into the MTP III in order to mainstream APRM into Kenya’s national development framework for improved implementation and impact;
6. Secured endorsement of the County Peer Review Mechanism (CPRM) from H.E the President of the Republic of Kenya and the Chairperson of the Council of Governors (CoG);
7. Successfully lobbied for Kenya’s inclusion as a member of the AUDA - NEPAD HSGOC;
8. The Secretariat together with ECA facilitated and coordinated a LAPSET side-event during the Sustainable Blue Economy Conference in November 2018. The event aimed at bringing implementing member states together as part of updating each other and highlighting development opportunities on the corridor for resource mobilization.

2.3. Major Lessons Learnt

Since the commencement of implantation of the current Strategic Plan, the Secretariat has undertaken many programmes in line with its national and regional mandate. Invaluable lessons learnt during the period include:

1. Partnership and collaboration with strategic partners enhances implementation of various NEPAD / APRM programmes and projects;
2. Monitoring, Evaluation and Reporting improves efficiency and effectiveness in programme/project implementation; and
3. Continuous sensitization of the public on NEPAD/APRM projects and programmes is key in the planning and implementation of NEPAD/APRM projects and programmes.
4. Succession planning is critical for organizational stability and continuity.
5. Continuous capacity development for the Secretariat's staff is critical for enhanced performance and service delivery.

2.4. SWOT Analysis

An evaluation of internal and external environment was carried out to identify the Secretariat's organizational strengths, weaknesses, opportunities and threats. This analysis is meant to enable the Secretariat to match the external environmental trends (opportunities and threats) with the internal capacities (strengths and weaknesses).

Table 2.1 below outlines the Secretariat’s SWOT Analysis.

Table 2.1 SWOT Analysis

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. A functional National Governing Council 2. Sole state agency reporting on NEPAD and APRM programmes in Kenya to the African Union (AU) 3. Commitment/Political good will by Government 4. Semi-Autonomous nature of NEPAD/APRM Kenya Secretariat 5. State funding from exchequer 6. National & Regional coordinating mandate for NEPAD/APRM Kenya Secretariat 7. Competent Staff 8. Well established controls and accountability systems 9. Conducive work environment 	<ol style="list-style-type: none"> 1. Capacity development constraints 2. Inadequate funding and frequent budget cuts 3. Inadequate Coordination of continental mandate at the national level 4. Weak legal and institutional framework 5. Weak M&E systems 6. Weak internal communication and knowledge sharing
Opportunities	Threats
<ol style="list-style-type: none"> 1. Collaboration with strategic partners 2. Potential funding from development partners 3. Integration of NEPAD/APRM Programmes into National Development Priorities 4. Provisions in the Constitution 2010 especially those relating to governance 5. Kenya’s enhanced diplomatic profile within the AU 6. Enhanced Regional integration through East African Community 7. Cascading APRM governance tool to the Counties 8. Collaboration with the office of the AU High Representative for Infrastructure Development 	<ol style="list-style-type: none"> 1. External instability caused by conflicts between countries which delays implementation of cross border programmes. 2. Disharmony among AU NEPAD/APRM member states.

2.5. PESTEL Analysis

This is an analysis of the Political, Economic, Social, Technological, Environmental and Legal (PESTEL) factors in the external environment of an organization, which may affect its operations. The main factors that would potentially impact the Secretariat's operations were identified, and relevant mitigation strategies developed as shown below:

Table 2.2 PESTEL Analysis

	Factor	Elements	Impacts on operations and achievements of the secretariat	Mitigation Strategies
1	Political	Political goodwill	Support in the implementation of programmes	Uphold political good will
		Regional Coordinating Mandate	Increased level of exposure to more stakeholders Strategic positioning of the country	Sustain high levels of engagement
		Leadership role in the AU Organs	More responsibility of providing leadership to other countries in terms of the APRM and AUDA-NEPAD Streamlining processes and structures of the APRM and AUDA-NEPAD	Upholding transformative leadership Set up policies to guide the operations of the APRM and AUDA-NEPAD
		Devolution	Cascading of the NEPAD/APRM instruments to the counties	Set up appropriate legal structures to operationalize county instruments

	Factor	Elements	Impacts on operations and achievements of the secretariat	Mitigation Strategies
2	Economic	Funding Constraints	Inadequate funds affect programme implementation	Engaging development partners Develop vibrant resource mobilization strategies
		Constitution of Kenya 2010	The Constitution highlights various elements of Governance which are consistent with the APRM	Putting in place legal measures to entrench governance in public and private entities.
		Insecurity	Negatively affects the implementation of Programmes in some counties	Increased levels of engagements with the security apparatus
		Kenya Vision 2030	NEPAD/APRM Kenya Secretariat Programmes are consistent with The Kenya Vision 2030 and its MTPs	Coordinate and facilitate programmes that support implementation of Vision 2030 and its MTPs
		Regional Integration	Enhanced implementation of NEPAD/APRM Kenya Secretariat Programmes through RECs (EAC, IGAD, COMESA e.tc)	Enhanced monitoring and evaluation of the implementation of programmes in the region.
3	Social	Awareness Creation	Increased opportunities for creating awareness on NEPAD/APRM Kenya Secretariat Programmes/Activities	Explore opportunities for advocacy and awareness creation on NEPAD/APRM Programmes
		Literacy Levels	Low literacy levels in some regions affects the quality of citizens engagement as well as data collection	Production of Secretariat IEC materials both in English and Swahili

	Factor	Elements	Impacts on operations and achievements of the secretariat	Mitigation Strategies
4	Technological	Access to ICT	Improved efficiency through automation	Use of ICT to improve on work performance
		Visibility and Interaction	Use of digital platforms enhances dissemination of information and interaction	Increased use of digital platforms for dissemination of information
5	Environmental / Ecological	Climate change	Adverse effects on food security and infrastructure projects Conflicts over natural resources	Support the implementation of the Climate Change Action Plans Adoption of climate-smart Agriculture Regular maintenance of roads, bridges and strengthen early warning systems
		Forest / tree cover	Dwindling forest cover adversely impacting on rainfall amount and reliability; Afforestation and re-afforestation programmes provide opportunities for increased incomes for farmers and community groups	Working with the relevant Ministry, Counties, Departments and Agencies to promote tree planting and afforestation.

	Factor	Elements	Impacts on operations and achievements of the secretariat	Mitigation Strategies
6	Legal	Anchorage of NEPAD/APRM Kenya Secretariat on an Act of Parliament	There is need to entrench the Secretariat's legal standing through an Act of Parliament	Engage the relevant stakeholders

2.8 Stakeholder Analysis

The Secretariat, in the execution of its mandate, works with various stakeholders that include public and private sectors, development partners and civil society. Various strategies will be put in place to engage all stakeholders and develop mechanisms to enhance partnerships with stakeholders.

The Secretariat's major stakeholders and their interests are outlined in Table 2.3.

Table 2.3 Stakeholders and NAKS' Interests

Stakeholder	NEPAD/APRM Kenya's Interests / Expectations	Stakeholder Interests / Expectations
The National Treasury and Planning	<ul style="list-style-type: none"> • Provision of policy direction, financial resources and technical support. 	<ul style="list-style-type: none"> • Prudent and effective execution of the Secretariat's mandate • Prudent and Efficient utilization of resources • Periodic reporting on Secretariat's programmes. • Submission of annual budget and periodic financial reports
NEPAD/APRM Kenya National Governing Council	Provide the necessary oversight and policy guidance as per the Gazette Notice	<ul style="list-style-type: none"> • Delivery of the Secretariat's Mandate • Timely implementation of National Governing Council decisions • Periodic reporting on Secretariat's programmes.

Stakeholder	NEPAD/APRM Kenya's Interests / Expectations	Stakeholder Interests / Expectations
Ministries, Counties, Departments and Agencies (MCDAs)	<ul style="list-style-type: none"> • Collaborate in implementation of Secretariat's Programmes • Ensure efficient allocation and utilization of resources • Effective implementation of policies • Provision of timely data and reports 	<ul style="list-style-type: none"> • Facilitate effective mobilization, of resources • Undertake effective monitoring and evaluation of programmes • Provide service in terms of information and data • Understanding of their respective policy and planning needs • Coordinate implementation of relevant programmes
Council of Governors	<ul style="list-style-type: none"> • Effective implementation of policies set together with MCDAs. • Offer a collective voice on policy issues • Promote inter County consultations • Support cascading of the NEPAD/APRM Programmes to the counties 	<ul style="list-style-type: none"> • Facilitate effective mobilization, of resources • Undertake effective monitoring and evaluation of programmes at the county level • Mutual accountability at the devolved units

Stakeholder	NEPAD/APRM Kenya's Interests / Expectations	Stakeholder Interests / Expectations
Development Partners	<ul style="list-style-type: none"> • Support in the implementation of programmes • Timely disbursement of resources • Provision of technical assistance and capacity building • Understanding and responsiveness of NEPAD/APRM Kenya Secretariat challenges, needs and expectations • Effective collaboration and synergy building 	<ul style="list-style-type: none"> • Effective and efficient resource utilization • Adherence to project rules and regulations • Ensure Project/Programme sustainability • Practice the principles of good governance • Continuous monitoring and evaluation and provision of reports
Suppliers/Merchants	<ul style="list-style-type: none"> • Timely supply of goods and services • Supply of high quality goods and services 	<ul style="list-style-type: none"> • Timely disbursement of payments for goods and services supplied • Transparency and accountability in the procurement process
Staff	<ul style="list-style-type: none"> • Provide the necessary human resource capacity • Adherence to policies, rules, & regulations of NEPAD/APRM Kenya Secretariat • Provide effective and efficient services to the clients 	<ul style="list-style-type: none"> • Commitment to their welfare • Conducive work environment • Competitive terms & conditions of service • Continuous training & development • Fair appraisal system • Rewards/Incentive system

Stakeholder	NEPAD/APRM Kenya's Interests / Expectations	Stakeholder Interests / Expectations
General Public	<ul style="list-style-type: none"> • Providing support to Secretariat's programmes and initiatives • Participating in local development projects and decision making • Participate in programme/project monitoring and evaluation 	<ul style="list-style-type: none"> • Awareness creation of Secretariat's Programmes • Facilitate public participation in the formulation and implementation of Secretariat's Programmes • Initiating sustainable programmes/projects for their well-being • Ensure good governance and ethical behaviour • Successful implementation of programmes/projects
Media	<ul style="list-style-type: none"> • Disseminate accurate information • Act as a channel for feedback • Agenda Setting on Secretariat's issues 	<ul style="list-style-type: none"> • Receive timely and accurate information • Accessibility to relevant information
Private sector and Professional Bodies	<ul style="list-style-type: none"> • Partner in the implementation of development projects and programmes. • Facilitate Public -Private Partnerships 	<ul style="list-style-type: none"> • Involvement in policy making process • Provision of reliable information on projects and programmes • Effective and efficient service delivery • Adherence to principles of good governance
County Governments	<ul style="list-style-type: none"> • Support in the implementation of Secretariat's Programmes at the County level • Prepare and submit periodic reports on projects and programmes 	<ul style="list-style-type: none"> • Capacity building of County staff on Governance and Sustainable Development • Sensitization on the CPRM process and AUDA-NEPAD Programmes

Stakeholder	NEPAD/APRM Kenya's Interests / Expectations	Stakeholder Interests / Expectations
Parliament (National Assembly and Senate)	<ul style="list-style-type: none"> Facilitate Legislation on Secretariat's issues Partner in development particularly at the constituency and county levels Provide the necessary checks and balances 	<ul style="list-style-type: none"> Provide reliable information for the allocation of resources Proper use of resources, transparency and accountability Provision of satisfactorily responses on Secretariat's issues Timely submission of accountability reports
State Law Office	<ul style="list-style-type: none"> Provide support in legal matters 	<ul style="list-style-type: none"> Abide by the law to minimize risks and exposure of the Secretariat to legal tussles
Non-State Actors (NGOs, CBOs, FBOs etc.)	<ul style="list-style-type: none"> Partnering with the Secretariat in implementation of projects and programmes 	<ul style="list-style-type: none"> Provision of reliable information on development indicators Synergies during implementation of development initiatives to avoid duplication and overlaps.
Regional Blocs and International Institutions/bodies	<ul style="list-style-type: none"> Facilitate implementation of Secretariat's Agenda 	<ul style="list-style-type: none"> Advocate for implementation of regional/ continental resolutions Submit subscriptions on a timely manner (where applicable)
Technical Research Institutions	<ul style="list-style-type: none"> Share relevant research findings Adherence to appropriate ethical research standards 	<ul style="list-style-type: none"> Partnering in research assignments over the Secretariat's programme activities

Stakeholder	NEPAD/APRM Kenya's Interests / Expectations	Stakeholder Interests / Expectations
Other NEPAD/APRM Kenya Secretariat National Offices	<ul style="list-style-type: none"> • Co-operation and support in programme/ project implementation • Prioritization of the Secretariat's projects and programmes 	Facilitation and Coordination of the Secretariat's programmes/ Projects

CHAPTER THREE

STRATEGIC MODEL

3.1 Overview

This Chapter outlines the Secretariat's Vision, Mission and Core Values and how they affect the identification of the key result areas and the implementation of the strategic objectives.

3.2 Vision

A model champion for Africa's development and governance agenda in the continent

3.3 Mission

To promote effective and efficient coordination, advocacy, and communication for AU's programme nationally and regionally

3.4 Core Values

In order to fulfil its mandate in line with the Vision and Mission, the Secretariat will be guided by the following Core Values:

- a. **Integrity:** The secretariat will promote uprightness and reliability while executing its mandate.
- b. **Professionalism:** The secretariat will support and facilitate teamwork by recognizing both team and individual effort, adhere to best practices, professional standards and ethics.
- c. **Efficiency and Effectiveness:** The secretariat will strive to use minimal resources and build synergies to achieve maximum results in service delivery.
- d. **Innovativeness:** The secretariat will be open to new ideas, inventiveness and resourcefulness in service delivery.

- e. **Equity and Equality:** The secretariat will promote fairness and equal distribution of resources and services at all levels.
- f. **Accountability and Transparency:** The secretariat will strive to conduct its business and lend its services to stakeholders in an open and responsible manner.

3.5. Key Result Areas, Strategic Objectives and Strategies

For effective implementation of this Strategic Plan, the Secretariat will focus on the following key results areas:

- i) Lobbying, Advocacy and Communication
- ii) Facilitation and coordination of the implementation of AUDA - NEPAD/APRM Programmes at County, National and Regional Levels
- iii) Knowledge Management and Governance;
- iv) Institutional Management and Development; and
- v) Resource Mobilization and Partnerships

Table 3.1: Key Result Areas, Strategic Objectives and Strategies

KEY RESULT AREAS	STRATEGIC OBJECTIVES	STRATEGIES
Lobbying, Advocacy and Communication	To enhance advocacy and outreach programmes to increase awareness levels of the role of NEPAD/APRM Kenya Secretariat	Develop and implement the Secretariat's communication strategy

KEY RESULT AREAS	STRATEGIC OBJECTIVES	STRATEGIES
Facilitation and coordination of the implementation of AUDA - NEPAD/APRM Programmes at County, National and Regional Levels	To promote learning, linking and leveraging of AUDA-NEPAD/APRM programmes both nationally and regionally	<ul style="list-style-type: none"> • Facilitate and coordinate implementation of AUDA-NEPAD/APRM programmes at the National and Regional Level • Facilitate County and Country peer reviews • Enhance cooperation with Regional Economic Communities (RECs) • Track the implementation of key priority projects at the National and Regional level • Forge a working relationship with MCDAs implementing AUDA-NEPAD/APRM programmes at the National and Regional Level
Knowledge Management and Governance	To promote good governance practices at the National and the County level	<ul style="list-style-type: none"> • Strengthen the APRM dialogue in Kenya; • Facilitate alignment of NPoA with National and County Development Plans; • Track governance indices and prepare status reports; • Strengthen engagement with counties on governance issues and AUDA-NEPAD programmes.
	To enhance research capacity of the Secretariat as part of knowledge management	<ul style="list-style-type: none"> • Establish a research unit • Improve the process of data collection and evaluation • Collaborate with relevant

KEY RESULT AREAS	STRATEGIC OBJECTIVES	STRATEGIES
		<p>research institutions;</p> <ul style="list-style-type: none"> • Review other researches done on governance and development.
	<p>To improve the tracking and implementation of AUDA-NEPAD/APRM programmes in the Eastern Africa Region</p>	<ul style="list-style-type: none"> • Prepare and update a database of AUDA-NEPAD/ APRM programmes in the Eastern Africa Region • Develop and implement a M&E mechanism
<p>Institutional Management and Development</p>	<p>To develop capacity to enhance efficiency and transparency in service delivery</p>	<ul style="list-style-type: none"> • Review Organizational structure and determine optimal staffing level • Review terms and conditions of service • Strengthen staff training and development
	<p>To strengthen the legal framework under which the Secretariat is established for ease of project funding and implementation</p>	<ul style="list-style-type: none"> • Lobby Parliament and stakeholders for AUDA-NEPAD/APRM Kenya secretariat to be anchored on an Act of Parliament
<p>Resource Mobilization and Partnerships</p>	<ul style="list-style-type: none"> • To mobilize adequate resources to finance the Secretariat programmes • To facilitate mobilization of resources for National and Regional flagship projects 	<ul style="list-style-type: none"> • Establish a resource mobilization strategy for the Secretariat • Organize roundtable meetings with development partners for collaboration and resource mobilization

CHAPTER FOUR

IMPLEMENTATION AND COORDINATION FRAMEWORK

4.1 Overview

This Chapter outlines the Secretariat's approach to the implementation of the Strategic Plan. It explains the Secretariat's human resource capacity needs, financial resource requirement and strategies for resource mobilization.

4.2 Implementation of Strategic Plan

This Plan will be implemented within five years and will be closely monitored to ensure that the strategic objectives are realized as planned. The process of monitoring will be reviewed annually in accordance with the guidelines of the National Treasury.

The key elements of the implementation plan will entail the following:

4.3 Financial Requirements

The financial projection over the 5-year period shows that the Secretariat will require approximately Ksh. 805 million for the technical programme activities. The estimated budget from normal government budget is estimated to be Ksh.301 million leaving a budget deficit of Ksh.504 million as shown in Table 4.1 below:

Table 4.1. Resource Requirements for programme based activities*

Classification	Budget estimates (Kshs. '000')					
	2017/18	2018/19	2019/20)	2020/21	2021/22	Total
NEPAD/APRM Program-based Budgets	138,778	169,528	167,628	164,528	164,528	804,990
Exchequer Receipts	63,533	59,257	59,257	59,257	59,257	300,562
Budget Deficit	75,245	110,271	108,371	105,271	105,271	504,428

**This resource requirement does not include personnel emoluments and general supplies*

The budget deficit above implies that the Secretariat would aggressively engage development partners through the National Treasury with a view of plugging the budget deficit.

4.4 Resource Mobilization Strategies

The Secretariat will continue to engage relevant state agencies for increased funding for priority programmes through the parent Ministry. The Government, through the Exchequer has been financing the entire budget of the Secretariat's operations. However, owing to existing resource gaps, the Secretariat will continue engaging Development partners such as UNECA, ACBF, UNDP, AfDB, GIZ, DANIDA, AUC and DfID to support implementation of key projects and programmes.

4.5 Human Resource Management and Development

The Secretariat will continue to build the existing staff capacity to effectively execute the increased level of its operations due to its enhanced mandate.

4.5.1 Current Staff Establishment

The Secretariat has a staff capacity of 31 in post against an authorized establishment of 56 as presented in Table 4.2.

Table 4. 2 Staff Establishment

S/No.	Category	Establishment	In Post	Variance
1.	Chief Executive Officer (NEP 1)	1	0	-1
2.	Senior Management (NEP 2 & 3)	10	6	-4
3.	Middle level Management (NEP 4 & 5)	30	16	-14
4.	Other officers (NEP 6 and below)	15	9	-6
Total		56	31	-25

4.5.2 Competence Development.

This is the systematic enhancement of skills and proficiencies in order to address career progression of individual employees and improve institutional performance. During the strategic planning period, the Secretariat will undertake Institutional Skill Gap Analysis, bi-annual staff training needs assessment and execution of appropriate interventions to address the training skill gaps and training needs through recruitment, outsourcing, capacity building/training, coaching and mentoring

4.5.3 Organizational Structure

The organization structure consists of the National Governing Council, which is supported by the Secretariat. The Council's principal functions are to provide leadership, policy guidance and resource mobilization. The Secretariat is made up of three departments:

1. **NEPAD Department:** The department coordinates implementation of AUDA-

NEPAD Programmes through the following thematic areas: Human Capital Development; Industrialisation, Science, Technology and Innovation; Regional Integration, Infrastructure & Trade; and Natural Resources Governance and Food Security.

2. **APRM and Governance Department:** The department implements its activities through focus on country and county peer reviews, tracking & analysing governance indices and undertaking governance research.
3. **Human Resource and Administration Department** supports the two technical departments through the following sections: Human Resource and Administration; Internal Audit; Accounts; Finance; ICT; Supply Chain Management; Records Management and Corporate Communication.

4.6 Proposed Organizational Structure

The proposed organizational structure (see Annex 3) comprises of three Directorates, namely; APRM and Governance; NEPAD Programmes; and Corporate Services. In addition, there will four units reporting directly to the CEO. The proposed staff establishment will be 46 against the current in post of 31 as shown in table 4.3 below

Table 4. 3 Proposed Staff Establishment

S/No.	Category	Establishment	In Post	Variance
1.	Chief Executive Officer (NEP 1)	1	0	-1
2.	Senior Management (NEP 2 & 3)	11	6	-5
3.	Middle level Management (NEP 4 & 5)	25	16	-9
4.	Other officers (NEP 6 and below)	9	9	0
Total		46	31	-15

The functions of the directorates are outlined below.

4.6.1 APRM and Governance Directorate

This directorate is in charge of all programmes related with the Continental APRM Secretariat, which entails the periodic comprehensive APRM Country Reviews, conducting of targeted reviews, tracking of the implementation of SDGs and AU Agenda 2063, preparation of Africa Governance Report, National Governance Report as well as the National Programme of Action (NPOA).

It is also tasked with creating awareness and sensitizing the Kenyan public on APRM and Governance; ensuring the integrity of the APRM process by keeping it transparent, inclusive and accountable. The directorate also prepares progress reports; reviews various governance indices and provides recommendations on areas of improvement. The directorate also contributes in the formulation of resource mobilization strategies and most importantly, spearheads the cascading of the APRM into the devolved units.

APRM and Governance fall under the following thematic pillars:

1. Democracy and Political Governance
2. Economic Governance & Management
3. Corporate Governance
4. Socio-Economic Development

4.6.2 NEPAD Programmes Directorate

This directorate coordinates all the programmes linked with the NEPAD Planning and Coordinating Agency with its functions including strengthening regional and continental integration to achieve sustainable economic growth and development; enhancing National and RECs capacity to monitor and evaluate the implementation of the NEPAD programmes; coordinating the implementation of effective growth strategies and poverty eradication programmes; building partnerships based on equality, mutual respect, accountability and responsiveness; and mobilizing the civil society and the private sector to effectively participate in the development processes. More specifically at the local level the key thematic areas that informs the Secretariat's activities include the following:

1. Natural Resources Governance and Food Security
2. Regional Integration, Infrastructure and Trade

3. Industrialization, Science, Technology and Innovation
4. Human Capital Development

4.6.4 Corporate Services Directorate

The directorate offers support services to the Secretariat. The specific sections of the department include; Human Resource Management and Development; Finance; Accounts; Information Communication and Technology; Records Management & Resource Centre; and Assurance Services and General Administrative Services.

4.6.5 Other Units

These are units that report directly to the CEO and the Council by virtue of their functions. These are Internal Audit, Corporate Communication, Legal Services and Supply Chain Management.

CHAPTER FIVE

MONITORING, EVALUATION AND REPORTING

5.1 Overview

The successful implementation of this Strategic Plan will depend on how effectively the planned activities and outputs as well as outcomes are monitored and evaluated. The monitoring process will help track whether the implementation is on course, and establish the need for any adjustment in light of the ever-changing socio-economic environment. This chapter contains the monitoring and evaluation framework, progressive reporting and critical success factors.

5.2 Monitoring Framework

The implementation of this Strategic Plan will be closely monitored and evaluated to ensure that the strategic objectives are realized as planned. It is envisaged that a team, comprising of representatives from the three departments, will carry out continuous monitoring and evaluation meetings where follow-up and control systems will be emphasized.

Tracking the implementation of activities under the NPoA will be done alongside other national priority projects in the Medium Term Plan III (2018-2022) through the National Integrated Monitoring and Evaluation Systems (NIMES), and the County Integrated Monitoring and Evaluation System (CIMES). The Secretariat will collaborate with the relevant stakeholders in tracking the implementation of the strategy in line with MTP III.

At the Regional level, the Secretariat will collaborate with the RECs in tracking the implementation of key development programmes in the region including LAPSSSET, the Northern Corridor project, and safe navigation of Lake Victoria.

5.3 Evaluation

The plan will be periodically reviewed and evaluated mid-way and at the end of the

Plan period. Evaluation will involve systematically engaging implementing stakeholders on how to leverage their efforts in domesticating the principles and values of the African Union in the country and the Region. The purpose will be to make statements about their relevance, effectiveness, efficiency, impact and sustainability. Based on this information, the Secretariat will determine whether any changes need to be made at strategy or programme level.

5.4 Critical Success Factors

The Secretariat has identified some critical factors for the successful implementation of the Strategic Plan. They include the tone at the top leadership which is expected to provide the necessary direction, effective communication, timeliness in exchequer releases, management and control of the human resources and availability of willing development partners to partner with the Secretariat in plugging the budget deficit

5.5 Progress Reports

Monitoring will be continuous and two different reports will be prepared: Quarterly Progress Reports, which will include information on key output indicators against set targets for the quarter; and Annual Review Report, at the end of every financial year. Annual progress reports will be prepared to highlight key achievements and milestones against set targets, identify challenges encountered, lessons learnt and recommendations on the way forward.

ANNEX 1: STRATEGIC PLAN IMPLEMENTATION MATRIX

KEY RESULT AREA 1: Effective Lobbying, Advocacy and Communication

GOAL 1: To be a model institution in creating awareness on AUDA- NEPAD and APRM programmes in Kenya and Eastern Africa Region by 2022

STRATEGIC OBJECTIVE: To leverage advocacy and outreach levels on the role of AUDA-NEPAD/APRM Kenya Secretariat

OUTCOME: Improved Awareness, coordinated, impartial communication and enhanced knowledge on AUDA-NEPAD/APRM Kenya Secretariat issues

Strategies	Activities	Outputs	Performance Indicators	Actors	Timelines/Targets					Budget (Kshs.)
					Y1	Y2	Y3	Y4	Y5	
Improve Communication and Brand Visibility	Develop and implement a Communication Strategy	Communication Strategy developed	Communication Strategy		1					8,500,000
		Promote internal and external Communication <ul style="list-style-type: none"> • Revamp of website • IEC materials 	<ul style="list-style-type: none"> •Website revamped •No. Of engagements supported No of Trainings			4	4	4	4	200,000

		<ul style="list-style-type: none"> Capacity training 								
		Branding								
	Advocacy for AUDA-NEPAD & APRM Activities	Press releases, media engagements, social media updates on AUDA-NEPAD & APRM programmes	No. Of engagements supported		3	4	4	4	4	42,500,000

KEY RESULT AREA 2: Facilitate and coordinate the implementation of AUDA- NEPAD/APRM Programmes at County, National and Regional Levels

GOAL 2: *To be a leading institution in coordinating AUDA-NEPAD/APRM programmes and projects in Kenya and Eastern Africa Region by 2022*

STRATEGIC OBJECTIVE: Champion AUDA- NEPAD / APRM Programmes and projects in Kenya and Eastern Africa region.

OUTCOME: 1. Socio economic transformation and increased investment levels across the Eastern Africa Region

Strategies	Activities	Outputs	Performance Indicators	Actors	Timelines/Targets					Budget (Kshs.)
					Y1	Y2	Y3	Y4	Y5	
Champion AUDA-NEPAD Programs and Projects	Convene and participate in meetings on AU-NEPAD Programs : <ul style="list-style-type: none"> • AESA • PICI • PIDA • CAADP • Human Development • NEPAD HSGOC 	Enhanced coordination of AUDA- NEPAD Programs	<ul style="list-style-type: none"> •No. Of meetings convened •No. of reports 	Program Directors	4	4	4	4	4	73,570,000
Promote the African Union Agenda 2063	Convene meetings with RECs	Enhanced co-operation	<ul style="list-style-type: none"> No. Of reports No of meetings 	Program Directors	4	4	4	4	4	60,000,000
Track implementation of AUDA-NEPAD Programmes	Report on AU-NEPAD Programmes: <ul style="list-style-type: none"> • AESA • PICI • PIDA 	Improved implementation of AU-NEPAD Programmes	No. of reports	Program Directors	4	4	4	4	4	30,020,000

	<ul style="list-style-type: none"> • CAADP • Human Development 									
	Maintain a database of AU-NEPAD / APRM Programmes	Updated Database	No. Programmes in Database	Of Program Directors						400,000 (Annual)

KEY RESULT AREA 3: Knowledge Management, Governance and Institutional Management

GOAL 3: *To develop a repository of good governance practices for reference to public sector entities in Counties, National and Regional levels by 2022*

- STRATEGIC OBJECTIVES:**
1. To promote good governance
 2. To improve tracking of implementation of development policies, strategies and programmes
 3. To Strengthen Research Capacity

- OUTCOMES:**
1. Improved Governance practice at County, National and Regional levels
 2. Enhanced coordination of programmes and collaboration for sustainable development

Strategies	Activities	Outputs	Performance Indicators	Actors	Timelines/Targets					Budget (Kshs.)
					Y1	Y2	Y3	Y4	Y5	
Strengthen the APRM dialogue in Kenya	Finalize the 2 nd Country Review for Kenya	Peer Review of Kenya	Launch of the Country report No of reports disseminated	Programme Director	1					9,000,000
	Track the implementation of the NPoA	Progress report	No of reports No of meetings							

Strategies	Activities	Outputs	Performance Indicators	Actors	Timelines/Targets					Budget (Kshs.)
					Y1	Y2	Y3	Y4	Y5	
	Hold meetings with MDAs on NPoA	Meetings held								
	Sensitization of county governments on NEPAD/APRM related issues	County governments sensitized	No. of county forums held		1	13	12	11	11	4,800,000
	<ul style="list-style-type: none"> Lobby more AU Member States to accede to the mechanism Participate in the AU-NEPAD/APRM meetings 	More AU Member States that have acceded to the mechanism	No. of Countries acceded to the mechanism No. Proposals Funded No. of meeting reports		6	6	6	6	6	75,000,000
	Encourage countries to pay annual subscription	Well-resourced	No. of member states honouring subscriptions		2	2	2	2	2	0

Strategies	Activities	Outputs	Performance Indicators	Actors	Timelines/Targets					Budget (Kshs.)
					Y1	Y2	Y3	Y4	Y5	
		APR Secretariat								
Track governance indices	Prepare status reports Meetings with governance indices institutions	Reports on governance indices Meeting reports	No. of reports of governance indices No. of engagements		4	4	4	4	4	5,000,000
Engagement with counties	Cascading of NEPAD and APRM programmes to the counties	County forums held; Improved governance practice	No. of forums of No. of engagements No. of MOUs		1	13	12	11	11	395,000,000

Strategies	Activities	Outputs	Performance Indicators	Actors	Timelines/Targets					Budget (Kshs.)
					Y1	Y2	Y3	Y4	Y5	
	Engage stakeholders on cascading of CPR	Stakeholders engaged								
	Conduct pilot county peer review	No. of counties reviewed	No. of counties acceded to the APRM							
Partner with M&E Department	Participating in the National M&E events Analysing National M&E reports	Proceeding reports Annual progress Reports	M&E Report on NEPAD/APRM Priority areas		1	1	1	1	1	5,000,000
Establish research structures	Embed research in NEPAD/APRM Programmes Partner with relevant research institutions	Research embedded MoUs in place	Unit No. of MoUs	Programme Directors	1	1	1	1	1	1,500,000

KEY RESULT AREA 4: Institutional Management and Development
GOAL 4: Support implementation of AU-NEPAD/APRM programs
STRATEGIC OBJECTIVE: To strengthen the Secretariat’s legal framework
 Improve efficiency and effectiveness in service delivery
OUTCOME:
 1. Institutional Sustainability
 2. Increased efficiency and effectiveness in service delivery

Strategies	Activities	Outputs	Performance Indicators	Actors	Timelines/Targets					Budget (Kshs.)
					Y1	Y2	Y3	Y4	Y5	
To strengthen the Secretariat’s legal framework	Form a taskforce to review Legal Framework	Task force report;	No. of Task force Reports	CS, NG C						5,100,000
		Cabinet Memorandum;	No. of Memorandum							
		Draft Bill	No. of Bills							

Strategies	Activities	Outputs	Performance Indicators	Actors	Timelines/Targets					Budget (Kshs.)
					Y1	Y2	Y3	Y4	Y5	
Improve Institutional Management and Development	Conduct a review of organizational structure and staffing levels	Organizational Structure and staffing levels developed	Report on organizational Structure and staffing levels							15,000,000
		New Grading and pay structure implemented	Grade and Pay	CEO & HR						
		Reviewed and implement insurance Scheme	Reviewed insurance Scheme Implementation reports							
		Developed pension Scheme	Pension Scheme							

Strategies	Activities	Outputs	Performance Indicators	Actors	Timelines/Targets					Budget (Kshs.)
					Y1	Y2	Y3	Y4	Y5	
		Performance Appraisal Tool developed and implemented	PAS tools developed No. Of staff on PAS							
		Training Needs conducted and Report prepared Trained Staff	TNA report Number of Staff Trained							

KEY RESULT AREA 5: Resource Capacity and Partnerships

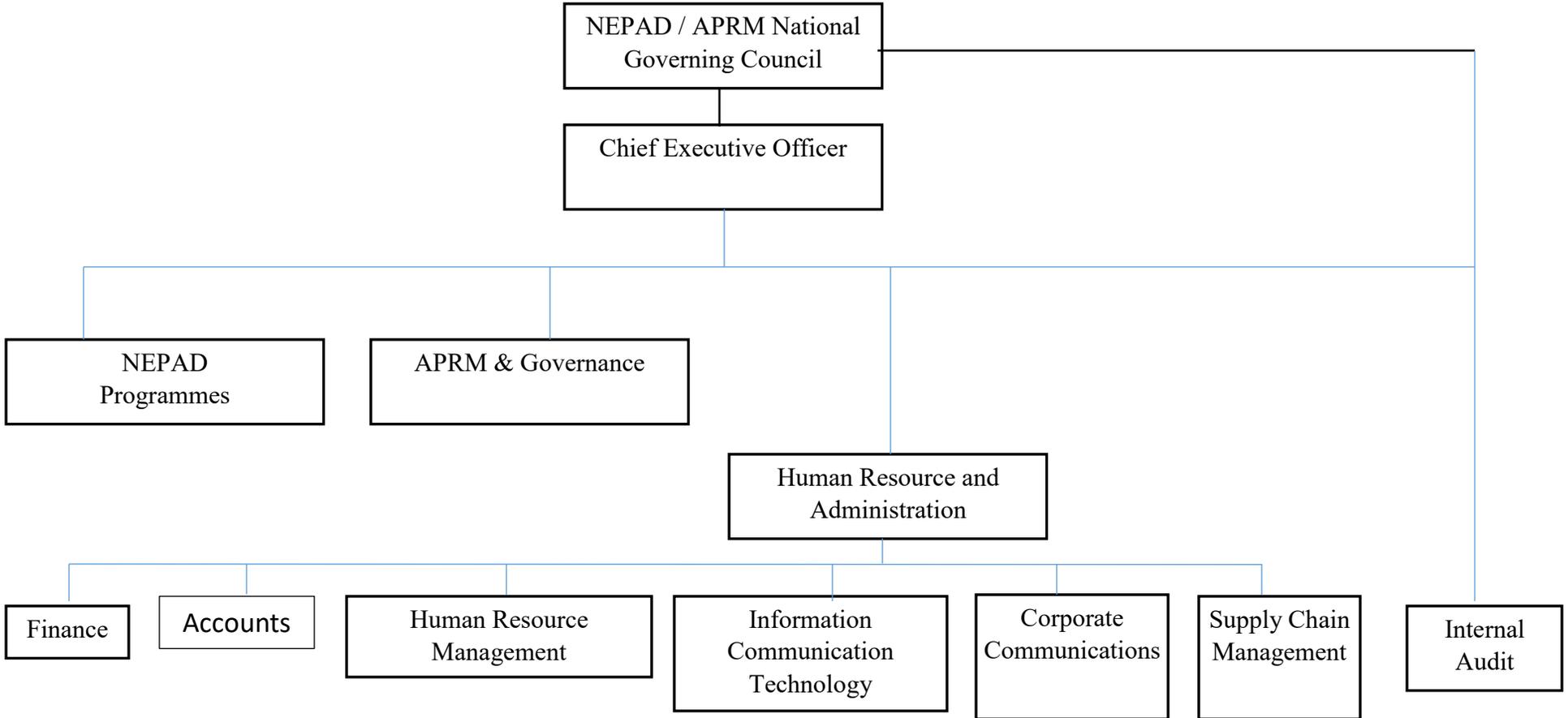
GOAL 5: *To build and maintain partnerships geared towards resource mobilization by 2022*

STRATEGIC OBJECTIVE: Engage with strategic partners to support AU-NEPAD/APRM Programmes

- OUTCOME:**
1. Adequate resources to finance AU NEPAD/APRM Programmes
 2. Dynamic partnerships

Strategies	Activities	Outputs	Performance Indicators	Actors	Timelines					Budget (Ksh)
					Y1	Y2	Y3	Y4	Y5	
Identify Stakeholder	Stakeholders mapping Hold round table meetings	Consultative Meetings held Meetings reports	No of MOU No of reports	CEO/ Program Directors	5	5	5	5	5	2,000,000
	Develop and implement resource mobilization strategy	Strategy in place	Resources mobilized	CEO/ Program Directors, Finance		1				3,000,000
Engage research institutions	Enhanced engagement with research institutions	Collaborate with research institutions	No. of commissioned research projects		1	1	1	1	1	1,000,000

ANNEX 2: CURRENT ORGANIZATIONAL STRUCTURE



ANNEX 3 PROPOSED ORGANIZATIONAL STRUCTURE

