



NEPAD / APRM KENYA SECRETARIAT

NEPAD/APRM KENYA SECRETARIAT

STRATEGIC PLAN 2023/2024-2027/2028

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VISION

A champion for Africa development and governance

Mission

To coordinate, facilitate, research, and advocate NEPAD and APRM Kenya initiatives nationally and across Africa.

Core Values

Professionalism

Innovativeness

Equity

Accountability and Transparency

Pan-Africanism

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DRAFT - STATEMENT BY THE CABINET SECRETARY, NATIONAL TREASURY AND ECONOMIC PLANNING



The NEPAD/APRM Kenya Secretariat was established to domesticate African Union core principles, values and Agenda in Kenya and the Eastern Africa Region. The Secretariat coordinates the implementation of the continental programmes with key focus on Sustainable Development and Good Governance Initiatives. This is in cognizance of the fact that good governance and sustainable development play a critical role in the implementation of the Continental long-term development agenda.

Over the years, the NEPAD/APRM Kenya Secretariat has demonstrated commitment in coordinating initiatives that promote linkages and partnerships geared towards spurring the attainment of the Country's governance and developmental objectives. The Secretariat coordinated the 1st Country Review in 2006, pioneered the second generation APRM reviews by coordinating the Second Country Review in 2017, undertook a Targeted Review in 2022 and pioneered the National Governance Reporting in 2023.

These milestones have been useful in shaping our governance reforms and shoring up Kenya's diplomatic profile across the continent. They also underscore Kenya's pivotal position in the promotion of good governance and sustainable development continentally.

The devolved system of government, hailed by the rest of the continent as an innovative mechanism for addressing diversity management and equitable economic growth and development, demands continuous technical and material support to ensure its entrenchment. The Secretariat is playing its role in the entrenchment of good governance values and principles in the counties through implementation of the County Peer Review Mechanism (CPRM).

It is also noteworthy that the Secretariat has been coordinating and tracking implementation of flagship infrastructure projects such as the LAPSSET whose regional dimension also makes it a priority for Africa as well. This is besides numerous other initiatives being implemented under the NEPAD Programmes.

In this regard, this strategic plan is timely as it comes at a time when significant progress has been made in implementation of the Kenya Vision 2030 and at a time when the government is implementing the Fourth Medium Term Plan as well as the Bottom-up Economic Transformation Agenda (BETA).

The Government will continue supporting the NEPAD/APRM Kenya Secretariat to effectively deliver on its mandates.

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I also encourage diversification of financial sources in order to ensure that all the initiatives outlined in this strategic plan are fully implemented for the benefit of our citizens and the overall pan-African agenda.

.....
Cabinet Secretary
The National Treasury and Economic Planning

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DRAFT - STATEMENT BY THE PRINCIPAL SECRETARY, STATE DEPARTMENT FOR ECONOMIC PLANNING



It is with great pleasure that I present the NEPAD/APRM Kenya Secretariat Strategic plan for the period 2023/2024 – 2027-2028. The plan signifies the importance of planning for purposes of operational efficiency, effectiveness and sustainability especially at a time when the Government is implementing the fourth Medium Term Plan MTP (MTP IV) which is aligned to the Bottom-up Economic Transformation Agenda (BETA).

The Plan articulates the vision, mission, core values and strategic objectives of the Secretariat and provides the strategies to achieve them. It is well aligned with the BETA priorities the Kenya Vision 2030, the Sustainable Development Goals (SDGs) as well as the broader continental development framework, Agenda 2063.

The State Department for Economic Planning recognises the role of the strategic plan as a tool for planning, coordination, resource mobilization, monitoring and evaluation and reporting; it will guide on utilization and management of scarce resources to improve efficiency and effectiveness for enhanced service delivery.

Consequently, the State Department for Economic Planning commits to support the NEPAD/APRM Kenya Secretariat through partnership and collaborations to ensure that the objectives of the plan are met.

I sincerely thank all the stakeholders and the staff of the NEPAD/APRM Kenya Secretariat who prepared the Strategic Plan and urge all of us to step up its implementation.

.....
Principal Secretary
State Department for Economic Planning

FOREWORD



The National Governing Council Members, Management and Staff of NEPAD/ APRM Kenya Secretariat are pleased to present the Fifth generation Strategic Plan for the period 2023/24 – 2027/28. The Secretariat, through this Strategic Plan, intends to play a role in the delivery of the national government agenda through implementation of its mandate. The development of the Strategic Plan comes at a time when the Kenya's process is geared the Bottom-up economic Transformation Agenda (BETA). This has allowed a holistic integration of BETA into priority areas. The Agenda is aimed at bringing down the cost of living, eradicating hunger, creating jobs, expanding the tax base, improving foreign exchange balance and inclusive growth while ensuring that good governance takes a center stage.

The Secretariat has just successfully implemented its Fourth Strategic Plan (2018/19-2022/23), which laid emphasis on promoting good governance for a balanced socio-economic development in the country and increasing Kenya's global competitiveness and delivering Kenya's Vision 2030 and its attendant Medium-Term Plans. I must admit that the last five (5) years posed dynamic operating environment and challenges that made us re-think how we do business. Most specifically, we had to act with speed and adjust to new realities that the Covid-19 Pandemic had brought forth.

The Strategic Plan has been aligned with the mandate of the NEPAD/APRM Kenya Secretariat to domesticate African Union core principles, values and Agenda in Kenya and the Eastern Africa Region. At the same time, the Secretariat promotes long term strategic goals for carrying out its mission of monitoring, assessing, coordinating peer reviews to promote fairness, equity, transparency, competition and cost effectiveness, for sustainable development.

In line with its core mandate, the Secretariat has done considerable self- reflection and carried out an analysis of the external environment to identify the current and future challenges. Informed by these challenges and with focused determination to remain true to our Mission (To promote effective and efficient domestication, coordination, implementation and, advocacy on AU programmes nationally and regionally), this plan identifies specific result areas and strategies that will deliver the results.

These Result areas include: ***Sustainable Development, Peer Reviews, Governance and Public Administration and Institutional Development***. The Secretariat identified a set of values needed to successfully implement the strategy, and this will require all internal and external stakeholders' support. The consultative process, through which this Plan has been developed, gives me the confidence that it is jointly owned by all stakeholders and will therefore get the necessary support in its implementation.

In its support to the national development agenda, the Secretariat aims to strategically focus on projects and activities that would realize the Bottom-Up Economic

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Transformation Agenda (BETA) as well as those under the Medium- Term Plan IV (MPTP 2023-2027).

I wish to sincerely appreciate the support by the Government through the National Treasury and Economic Planning over the years. I am also grateful to the management and staff who under the leadership of the Chief Executive Officer who burned the midnight oil to professionally develop this plan within the stipulated time. I also appreciate our stakeholders for their support and contribution

The Council is confident that the Secretariat will deliver on this Plan and thus make a positive contribution to the economy and governance of this country. The Council commits to offer the necessary support required for the successful implementation of this Strategic Plan and overall achievement of BETA priority focus.

.....
Chairman
National Governing Council

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Preface and Acknowledgement



The NEPAD/APRM Kenya Secretariat initiatives have transformed Africa’s sustainable development agenda and governance landscape for close to two decades. 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 Secretariat’s programmes are widely accepted as the continent’s framework for sustainable development and enhancement of good governance. In the Kenyan context, the Secretariat supports the attainment the Bottom Up Economic Transformation Agenda (BETA), the Kenya Vision 2030, 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 Kenya Secretariat’s 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 sincerely thank all those who participated in the preparation of this Plan. Particularly, the efforts of the team of staff from the Secretariat, our parent Ministry, the National Treasury and Economic Planning and the National Governing Council for their invaluable input that has gone a long way in formulation of our objectives. I am also grateful to our stakeholders who gave us their comments that enriched the Plan.

.....
Chief Executive Officer
NEPAD/APRM Kenya Secretariat

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Definition of Terms and Terminologies

AUDA-NEPAD	The African Union Development Agency-NEPAD (AUDA-NEPAD) is the development arm of the African Union which was established to coordinate and Execute priority regional and continental projects. It is a continental agency established to fast-track the realization of Agenda 2063
NEPAD/APRM Kenya:	It is a Semi-Autonomous Government Agency (SAGA) created on 25th September 2002 through a Gazette Notice No. 6225 under the Ministry responsible for Planning
Sustainable Development:	Development that meets the needs of the present without compromising the ability of future generations to meet their own needs as enshrined in the African Union Agenda 2063
Governance	Refers to all processes of governing, the institutions, processes and practices through which issues of common concern are decided upon and regulated

Acronyms and Abbreviations

APRM	African Peer Review Mechanism
AU	African Union
AUDA-NEPAD	African Union Development Agency- New Partnership for Africa Development
BETA	Bottom-up Economic Transformation Agenda
CAADP	Comprehensive Africa Agriculture Development
CEO	Chief Executive Officer
CIDPs	County Integrated Development Plans
COMESA	Common Market for Eastern and Southern Africa
COVID	
CPRM	Country Peer Review Mechanism
CS	Cabinet Secretary
EAC	East Africa Community
EU	European Union
GDP	Gross Domestic Product
GIZ	The Deutsche Gesellschaft für Internationale Zusammenarbeit
ICT	Information Communication Technology
IGAD	Inter-Governmental Authority on Development
ISO	International Organization for Standardization
KFS	Kenya Forest Services
KPIs	Key Performance Indicators
KRAs	Key Result Areas
LAPSSET	Lamu Port – South Sudan - Ethiopia Transport Corridor
M& E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MOU	Memorandum of Understanding
MTP IV	Fourth Medium Term Plan
NAKS	NEPAD/APRM Kenya Secretariat
NEPAD	New Partnership for Africa's Development
NGC	National Governing Council
NGR	National Governance Reports
NPoA	National Plan of Action
OGP	The Open Government Partnership
PAP 2	Priority Action Plan 2
PESTELE	Political, Economic, Social, Technological, Environmental, Legal, Ethical
PICI	Presidential Infrastructure Champion Initiative
PIDA	Programme For Infrastructure Development in Africa
RECs	Regional Economic Communities
SAGA	Semi-Autonomous Government Agency
SDGs	Sustainable Development Goals
SIFA	Skills Initiative for Africa
SPAS	Staff Performance Appraisal System
SSTC	South-South and Triangular Cooperation
TTT	Technical Task Team
UN	United Nation
US	United States

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SWOT
TNA

Strengths, Weaknesses, Opportunities and Threats
Training Needs Assessment

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Executive Summary

The NEPAD/APRM Kenya Secretariat Strategic Plan 2023/2024-2027/2028 is a road map on how the Secretariat intends to implement its mandate in a manner that is consistent with the Bottom-Up Economic Transformation Agenda and African Union's Agenda 2063. The agenda is operationalized through the Fourth Medium Term Plan and Kenya Vision 2030. This Strategic Plan succeeds the Secretariat's Strategic Plan 2018/2019 – 2022/2023 that was successfully implemented and saw the Secretariat coordinate and report on implementation of programmes that promote Sustainable Development and good governance in the country and eastern region.

This Strategic Plan focuses on three strategic areas to realize its mandate: Sustainable Development; Peer Reviews, Governance and Public Administration and Institutional Strengthening. During this Strategic Period, the Secretariat will champion for adequate Africa Union support in national government priority programs while also lobbying for the adoption, upscaling and financing of best practices arising from implementation of BETA Flagship Projects. Among the programmes earmarked to support BETA are: The Energize Africa aimed at enhancing youth employment, and support youth led MSME's; coordination of the implementation of PIDA PAP 2 Projects; implementation of Skills for Africa initiative (SIFA) aimed at increasing employability Skills for the youth in Kenya; and establishment of centres of excellence across the BETA priority sectors. To promote good governance, the Secretariat will facilitate peer reviews among Heads of State and Government participating in the APRM, as well as at the county level through the County Peer Reviews for County governments.

This Strategic Plan is organized into five chapters addressing different thematic areas as follows: Chapter One outline the Secretariat's background, mandate, Global, regional and national development agenda and the Secretariat's contribution to national development; Chapter Two reviews the Strategic Plan 2018/2019 – 2022/2023 highlighting its key achievements, challenges, emerging issues, lessons learnt and environmental scan; Chapter Three identifies the strategic model including the Vision, Mission, Core Values, Key Result Areas, Objectives and Strategies; Chapter Four presents the implementation and coordination framework and the resources required to implement the plan and possible risks; while Chapter Five details the Monitoring, Evaluation and Learning.

Finally, annexed to this plan is the Implementation and Outcome Performance Matrix.

CHAPTER ONE: INTRODUCTION

1.0 Overview

This chapter describes the strategy of developing the strategic plan, the context, the global, regional, and national development challenges affecting the Secretariat, the Secretariat's development role vis-à-vis the national development agenda and priorities and lastly the rational and methodology for developing this strategic plan.

1.1 Strategy as an Imperative for Organizational Success

The Secretariat is cognizant of the importance of strategic planning in achieving its mandate. The mandate of NEPAD/ARPM will be achieved by having a clear vision and mission which informs this strategic plan. The Secretariat will achieve its vision by identifying its strategic issues, setting strategic goals and strategic objectives aimed at meeting these intended goals. The strategies are well thought out and informed by past performance and international, regional, and national policy context, aimed at ensuring efficiency in steering the Secretariat towards achieving its strategic objectives.

NEPAD/ARPM operates in a dynamic environment hence requiring strategic planning to effectively contribute to international, regional, and national development and governance. Effective internal processes and optimal staff establishment are central to the realization of the Secretariat's strategic goals. For the NEPAD/ARPM's success, over the last twenty-one years of its existence, it has formulated and implemented strategic plans. The Board of Directors, in this strategic plan, commits to deliver on its strategic objectives in execution of its mandate geared towards its contribution to sustainable development and governance.

This Strategic Plan is a demonstration of the Secretariat's commitment to fulfilling its mandate. The Plan sets out the basis of the Secretariat's existence and guides its operations for the next five (5) years. It aims to provide a strategic direction that will enable the Secretariat to achieve optimal performance. The plan also seeks to re-position the Secretariat to respond to emerging challenges and opportunities in good governance and sustainable development. Specifically, the Strategic Plan covering the period 2023/24 – 2027/28 has been developed to:

- i. Align the work of NEPAD/APRM Kenya Secretariat with the fourth Medium Term Plan (MTP IV) of the Kenya Vision 2030, African Union Agenda 2063, SDGs, and other international frameworks;
- ii. Strengthen the Secretariat's capacity to coordinate implementation of AU Sustainable Development priority programmes and good governance;
- iii. Provide a framework for mobilizing resources towards achievement of the Secretariat's mandate;
- iv. Provide a framework for monitoring and evaluation of the performance of the Secretariat and
- v. Communicate the Secretariat's Vision to stakeholders.

1.2 The Context of Strategic Planning

1.2.1 Global and Regional Issues

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Most countries across the globe have continued to experience economic expansion over the past five years. However, there are factors like economic uncertainties, trade tensions, financial conditions which continue to heighten the risks to global growth.

The Global real GDP is forecast to grow by 2.6% in 2023, down from 3.3% in 2022 with global GDP growth expected to slow further to 2.4% in 2024, largely driven by flat growth of the US economy. The Global Economic outlook signals a prolonged period of disruptions and uncertainties for businesses. The Global GDP growth trajectory is expected to slow over the next decade with mature markets making smaller contributions to global GDP. This will force most of the developing countries to continue facing hunger, poverty, unsustainable debt, and high poverty levels. This may further be exacerbated by droughts and floods, inadequate investment in critical areas like energy and water limiting further access to electricity and clean water.

By the time of preparing this plan, most of Africa countries continued to suffer from the worst drought in over 40 years (five failed rain seasons), with the Ukraine-Russia war worsening the situation with rapidly rising costs of food commodities. The state of African democracy continued to be affected by frequent civil unrests and popular uprising crises witnessed across the continent. Further, although the number of large-scale inter-state wars has declined, instances of intra-state conflict, violence, unrest, and terrorism appear to have increased in the last two (2) decades.

On governance, there has been significant progress in some African shared values and Agenda 2063 aspirations, with a good number of African leaders having declared national visions and formulated innovative programmes. Member States have implemented constitutional reforms for greater democracy, political freedom, and pluralism. As a result, many countries have resorted to multi-party politics, fixed presidential term-limits, conducted regular and competitive legislative and presidential elections, improved the oversight functions of legislatures, guaranteed judicial independence, and allowed civil society organizations to function freely. However, there are still significant challenges to realizing the goals of democratic reforms, which need urgent attention. These include: The need for encouragement of democratization; respect for presidential term limits; respect of human rights; and introduction of institutional checks and balances, including systems for judicial review.

Africa's experience with conflict has trends that require different and complex responses. Africa's peace and security situation has a historical dimension since many conflicts are prolonged and intractable. Conflicts are increasingly taking on a regional and/or international character, with interconnected socio-economic, political, identity and criminal drivers. Agents of conflict and violence intersect, so there is need to address the problem from a regional, continental, and global perspective. Interventions are increasingly prioritizing "stabilization" activities to the detriment of conflict prevention or of addressing deep-seated causes of conflict and instability. Africa is expected to provide robust conflict management skills and expertise in resolving these conflicts¹.

1.2.2 National Development Issues

In Kenya, significant political and economic reforms have contributed to sustainable economic growth, social development, and political stability over the past decade.

¹ Africa Governance Report, 2019

However, its key development challenges still include poverty, inequality, youth unemployment, transparency and accountability, climate change, continued weak private sector investment, and the vulnerability of the economy to internal and external shocks.

The overall poverty rate in 2019 was 33.6%, implying that 15.8 million people lived below absolute poverty line. The overall poverty incidence remained highest in rural areas at 37% and 26% in urban areas respectively. In 2020, the overall poverty headcount rate for individuals at the national level increased to 42.9%, 43.5% in rural areas, and 41.7%. The food poverty headcount rate at the national level was 34.4%, 35.1% in rural areas, and 33% in urban areas. 7.1% of individuals were hardcore poor at national level, 9.1% in rural areas and 2.8% in urban areas. In 2020, Kenya's economy was adversely affected by two main shocks: Locust invasion that affected agricultural production mainly food crops; and coronavirus disease (COVID-19) which led to containment measures that significantly slowed down economic activities. In 2021, the overall poverty headcount rate for individuals at the national level was 38.6%, 40.7% in rural areas and 34.1% in urban areas respectively.

Further to this, since the adoption of the 2030 Agenda, Kenya has witnessed remarkable progress towards implementation of the SDGs. According to the UN Sustainable Development Report 2022, Kenya is on track in the implementation of SDGs 12 (Responsible Consumption and Production) and 13 (Climate Action), and there is moderate improvement on SDGs 4 (Quality Education), 5 (Gender Equality), 7 (Affordable and Clean Energy), 9 (Industry, Innovation, and Infrastructure) and 14 (Life Below Water).

However, SDGs 1 (No Poverty), 2 (Zero Hunger), 3 (Good Health and Well-being), 6 (Clean Water and Sanitation), 8 (Decent Work and Economic Growth), 11 (Sustainable Cities and Communities), 15 (Life on Land) and 16 (Peace, Justice, and Strong Institutions) are not progressing fast enough and are stagnating while achievement of SDG 17 (Partnerships for the Goals) face challenges and is decreasing. The COVID-19 Pandemic affected implementation of all SDGs undermining the progress made, with the degree to which SDGs have been knocked further off track is not yet fully known. This reiterates the urgency for reforms, concerted effort and accelerated actions needed to achieve the SDGs in the Country.

According to the Second Continental Report 2022, on the implementation of the First Ten-Year Implementation Plan, the aggregate performance score was at 51% against the 2021 targets. Aspiration 2 "An integrated continent politically united and based on the ideal of Pan-Africanism and the Vision for Africa's Renaissance" recorded strong performance at 84%, followed by Aspiration 6 "An Africa whose development is people-driven, relying on the potential of the African People, particularly its Women and Youth and caring for children". With 67%, Aspiration 4 "A peaceful and secure Africa" with an overall performance of 63%, Aspiration 7 "Africa as a strong influential partner", the continent achieved an overall commendable performance of 58% and Aspiration 5 "An Africa with a strong cultural identity, common heritage, shared values and ethics" with moderate progress of 45%. East Africa recorded the highest performance with an aggregate score of 53% against the 2021 targets, followed by Southern Africa with 50%, West Africa scored 45%, Central Africa 42% and North Africa 39%.

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1.2.3 United Nations 2030 Agenda for Sustainable Development

Kenya has had a long commitment to sustainable development. This is done through Long-term and medium-term development plans which are key in achieving a holistic, integrated, and participatory implementation of social, economic, and environmental dimensions of sustainable development. These plans have high level of connection with UN Sustainable Development Goals (SDGs) and the African Agenda 2063 where the Secretariat draws its mandates and functions. Kenya's 2030 Agenda is mainstreaming the SDGs at both the national and sub-national development frameworks. The attainment of the Secretariat's function contributes to not only national development but also the global development. Thus, SDGs have been mainstreamed through the **KRA1 and KRA2** which support sustainable development and good governance.

In addition, NAKs in implementing coordinating the South-South and Triangular Cooperation (SSTC) which is a tool used to collaborate and share knowledge, skills, know-how, and good practices. SSTC specifically focuses on wide areas such as agricultural development, human rights, urbanization, health, climate change, social protection, and employment generation. The secretariat will over the strategic plan period; Conducts research to identify areas where South-South and triangular cooperation can have the most development impact, strengthening South-South centres of excellence, setting up intra-agency support structures, facilitated for the furtherance of South-South policy dialogue, and promote information-sharing.

1.2.4 Africa Union Agenda 2063

The core mandate of the NEPAD/APRM Kenya Secretariat is to domesticate African Union core principles, values and Agenda in Kenya and the Eastern Africa Region. The Secretariat coordinates the implementation of the AUDA-NEPAD and APRM continental programmes and promotes linkages and partnerships at various levels geared towards spurring the attainment of the Country's priority Agenda while progressively leading to the realization of the ***Africa we want***. Over the strategic review period, the Secretariat has aligned this strategic plan with the Second Year Implementation Plan of Agenda 2063 and other key priority areas under Programme for Infrastructure Development in Africa (PIDA) and Presidential Infrastructure Champion Initiatives (PICII) together with key AU Flagship projects. The Integrated M&E and reporting frameworks of AU Agenda 2063 and national reporting frameworks facilitates reporting of key priority areas and Flagship projects of the Agenda at the African Union. Under the Strategic review period, the Secretariat will continue coordinating the preparation of Kenya's biennial reports on the progress made in implementing Agenda 2063. Due to the arising low awareness AU agenda 2063 among stakeholders, Secretariat will spearhead formulation of a policy on implementation of AU Agenda 2063 to guarantee efficient and coordinated implementation of the Agenda 2063 in the country and galvanize all actors involved in its implement. As a leader in the AU, NAKS will further facilitate and support partnership with African Union Commission, AUDA NEPAD and Ministries, Departments and Agencies in the implementation of the Agenda.

1.2.5 East African Community (EAC) Vision 2050

The formulation of the EAC Vision 2050 was informed by key issues and aspirations as perceived by the citizens and the Partner States. This ensured that the Country Cases and practices shaped potential areas of regional cooperation within the Vision of the EAC and

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of AU Agenda the framework. EAC Vision 2050 was aligned with Africa's larger transformation agenda and aspirations as captured in the AU Agenda 2063 Vision. The NEPAD/ARPM Kenya core mandate of domestication and mainstreaming the AU Agenda 2063 in planning and budgeting frameworks, to large extent will guarantee the implementation of EAC vision 2050 programmes and initiatives in the country.

1.2.6 Constitution of Kenya

The Constitution 2010, Article 43 on the Bill of Rights guarantees all Kenyans economic and social rights including the right to the highest standard of health, education, freedom from hunger, adequate food, and decent livelihoods. The Constitution thus takes an ecological perspective to sustainable development; a perspective geared towards protection of the environment for ecological reasons as well as for the satisfaction of human needs. The implementation of AU Agenda 2063 under the NEPAD programme promote inclusive and sustainable growth making sure that no citizen is left behind. On the promotion to the realization of Article 10(1) National Values and Principles of Governance, NAKs will spearhead implementation of continental African Peer Review Mechanism (APRM) Country Peer Review Mechanism (CPRM) in the country and counties. This will among others; promote good governance practices, facilitate peer learning, enhance public participation in governance, documentation of achievements and identification of best practices. The CPRM process will allow Governors to Peer Review each other during a National Peer Review summit having gone through an objective, participatory processes which mirrors the APRM reviews. The National Plan of Action (NPOA) and County Plan of Action (CPoAs) arising from the peer reviews will be mainstreamed into the National and County planning and budgeting frameworks. Over the Strategic Plan period the Secretariat will continue to secure goodwill from stakeholders in the implementation of the NPOA and CPoA key commitments and prepare progress reports submission during the APR Forum of Heads of State and Government, and CPRM Summits on a Bi-annual basis.

The Open Government Partnership (OGP) is a global initiative promoting government transparency and citizen engagement. Launched in 2011 with eight founding governments, it has grown to involve over 70 countries. The NEPAD/APRM Kenya Secretariat will continue fostering collaboration between the various stakeholders from the various commitments on OGP, Develop an OGP and OGP Local guidelines and procedure manual, lobby for Kenya's Candidature for the 2nd in OGP steering committee and engage in mid-year and annual evaluations of the fifth OGP National Plan of Action (NAP V).

1.2.6 Kenya Vision 2030, BETA and Fourth Medium Term Plan

Kenya's Vision 2030 and the Agenda 2063 have several shared aspirations. This is evident in the way programmes and projects being implemented through the Vision 2030 and its successive five-year Medium-Term Plans (MTPs) and County Integrated Development Plans (CIDPs) have been synchronised to contribute towards the achievement of Agenda 2063's aspirations. The harmony of the national policy priority and the continental vision therefore guarantees the realization of both visions coherently.

The Bottom-Up Economic Transformation Agenda (BETA) aims to promote inclusive growth for common prosperity for all citizens. The five (5) pillars identified to drive the Agenda are Agriculture; Micro, Small and Medium Enterprises (MSME) and financing;

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Housing and settlement; Healthcare; and Digital Superhighway and creative economy. These priority areas align with the Africa Union Agenda 2063 Vision and priority flagship Programmes being implemented by AUDA-NEPAD. This programme includes Programme for Infrastructure Development in Africa (PIDA), Energize Africa and Comprehensive Africa Agriculture Development Programme (CAADP), the African Peer reviews among others. The programme design in this strategic plan, are aimed at empowering communities to participate in governance and development decision-making processes as well as continuous democratic dialogues with government for improved service delivery performance. This is in tandem with the government's Bottom-up Economic Transformation Agenda (BETA) where the lowest pyramid of the society will be allowed participate in economic development of the country.

In the pursuit of advancing Kenya's position within the African Union (AU) and fostering regional cooperation through the New Partnership for African Development (NEPAD) and the African Peer Review Mechanism (APRM), it becomes imperative to align national strategies with the broader continental Agenda. The alignment ensures that the Secretariat's mandates synchronize seamlessly with the overarching goals and principles of the BETA Framework.

The alignment of NAKS with the BETA Framework signifies a strategic commitment to enhancing Kenya's involvement in NEPAD and APRM initiatives and the domestication of AU principles. This alignment is not merely symbolic but operational, with concrete steps outlined to ensure effective coordination and implementation.

Firstly, NAKS mandate on promoting Kenya's active participation in NEPAD activities while championing the adoption of best practices derived from BETA flagship projects continent-wide. This involves lobbying for adequate support from the AU for national priority programs and harmonizing AU resolutions with domestic policies and projects. By aligning AUDA-NEPAD and APRM initiatives with BETA priority areas such as Agriculture, Health, SMEs, Housing and the Digital and Creative Economy, Kenya aims to secure resources for their successful implementation.

Secondly, NAKS underscores the importance of coordinating NEPAD and APRM activities in the Eastern African region. This entails liaising with the continental NEPAD and APRM Secretariat to advocate for the prioritization of flagship projects within Kenya and the region. Moreover, by leveraging digital technologies and innovative approaches, Kenya seeks to communicate and implement AU Agenda 2063, ensuring the inclusion of youth and vulnerable populations.

In essence, NAKS aligns Kenya's aspirations with the broader objectives of the AU, fostering regional cooperation, good governance and sustainable development. Through strategic coordination, resource mobilization and inclusive growth initiatives, Kenya endeavors to realize its vision within the framework of continental unity and progress.

In conclusion, the alignment of NAKS with the BETA Framework represents a pivotal moment in Kenya's journey towards continental integration and sustainable development. By embracing this alignment, Kenya reaffirms its commitment to the principles and objectives set forth by the AU, thereby paving the way for collective prosperity and advancement across the African continent

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1.3 History of NEPAD/APRM Kenya Secretariat

The genesis of NEPAD/APRM Kenya Secretariat is traced to a decision of the 37th Session of the Organization of African Unity Assembly in July 2001 which endorsed the creation of the New Partnership for Africa's Development (NEPAD) at the continental level. This was to consolidate and pursue continental initiatives aimed at poverty eradication, sustainable development, and repositioning Africa in the global development agenda. Subsequently, the Heads of State and Government endorsed the creation of Africa Peer Review Mechanism (APRM) in 2002 as a mutually agreed Governance instrument. This was because of the realization that Governance is a critical ingredient to guarantee inclusive and sustainable development.

Kenya institutionalized the NEPAD Kenya Secretariat (NAKS) as a Semi-Autonomous Government Agency (SAGA) on 25th September 2002 through a Gazette Notice No. 6225 establishing a twelve members Task Force appointed by His Excellency the President of the Republic of Kenya. The objective was to:

- i. Intensify Kenya's participation in the activities of New Partnership for African Development.
- ii. Oversee regional projects that have a direct link with National priorities, coordinate priority projects identified in the Poverty Reduction Strategy Paper and NEPAD.
- iii. Oversee the implementation of Kenya's National Development goals in relation to NEPAD priorities.
- iv. Market NEPAD initiatives among the business community.

On 23rd June 2016 under Gazette Notice 4651, NEPAD Steering Committee and the APRM National Governing Council were merged into NEPAD/APRM Kenya National Governing Council. The Gazette Notice Superseded Gazette Notices number 6225 of 25th September 2002; Number 5565 of 5th June 2009; and Number 2234 of 22nd February 2013.

1.4 Methodology of Developing the Strategic Plan

The strategic plan development was initiated by the formation of a Technical Strategic Plan Steering Committee. The development of the strategic plan was highly interactive and involved various activities. This includes data collection from internal and external stakeholders at various stages. The Secretariat also undertook a review of past performance of the 2018-2022 Strategic Plan aimed at documenting achievements and drawing lessons. To effectively contextualize, the Secretariat also undertook a comprehensive description of relevant international, regional, and national policy, legal and regulatory frameworks.

To effectively enrich the strategic planning, the Secretariat constantly engaged its staff and management throughout the process. In addition, the Secretariat held consultations with key stakeholders. In line with the Constitution of Kenya for public participation, the strategic plan was published on NEPAD/APRM's website and subjected to a stakeholder validation workshop.

This Strategic Plan, therefore, has been developed in accordance with the revised guidelines circulated by the Treasury State Department for Economic Planning.

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CHAPTER TWO: STRATEGIC DIRECTION

2.0 Overview

This Chapter outlines the Secretariat's Mandate, Vision Statement, Mission Statement, Strategic Goals, Core values and Quality policy statement and how they affect the identification of the key result areas and the implementation of the strategic objectives.

2.1 Mandate

The NEPAD/APRM Kenya Secretariats mandate is to:

- i. 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.
- ii. Provide leadership, guidance, and direction to the implementation of the Africa Peer Review Mechanism (APRM) in Kenya.
- iii. Sustain the integrity of the APRM process, keeping it transparent, inclusive and accountable to the citizens of Kenya.
- iv. 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.
- v. Monitor and report on the progress in the implementation of the APRM National Programme of Action.
- vi. Provide policy guidance in cascading the APRM as a governance tool to the Counties.
- vii. Serve as the Regional NEPAD/APRM Kenya Secretariat coordinator for the Eastern African countries as selected.
- viii. 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.
- ix. 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.
- x. 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.

In addition, the Secretariat performs the following functions:

- i. Coordinate institutionalization and management of South-South and Triangular Cooperation;
- ii. Coordinate the alignment of policies and plans to AU Agenda 2063.
- iii. Coordinate implementation of the Open Governance Platform (OGP) in the government.
- iv. Development and implement a strategy on NAKS contribution to the 15 billion tree growing campaign.

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2.2 The Vision

A champion for Africa development and governance

2.3 The Mission

To coordinate, facilitate, research, and advocate NEPAD and APRM Kenya initiatives nationally and across Africa.

2.4 Strategic Goals

Based on the situation analysis presented in Chapter Three (3), NEPAD/APRM Kenya Secretariat has identified key strategic goals that include to:

- i. Enhance inclusive growth and Sustainable Development
- ii. Promote good governance
- iii. Strengthen institutional sustainability

2.5 Core Values

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

- i. **Professionalism:** The secretariat will adhere to professional standards, ethics and support best practices.
- ii. **Innovativeness:** The secretariat will be open to new ideas, inventiveness, and resourcefulness in service delivery.
- iii. **Equity:** The secretariat will promote fairness and equitable distribution of resources and services at all levels.
- iv. **Accountability and Transparency:** The secretariat will promote uprightness and reliability while executing its mandate. The secretariat will also strive to conduct its business and lend its services to stakeholders in an open and responsible manner.
- v. **Pan-Africanism:** The Secretariat will promote Africa's common interests in a unified manner.

2.6 Quality Policy Statement

The Secretariat is committed to enhance the livelihood of Kenyans through promotion of good governance and implementation of sustainable development initiatives. In this regard, the Secretariat commits to adhere to relevant AU core values and principles, statutory, quality standards and other applicable requirements to meet the needs and expectations of its stakeholders.

This Policy and established quality objectives shall be periodically reviewed to ensure their continual suitability and adequacy. They shall be communicated, applied throughout the organization and availed to relevant stakeholders as appropriate.

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CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSIS

3.0 Overview

The Chapter presents the situational and stakeholder analyses of NEPAD/ARM. In undertaking the situational analysis, the Secretariat considered both external and internal operating environment. The analysis of external environment using the PESTEL (Political, Economic, Social, Technological, Environment and Legal) framework, considered the opportunities and threats of NEPAD/ARPM.

The chapter also covers the strengths and weaknesses, an analysis of past performance of the previous strategic plan and stakeholder analysis which informed in identification of the strategic choices of the Secretariat.

It presents key milestones achieved and challenges faced by NEPAD/APRM during implementation of the 2018-2022 Strategic Plan. The chapter also presents an assessment of the operating environment using SWOT and PESTELED tools. Stakeholders' analysis is undertaken to identify their interests, relationships, and expectations. These analyses formed the basis for the formulation of the Key Result Areas (KRAs), strategic objectives and strategies in chapter three.

3.1 Situational Analysis

This is an analysis of both external and internal operating environment, key achievements, challenges, lessons learnt, and stakeholder analysis aimed at identifying the strengths and opportunities that the Board can leverage on and the weaknesses and threats to mitigate.

3.1.1 External Environment

This section analyses the external environment with an aim of identifying opportunities and threats for effective strategic planning of NEPAD/ARPM.

3.1.2 Macro Environment

PESTEL analysis was undertaken to assess prevailing external conditions under which the Board operates. The factors considered here include Political, Economic, Social, Technological, Environmental and Legal. These factors have implications on the realization of NEPAD/ARPM's strategic goals.

Table 3.1: PESTELE Analysis

Category	Factors	Strategic implications	Strategic interventions
Political	Political goodwill	<ul style="list-style-type: none">• Commitment by the political leadership will support the implementation of this strategic plan	<ul style="list-style-type: none">• Harnessing, and sustaining political good will
	Political instability of AU member states	<ul style="list-style-type: none">• Insecurity will Negatively affect the implementation of Programmes	

Category	Factors	Strategic implications	Strategic interventions
	Leadership role in the AU Organs	<ul style="list-style-type: none"> • More responsibility of providing leadership to other countries in terms of the APRM and AUDA-NEPAD • Opportunities to champion national interests 	<ul style="list-style-type: none"> • Facilitate the promotion of transformative leadership. • Set up policies to guide the operations of the APRM and AUDA-NEPAD
Economic	Funding Constraints	<ul style="list-style-type: none"> • Inadequate funds affect programme implementation 	<ul style="list-style-type: none"> • Engaging development partners • Develop vibrant resource mobilization strategies. • Embrace innovation in processes
	Medium Term Plans Development process	<ul style="list-style-type: none"> • Incorporation of AU priorities into National Development plans 	<ul style="list-style-type: none"> • Provide input during the development process in all the Sectors
	Government priority Agenda of Bottom-Up Economic Transformation Agenda (BETA)	<ul style="list-style-type: none"> • NEPAD/APRM Kenya Secretariat Programmes are consistent with the government priority Agenda (Kenya Vision 2030, MTPs and BETA) 	<ul style="list-style-type: none"> • Coordinate and facilitate programmes that support implementation of Vision 2030, MTPs and government priority areas
	Regional Integration	<ul style="list-style-type: none"> • Enhanced implementation of NEPAD/APRM Kenya Secretariat Programmes through RECs (EAC, IGAD, COMESA e.tc) 	<ul style="list-style-type: none"> • Enhanced monitoring and evaluation of the implementation of programmes in the region.
	Poverty levels	<ul style="list-style-type: none"> • High poverty levels signify non achievement of NEPAD objective of poverty eradication. 	<ul style="list-style-type: none"> • Develop targeted program towards poverty eradication
	Cultural Beliefs	<ul style="list-style-type: none"> • Cultural beliefs in some of the regions affect implementations Secretariat's 	<ul style="list-style-type: none"> • Conduct intensive civic education program

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Category	Factors	Strategic implications	Strategic interventions
		programs on women empowerment	
Technological	Access to ICT	<ul style="list-style-type: none"> Improved efficiency through automation 	<ul style="list-style-type: none"> Use of ICT to improve on work performance
	Visibility and Interaction	<ul style="list-style-type: none"> Use of digital platforms enhances dissemination of information and interaction 	<ul style="list-style-type: none"> Increased use of digital platforms for dissemination of information
	ICT Infrastructure	<ul style="list-style-type: none"> Implementation of BETA priorities on ICT aligns well with NEPAD thematic area on regional Integration and infrastructure 	<ul style="list-style-type: none"> Engage stakeholders to promote investments in the ICT infrastructure
Environmental	Climate change	<ul style="list-style-type: none"> Adverse effects on food security and infrastructure projects Conflicts over natural resources 	<ul style="list-style-type: none"> Support the implementation of the Climate Change Action Plans Promote adoption of climate-smart Agriculture Strengthen early warning systems
	Forest/tree cover	<ul style="list-style-type: none"> Scarce resources are diverted to address strategic intervention 	<ul style="list-style-type: none"> Working with the relevant Ministry, Counties, Departments and Agencies to promote tree planting and afforestation
Legal	Legal Framework	<ul style="list-style-type: none"> Lack of an Act of Parliament establishing the Secretariat limits scope; funding, staffing. 	<ul style="list-style-type: none"> Anchorage of NEPAD/APRM Kenya Secretariat on an Act of Parliament

3.2 Internal Environment

Table 3.2: SWOT Analysis

Strengths	Weaknesses
i. A functional National Governing Council	i. Inadequate staffing levels

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<ul style="list-style-type: none"> ii. Specialised agency facilitating, coordinating, and reporting on AUDA-NEPAD and APRM programmes in Kenya to the African Union (AU) iii. Mandate to coordinate national and sub-national governance peer reviews and peer learning initiatives. iv. The NEPAD/APRM Kenya Secretariat mandate to mainstream and champion the implementation of Agenda 2063 and other flagship projects under the African Union (AU) v. Semi-Autonomous nature of NEPAD/APRM Kenya Secretariat vi. National and Regional coordinating mandate for NEPAD/APRM Kenya Secretariat vii. Dedicated, competent and committed Staff. viii. Well established controls and accountability systems ix. Conducive work environment x. The NEPAD/APRM Kenya Secretariat strategic physical location xi. Strong partnership with other government agencies 	<ul style="list-style-type: none"> ii. Limiting legal framework (established through a legal notice) iii. Unharmonized national and continental M&E systems iv. Low brand visibility and awareness
Opportunities	Threats
<ul style="list-style-type: none"> i. Good will from stakeholders (both state and non-state) ii. Funding from the exchequer iii. Opportunity for collaboration and partnerships with strategic partners iv. Alignment of AUDA-NEPAD/APRM Programmes into National Development Priorities v. Provisions in the Constitution 2010 especially those relating to governance. vi. Kenya's enhanced diplomatic profile within the African Union vii. Enhanced Regional integration through the regional economic communities (RECs) viii. Cascading APRM governance tool to the Counties 	<ul style="list-style-type: none"> i. Effects of pandemics, epidemics, and disasters

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3.3 Stakeholders Analysis

An analysis of the stakeholders is undertaken to clearly outline their roles/functions; their expectations from NEPAD/APRM; what the Secretariat should do to meet their expectations; and what the stakeholders should do to assist NEPAD/APRM realize its mandate.

Table 3.3: Stakeholder Analysis

	Stakeholder	Functional Relationship	Role	Stakeholder Expectations	NEPAD/APRM Kenya's Expectations
1	The Presidency	Strategic and supportive	Sets strategic direction of Kenya's development agenda,	<ul style="list-style-type: none"> Facilitate high-level engagement with national and international stakeholders to achieve sustainable development and good governance in Kenya Timely reporting on implementation and achievement of sustainable development and good governance programs. 	<ul style="list-style-type: none"> Political will, commitment to regional integration, good governance and sustainable development
2	Council of Governors	Consultative and coordinative	Align regional development initiatives with county-level priorities and foster partnership for sustainable development across	<ul style="list-style-type: none"> Facilitate effective mobilization of resources for projects' implementation. Undertake effective monitoring and evaluation of programmes at the county level. Inculcate mutual accountability at the devolved units 	<ul style="list-style-type: none"> Support while engaging with county governments. Effective implementation of policies set together with counties. Guide county governments on policy issues Promote inter County consultations.

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	Stakeholder	Functional Relationship	Role	Stakeholder Expectations	NEPAD/APRM Kenya's Expectations
			the country		<ul style="list-style-type: none"> • Support cascading of the NEPAD/APRM Programmes to the counties
3	Development Partners	Collaborative and supportive	Provide financial, technical expertise, knowledge sharing opportunities in complementing Secretariat's efforts in fostering good governance and sustainable development	<ul style="list-style-type: none"> • Effective and efficient resource utilization • Adherence to laws and regulations • Ensure Project/Programme sustainability. • Practice the principles of good governance. • Continuous monitoring and evaluation and provision of reports • Timely reports on programme and project implementation 	<ul style="list-style-type: none"> • Support in the implementation of programmes • Timely disbursement of resources • Provision of technical support and capacity building • Understanding and responsiveness of NEPAD/APRM Kenya Secretariat challenges, needs and expectations. • Effective collaboration and synergy building
4	General Public	Informative and consultative	Contributes to the advancement of sustainable development goals and promotion of good governance	<ul style="list-style-type: none"> • Awareness creation of Secretariat's Programmes • Facilitate public participation in the formulation and implementation of Secretariat's Programmes 	<ul style="list-style-type: none"> • Providing support to Secretariat's programmes and initiatives • Participating in local development projects and decision making

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	Stakeholder	Functional Relationship	Role	Stakeholder Expectations	NEPAD/APRM Kenya's Expectations
			ce practices in Kenya	<ul style="list-style-type: none"> • Initiating sustainable programmes/projects for their well-being • Ensure good governance and ethical behaviour. • Successful implementation of programmes/projects 	<ul style="list-style-type: none"> • Participate in programme/project monitoring and evaluation. • Objective feedback
5	Media	Communicative and collaborative	<p>Informs the general public about the activities, objectives and impact of the Secretariat.</p> <p>Amplify the Secretariat's messages to reach a wider audience stimulating public discourse and fostering an informed and empower</p>	<ul style="list-style-type: none"> • Receive timely and accurate information. • Enhanced access to relevant information 	<ul style="list-style-type: none"> • Disseminate accurate information. • Act as a channel for objective feedback • Agenda Setting on Secretariat's issues. • Create awareness among stakeholders on the roles of NEPAD/APRM

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	Stakeholder	Functional Relationship	Role	Stakeholder Expectations	NEPAD/APRM Kenya's Expectations
			ed citizenry.		
6	Private sector and Professional Bodies	Collaborative and consultative	<p>The private sector stimulates economic growth, creates employment opportunities and enhances competitiveness of Kenya's economy.</p> <p>Professional bodies strengthen the Secretariat's capacity, improve compliance with regulatory frameworks and promote best practices in good governance and sustainab</p>	<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 	<ul style="list-style-type: none"> • Partner in the implementation of development projects and programmes. • Facilitate Public -Private Partnerships

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	Stakeholder	Functional Relationship	Role	Stakeholder Expectations	NEPAD/APRM Kenya's Expectations
			le development.		
7	County Assemblies	Legislative and oversight	Legislate, approve budgets, offer oversight on sustainable development and good governance at the counties.	<ul style="list-style-type: none"> • Provision of a platform for knowledge-sharing, best practices exchange, and peer learning among county assemblies in Kenya • Support efforts to enhance service delivery, promote socio-economic empowerment, and address development challenges facing counties in Kenya 	<ul style="list-style-type: none"> • Support in implementing NEPAD/APRM initiatives within their jurisdiction including legislative backing, resource allocation and active participation in program implementation
8	County Governments	Collaborative and operational	Identify county priorities, allocate resources and implement programs and initiatives on sustainable development and good governance	<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 • Collaboration in programme implementation 	<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. • Ownership and sustainability of programmes and projects

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	Stakeholder	Functional Relationship	Role	Stakeholder Expectations	NEPAD/APRM Kenya's Expectations
9	Parliament (National Assembly and Senate)	Advisory, collaborative, legislative and oversight	Enact laws, approve budgets and provide oversight of government activities on sustainable development and good governance.	<ul style="list-style-type: none"> • Provide reliable information for the allocation of resources. • Proper use of resources, transparency, and accountability • Provision of satisfactory responses on Secretariat's issues • Timely submission of accountability reports 	<ul style="list-style-type: none"> • Support in resource mobilization • Timely enactment of laws and regulations touching on NEPAD/APRM • Partner in development particularly at the constituency and county levels • Provide the necessary checks and balances
10	State Law Office	Legal and advisory	Support in drafting Secretariat's bill	<ul style="list-style-type: none"> • Adherence to laws and regulations 	<ul style="list-style-type: none"> • Provide support in legal matters.
11	Non-State Actors (NGOs, CBOs, FBOs etc.)	Collaborative	Advance regional development, good governance, and socio-economic transformation	<ul style="list-style-type: none"> • Provision of reliable information on development indicators • Synergies during implementation of development initiatives to avoid duplication and overlaps. 	<ul style="list-style-type: none"> • Partnering with the Secretariat in implementation of projects and programmes • Objective feedback
12	Regional Blocs and International Institutions/bodies	Cooperative and diplomatic	Provide platforms for multilateral cooperation, policy dialogue,	<ul style="list-style-type: none"> • Advocate for implementation of regional/continental resolutions • Submit subscriptions on a timely manner 	<ul style="list-style-type: none"> • Support in resource mobilization • Facilitate implementation of Secretariat's Agenda

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	Stakeholder	Functional Relationship	Role	Stakeholder Expectations	NEPAD/APRM Kenya's Expectations
			and resource mobilization.	(where applicable)	
13	Research and Development Institutions	Collaborative and knowledge-sharing	Generate knowledge, conduct analysis, and provide technical expertise on issues related to good governance and sustainable development.	<ul style="list-style-type: none"> • Partnering in research assignments over the Secretariat's programme activities • Adoption of feasible research findings and recommendations 	<ul style="list-style-type: none"> • Collaboration and partnership on topical research studies • Share relevant research findings. • Adherence to appropriate ethical research standards
14	Other Countries NEPAD/APRM Secretariat National Offices	Cooperative and collaborative	Focal points for coordinating and implementing NEPAD and APRM programs and initiatives at their respective national level.	<ul style="list-style-type: none"> • Facilitation and Coordination of the Secretariat's programmes/ Projects 	<ul style="list-style-type: none"> • Co-operation and support in programme/ project implementation • Prioritization of the Secretariat's projects and programmes • Knowledge management and best practices' sharing

	Stakeholder	Functional Relationship	Role	Stakeholder Expectations	NEPAD/APRM Kenya's Expectations
15	Suppliers/Merchants	Procurement and partnership	Provision of goods and services.	<ul style="list-style-type: none"> • Timely payments for goods and services supplied. • Transparency and accountability in the procurement process • Adherence to laws and regulations 	<ul style="list-style-type: none"> • Timely supply of goods and services • Supply of high-quality goods and services • Adherence to laws and regulations
16	The National Treasury and Economic Planning	Supervisory and supportive	<ul style="list-style-type: none"> • Finance the activities of the Secretariat • The focal point's office on NEPAD and APRM Programs. 	<ul style="list-style-type: none"> • Prudent and effective execution of the Secretariat's mandate • Prudent and Efficient utilization of resources • Timely periodic reporting on Secretariat's programmes. • Submission of annual budget and periodic financial reports 	<ul style="list-style-type: none"> • Provision of policy direction, • Support in resource mobilization • Create awareness about the roles of the NEPAD/APRM among stakeholders. • Support in the review of the legal framework
17	NEPAD/APRM Kenya National Governing Council	Strategic leadership and guidance	<ul style="list-style-type: none"> • Overall decision maker of the Secretariat 	<ul style="list-style-type: none"> • Delivery of the Secretariat's Mandate • Timely implementation of National Governing Council decisions • Timely periodic reporting on Secretariat's programmes. 	<ul style="list-style-type: none"> • Provide the necessary oversight and policy guidance as per the Gazette Notice • Resource mobilization • Create awareness about the roles of the NEPAD/APRM

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	Stakeholder	Functional Relationship	Role	Stakeholder Expectations	NEPAD/APRM Kenya's Expectations
					among stakeholders
18	Ministries, Departments and Agencies (MDAs)	Collaborative	<ul style="list-style-type: none"> Develop and Implement policies and programs on NEPAD and APRM programmes. 	<ul style="list-style-type: none"> Facilitate effective mobilization of resources for projects' implementation. Undertake effective monitoring and evaluation of programmes and projects. Provision of information and data on programmes and projects 	<ul style="list-style-type: none"> Partnership and collaboration in implementation of Secretariat's Programmes Prudent utilization of resources Provision of timely data and reports
19	Staff	Operational and Administrative	<ul style="list-style-type: none"> Implements the Secretariat's mandate. <p>Execute day-to-day operations, managing programmes, facilitating communication between stakeholders,</p>	<ul style="list-style-type: none"> Commitment to their welfare Conducive work environment Competitive terms and conditions of service Continuous training and development Fair appraisal system Rewards/Incentive system 	<ul style="list-style-type: none"> Productivity Adherence to policies, laws, and regulations of NEPAD/APRM Kenya Secretariat Provide effective and efficient services to the clients. Build the image of NEPAD/APRM

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	Stakeholder	Functional Relationship	Role	Stakeholder Expectations	NEPAD/APRM Kenya's Expectations
			writing reports and policy briefs on various NEPAD and APRM programmes in Kenya		

3.1.1 Key achievements under the 2018–2023 Strategic Plan

The Secretariat made substantial achievements which include:

- i. Coordinated Kenya's participation in Annual African Peer Review Forum Heads of State and Government Summits, and in the NEPAD Heads of State and Government Orientation Committee and Steering Committees.
- ii. Coordinated the implementation of Skills Initiative for Africa (SIFA) projects for Kisumu and Kisii National and Polytechnics as well as during the initial preparations for Kabete Technical Institute.
- iii. Partnered with AUDA-NEPAD to train stakeholders on Agenda 2063 reporting toolkit and in partnership with other stakeholders,
- iv. Developed the Kenya's Agenda 2063 status report for the First Ten Year Implementation Plan (2013- 2023); and trained 34 government statisticians/economists on strengthening the capacities of African Governments for Integrating Accountability in National Development Planning.
- v. Participated in identifying Kenya's Agenda 2063 priorities in the Second Ten Year Implementation Plan (2013- 2023);
- vi. Initiated a process for development of a concept note for Eastern Africa's Public Private Partnership framework in collaboration with EAC and AUDA-NEPAD.
- vii. Coordinated the hosting of three (3) LAPSSET Regional Ministerial Council meetings.
- viii. Developed the LAPSSET regional coordination framework as well as a business council.
- ix. Contributed to the packaging of PIDA priority projects for acceleration under the EAC-based Multimodal Corridors; and undertook annual Monitoring of the implementation of PIDA projects in Kenya.
- x. Coordinated Kenya's participation in annual PIDA week events and hosted the 7th PIDA Week in Nairobi, Kenya

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- xi. Co-hosted the 7th Presidential Infrastructure Champion Initiative- Technical Task Team (PICI-TTT) and coordinated Kenya's participation in the PICI TTT framework.
- xii. Participated in the Presidential Infrastructure Championing Initiative (PICI) Senior Officials Technical Task Team where the LAPSSET project was reviewed during the AU Summit in 2020. Review the LAPSSET project under the PICI framework during the AU Summit
- xiii. Piloted training of midwifery training at Moi University School of Nursing and Baraton University. The training has since been cascaded to benefit health centers in Uasin Ngishu County
- xiv. Developed a framework for tracking key governance indices to ensure balanced credit rating.
- xv. Facilitated and coordinated Kenyas 2nd APRM Review Process, the launch and dissemination of the review report
- xvi. Developed two (2) Annual Progress Reports on the tracking of implementation of the National Programme of Action (NPOA) of the 2nd APRM Country Review Report for Kenya
- xvii. Facilitated APRM Targeted Review of Kenya on Government development Agenda.
- xviii. Coordinated a multi-agency team in the development of the survey tool for County Peer Review Mechanism (CPRM) for the promotion of good governance at the sub national level.
- xix. Held 47 County forums on sensitization on County Peer Review Mechanism
- xx. Concluded seven County Self-Assessment Reviews (Tharaka Nithi, Siaya, Transoia, Uasin Gishu, Bungoma, Vihiga, Makueni, and Machakos)
- xxi. Coordinated the selection and commissioning of the County Peer Review Mechanism (CPRM) Panel of Eminent Persons
- xxii. Pioneered the development of National Governance Reporting in Africa and Coordinated the development of Kenya's inaugural National Governance Report and submitted the report to the APR Forum of Heads of State and Government Summit for consideration and adoption (NGR)

3.1.2 Challenges

Notwithstanding the achievements, the Secretariat experienced the following challenges among others:

- I. Inadequate financial resources to implement NEPAD/APRM planned programmes and projects;
- II. Implementation of substantial unplanned activities from AUDA-NEPAD Secretariat;
- III. Insecurity along the PIDA infrastructure projects hindering timely monitoring and reporting;
- IV. Slow buy-in and up take of governance initiatives by the County Governments; and
- V. **Project approvals procedures and requirement.**

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3.1.3 Emerging Issues

Over the period of implementation of the strategic plan, the following were the emerging issues:

- I. Multiplicity of climate change adaptation related issues such as pests e.g., desert locusts, and
- II. Emergence of virulent strains such as COVID-19 affected the implementation of the strategic plan.

3.1.4 Lessons Learnt

During the implementation of the previous Strategic Plan, the following were the lessons learnt:

- i. There is need for strategic and structured engagement with stakeholders and partners. This should be governed by signed MoAs whose implementation should be closely monitored.
- ii. A mid-term evaluation of the Strategic Plan is necessary to adjust target in accordance to prevailing circumstances.
- iii. The NEPAD/APRM strategic plan should be aligned with that of AUDA-NEPAD and APRM Continental Secretariats respectively.
- iv. There is need to incorporate security agencies in the entire cycle of project implementation.

CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

4.0 Overview

This Chapter discusses the Secretariat's Strategic issues, Strategic goals, and Key result areas during the strategic period.

4.1. Strategic Issues

In achieving its mandate, the Secretariat has the following strategic issues which it is going to focus on strategically.

- i. Inclusive growth and Sustainable Development
- ii. Good governance
- iii. Institutional Strengthening

Achieving economic integration and sustainable development is crucial for creating a harmonious and prosperous society that meets the needs of its present and future generations. Institutional strengthening plays a pivotal role in the promotion of integration and sustainable development, Peer reviews, governance, and public administration. A strong institutional setting is essential to the formulation and implementation of effective policies and strategies, providing necessary framework for coordination, collaboration, and decision-making, ensuring that various stakeholders work together towards common goals.

Further, by strengthening governance structures and enhancing public administration capacities through peer reviews, the Secretariat will help create an enabling environment for Africa's integration and sustainable development.

4.2 Strategic Goals

The Secretariat's strategic goals are:

- i. Enhance inclusive growth and Sustainable Development
- ii. Promote good governance
- iii. Strengthen institutional sustainability

4.3 Key Result Areas

The Key Result Areas are:

- i. Enhanced inclusive growth
- ii. Enhanced Sustainable development
- iii. Mainstreamed implementation and reporting on AU Agenda 2063
- iv. Improved service delivery
- v. Entrenched good governance
- vi. Effective participation and implementation of AU Resolutions
- vii. Strengthened institutional structures

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- viii. Enhanced human capital
- ix. Strengthened institutional processes

Table 4.1: Strategic Issues, Goals and Key Result Areas

Strategic Issue	Strategic Goals	KRAs
Inclusive growth and Sustainable Development	Enhance inclusive growth and Sustainable Development	Enhanced inclusive growth
		Enhanced Sustainable development
		Mainstreamed implementation and reporting on AU Agenda 2063
Good governance	Promote good governance	Improved service delivery
		Entrenched good governance
		Effective participation and implementation of AU Resolutions
Institutional Strengthening	Strengthen institutional sustainability	Enhanced human capital
		Strengthened institutional structures
		Strengthened internal processes

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CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

Overview: This chapter covers strategic objectives and strategic choices.

5.1 Strategic Objectives

For the NEPAD/ARPM to achieve its strategic goals, it has formulated strategic objectives as commitments for the next 5 years as reflected in Table 5.1.

Table 5.1 Outcomes and annual projection of KRAs

KRA	Strategic Objective	Outcome	Outcome indicator	Target				
				Y1	Y2	Y3	Y4	Y5
Enhanced inclusive growth	To enhance Natural Resources Governance, and promote agriculture and Food Security Programmes	Improved implementation of AUDA NEPAD Programmes on Natural Resources Governance agriculture and Food Security	Progress reports/ Briefs	1	1	1	1	1
		Effective implementation of Comprehensive Africa Agriculture Development Programme (CAADP)	Progress reports/ Briefs End term reports	1	1	1	1	1
	To promote regional economic integration	Enhanced implementation of Programme for Infrastructure Development in Africa (PIDA) and Presidential infrastructure Championship Initiative (PICI)	Status reports / Briefs	2	2	2	2	2
Enhanced Sustainable development	To facilitate implementation of AUDA NEPAD Industrialization, Science,	Enhanced implementation of AUDA NEPAD Industrialization, Science,	Status reports / Briefs/ Reports	1	1	1	1	1

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KRA	Strategic Objective	Outcome	Outcome indicator	Target				
				Y1	Y2	Y3	Y4	Y5
	Technology, and Innovation	Technology, and Innovation						
	To strengthen Human Capital Development and institutional development	Effective implementation of AUDA NEPAD Human Capital Development and institutional development programmes	Status reports / Briefs/ Reports	1	1	1	1	1
Mainstreamed implementation and reporting on AU Agenda 2063	To promote implementation, reporting and realization of AU Agenda 2063	Accelerated implementation, realization of Agenda 2063	Status reports / Briefs/ Reports	1	1	1	1	1
		Increased awareness of Agenda 2063	Awareness level	50%		65%		75%
	To enhance high level participation in AU Summits and NEPAD statutory meetings	Effective participation in AU Summits and NEPAD statutory meetings	Position papers / briefs/ Statements	2	2	2	2	2
Improved service delivery	To facilitate implementation of County Peer Review Mechanism (CPRM)	Increased active participation by the Counties in CPRM	County Accessions as reflected in the number of County Self-Assessment/ Review Reports Developed	7	12	12	7	7
Entrenched good governance	To Ensure prioritization of the APRM commitments in the National Planning Frameworks	Implemented APRM Commitments	APRM Commitments implemented	100%	100%	100%	100%	100%

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KRA	Strategic Objective	Outcome	Outcome indicator	Target				
				Y1	Y2	Y3	Y4	Y5
Effective participation and implementation of AU Resolutions	To Promote domestication of AUs Resolutions on APRM and NEPAD in Kenya	Domesticated Resolutions/ Decisions on governance and sustainable development.	AU Resolutions/ Decisions on governance domesticated and implemented	100%	100%	100%	100%	100%
	To facilitate effective high-level participation in APRM & AUDA-NEPAD engagements	Enhanced high-level engagement and commitment	Diplomatic profile within the APRM Improved	6	6	6	6	6
Strengthened institutional structures	To strengthen NEPAD/APRM Legal framework To Strengthen Institutional Capacity and Sustainability	Strengthened NEPAD/APRM legal framework	NEPAD/APRM legal framework strengthened		2	1		
	Enhanced human capital	To strengthen institutional capacity and sustainability	Institutional capacity and sustainability strengthened	100%	100%	100%	100%	100%
Strengthened institutional processes	To enhance adoption of ICT and Visibility of the Secretariat	Enhanced adoption of ICT and visibility of the Secretariat	ICT adoption and Secretariat visibility enhanced	100%	100%	100%	100%	100%
	To enhance prudent and efficient Management of Financial Resources	Enhanced management of financial resources	Management of financial resources enhanced	100%	100%	100%	100%	100%

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5.2 Strategic Choices

Table 5.2: Strategic Objectives and Strategies

KRA	Strategic Objective	Strategies
Enhanced inclusive growth	To enhance Natural Resources Governance, and promote agriculture and Food Security Programmes	Domesticate and coordinate the implementation of AUDA NEPAD Natural Resources Governance agriculture and Food Security Programmes in Kenya Coordinate monitoring of Comprehensive Africa Agriculture Development Programme (CAADP) and provide strategic input to post Malabo programme
	To promote regional economic integration	Coordinate and report on the progress of implementation of Programme for Infrastructure Development in Africa (PIDA) and Presidential infrastructure Championship Initiative (PICI)
Enhanced Sustainable development	To facilitate implementation of AUDA NEPAD programmes on Industrialization, Science, Technology, and Innovation programmes	Domesticate and coordinate the implementation of AUDA NEPAD Industrialization, Science, Technology, and Innovation Programmes Kenya Coordinate monitoring and reporting of Industrialization, Science, Technology, and Innovation Programmes
	To strengthen implementation of AUDA NEPAD Human Capital Development and institutional development Programmes	Coordinate monitoring and reporting of AUDA NEPAD Human Capital Development and institutional development Programmes Monitor and report on AUDA NEPAD Human Capital and institutional development programmes
	To promote implementation, reporting and realization of AU Agenda 2063	Coordinate communication and implementation of AU Agenda 2063 Participate in developing status reports on AU Agenda 2063
Mainstreamed implementation and reporting on AU Agenda 2063	To enhance high level participation in AU	Develop high level position papers and briefs for use by AUDA NEPAD

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KRA	Strategic Objective	Strategies
	Summits and statutory meetings	focal point and H.E the president during AU Summits and AUDA NEPAD statutory meetings Coordinate dissemination, implementation and reporting of AU resolutions and decisions in Kenya
Improved service delivery	To facilitate implementation of County Peer Review Mechanism (CPRM)	Implement the County Peer Review Mechanism
Entrenched good governance	To ensure prioritization of the APRM commitments in the National Planning frameworks	Entrench the APRM Commitments into Development Plans
Effective participation and implementation of AU Resolutions	To Promote domestication of AU summit Resolutions on APRM and NEPAD in Kenya	Implement AUs Resolutions on APRM and NEPAD in Kenya
	To facilitate effective high-level participation in APRM & AUDA-NEPAD engagements	Develop high level position briefs on APRM & AUDA NEPAD engagements
Strengthened institutional structures	To strengthen NEPAD/APRM Legal framework	Review NEPAD/APRM legal framework
		Enhance Corporate Governance and Leadership
Enhanced human capital	To Strengthen Institutional Capacity and Sustainability	Develop, Review and Implement Human Resource Management Instruments
		Implement Effective Employee Engagement and Welfare Programmes
Strengthened institutional processes	To enhance prudent and efficient Management of Financial Resources	Mobilization of external resources
		Enhance efficient and effective utilization of Financial Resources
		Improve Records Management and Office Workspace and Operations

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KRA	Strategic Objective	Strategies
	To enhance adoption of ICT and Visibility of the Secretariat	leverage on ICT for business process re-engineering Improve Communication and Brand Visibility Improve collection, retention and dissemination of information systems

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CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

6.0 Overview

This chapter focuses on the resources that will be required for successful implementation of the strategic plan. The Secretariat will require corresponding resources to implement the objectives and strategies. To enhance the institutional capacity of the Secretariat, measures will be put in place to increase revenue sources, improve the human capital, enhance the institutional infrastructure and working space, and ensure staff training and development, among others.

6.1 Implementation Plan

The implementation plan is a critical management tool for mobilization, allocation, and utilization of resources. It forms the key point of reference in the Strategic Plan during its implementation, monitoring, evaluation, and reporting. It includes the action plan, budgeting, and performance contracting.

6.1.1 Action Plan

This is presented in form of an implementation matrix constituting the following:

- i. Strategic Issue
- ii. Strategic Goal
- iii. Key Result Areas
- iv. Strategic Objectives
- v. Strategies
- vi. Key Activities
- vii. Expected outputs.
- viii. Output indicators
- ix. Expected outcomes.
- x. 5-year cumulative targets
- xi. Projected 5-year financial resource requirements.
- xii. Projected annual resource requirements/budgets.
- xiii. Responsibility

The implementation matrix is detailed in Annex 1.

6.2 Coordination Framework

6.2.1 Institutional framework

i. Structure of NEPAD/APRM

The management of the Secretariat is vested in a National Governing Council consisting of 7 members appointed as follows: the Principal Secretary, State Department for Planning or designated representative; Principal Secretary, the National Treasury or designated representative; and five other members appointed by H.E the President. The Council is charged with providing strategic leadership and policy direction to the Secretariat.

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Administratively, the Secretariat is headed by a Chief Executive Officer (CEO) who runs the day-to-day operations. The CEO is responsible for directing the affairs of the secretariat including superintending over the preparation and implementation of work plans and execution of the budget. The CEO under the guidance of the council, is responsible for the delivery of the strategies and activities in this Strategic Plan. The Secretariat consists of three (3) directorates namely: NEPAD Programmes, consisting of National programme coordination and Regional Liaison divisions; APRM and governance Directorate, consisting of APRM, CPRM Governance, Research and Advocacy divisions; and Corporate Services which consist of Finance, Human Resource and Development, Accounts ICT, Records and Corporate services divisions. The three (3) Directorates are supported by Legal services, Public Relation and Communications, Supply Chain Management, and Internal Audit Unit (reports directly to the CEO).

6.2.1 Institutional framework

ii. Structure of NEPAD/APRM

The Secretariat is headed by a National Governing Council charged with the responsibility of providing leadership and strategic policy direction. Administratively, the Secretariat is headed by a Chief Executive Officer (CEO) who runs the day-to-day operations. The CEO under the guidance of the council, is responsible for the delivery of the commitments made under this Strategic Plan. The Secretariat will consist of three (3) directorates namely: NEPAD Programmes, consisting of National programme coordination and Regional Liaison divisions; APRM and governance Directorate, consisting of APRM, CPRM Governance, Research and Advocacy divisions; and Corporate Services which consist of Finance, Human Resource and Development, Accounts ICT, Records and Corporate services divisions. The three (3) Directorates are supported by Legal services, Public Relation and Communications, Supply Chain Management, and Internal Audit Unit (reports directly to the CEO).

iii. NEPAD Programmes Directorate

The Directorate is responsible for the following functions:

- i. Provision of advice on the domestication and implementation of the African Union (AU) Mission, Core Principles and Values in Kenya and the Eastern Africa Region.
- ii. Promotion of Kenya's effective participation in the activities of the AUDA-New Partnership for African Development (NEPAD).
- iii. Coordinate the mainstreaming African Union of Agenda 2063 and AU resolutions in the National development plans and policies and report on the implementation status.
- iv. Advise on policies and programmes recommended by the African Union/AUDA-NEPAD Agency.
- v. Serve as the Regional AUDA-NEPAD coordinator for the Eastern Africa countries as selected and Coordinate AUDA-NEPAD activities in the Region.
- vi. Liaise with the continental AUDA-NEPAD office with a view of incorporating and promoting Kenya's and Eastern Africa region interests in NEPAD.
- vii. Undertake research and advocacy on implementation of AUDA-NEPAD programmes.

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viii. Monitor implementation of AUDA-NEPAD programmes in Kenya and Eastern Africa Region.

iii. APRM and Governance Directorate

The Directorate is responsible for the following functions:

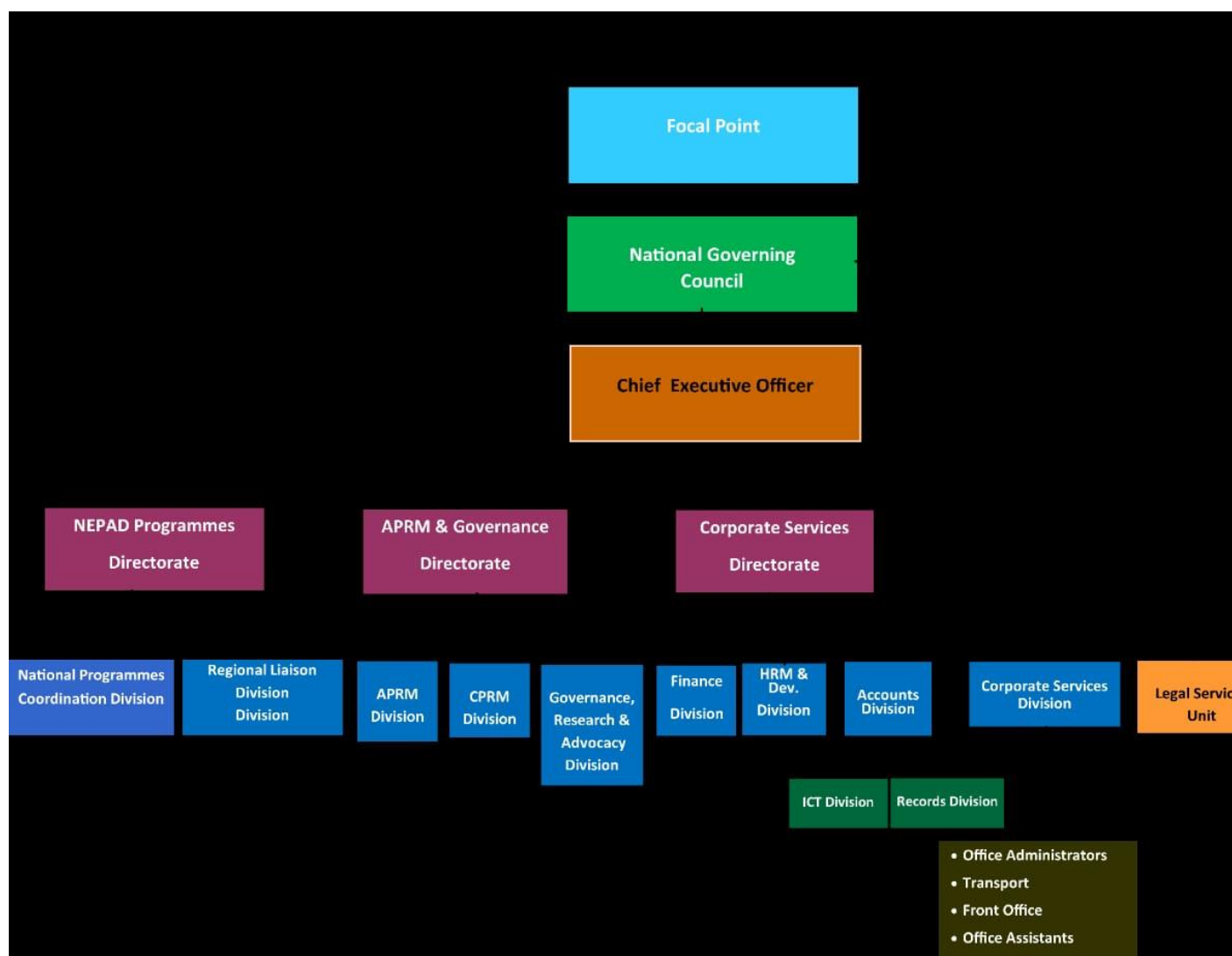
- i. Provision of leadership, guidance, and direction on the implementation of Africa Peer Review Mechanism (APRM) in Kenya and Eastern African Region.
- ii. Ensure the integrity of the APRM process is sustained, keeping it transparent, inclusive, and accountable to the citizens of Kenya.
- iii. Transmission of 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.
- iv. Coordination of county self-assessment and county peer review exercises.
- v. Provision of policy guidance in cascading the APRM as a governance tool to the Counties.
- vi. Serve as the Regional APRM coordinator for the Eastern African Countries as selected.
- vii. Design, development, and implementation of necessary measures to identify and address governance issues affecting Kenya's performance in national, regional, and global governance surveys and indices.
- viii. Provision of guidance for structured engagement with local and international agencies/stakeholders undertaking and disseminating reviews on Kenya's governance to ensure accuracy of facts and fidelity to best practices on objective reporting.
- ix. Undertake research and advocacy on APRM programmes.
- x. Monitor, evaluate and report on the progress in the implementation of the National Programme of Action and County Programmes of Action.
- xi. Benchmark and replicate best practices on governance amongst APRM member states in the region and in the sub-national units of Kenya.

iv. Corporate Services Directorate

The Corporate Services Directorate facilitates optimal utilization and management of the Secretariat's resources in the functional areas of Administration, Human Resource Management and Development, Finance, Accounts, Information Communication and Technology and Records.

The organization structure to implement this plan is under review and is expected to be completed in the plan period. The secretariat's current organization structure is shown in Figure 6.1.

Figure 6.1: NEPAD/APRM Structure



6.2.2 Staff Establishment Skills Set and Competence Development

The Secretariat has an approved staff establishment of 46 and in-post of 35. This means that the Secretariat is operating at 76.1% of optimal capacity. The technical officers are the affected with 31% deficit.

Table 6.2: Staff Establishment

Level	Authorized	In-post	Variance
Policy/Top Management (1 - 3)	15	11	(4)
Middle Level Management/ Technical Officers (4 - 5)	13	9	(4)
Skilled Technically (6 - 7)	11	10	(1)
Unskilled/ Semi- Skilled (8)	7	5	(3)
Total	46	35	(11)

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Table 6.3 Skills Set and Competence Development

S/No.	Designation	NEP Grade	Qualifications
1	CEO	1	<ul style="list-style-type: none"> i. Master's Degree in a relevant discipline ii. Bachelor's Degree in a relevant discipline iii. Strategic Leadership Development Programme iv. Proficiency in Computer Applications v. Served in the grade of Director or in a comparable and relevant position in the Public Service for a minimum period of three (3) years or in a private sector for not less than eighteen (18) years and must have served in a senior management position for a minimum period of five (5) year
2	Director	2	<ul style="list-style-type: none"> i. Master's Degree in a relevant discipline. ii. Bachelor's Degree in a relevant discipline. iii. Strategic Leadership Development Programme. iv. Proficiency in Computer Applications v. Served in the grade of Deputy Director or in a comparable and relevant position in the Public Service for a minimum period of three (3) years or in a private sector for not less than fifteen (15) years and must have served in a senior management position for a minimum period of three (3) years
3	Deputy Director/ Manager	3	<ul style="list-style-type: none"> i. Master's Degree in a relevant discipline. ii. Bachelor's Degree in a relevant discipline. iii. Strategic Leadership Development Programme. iv. Proficiency in Computer Applications. v. Served in the grade of senior officer or in a comparable and relevant position in the Public Service for a minimum period of three (3) years or in an equivalent position 18 in a private sector for not less than (12) twelve years
4	Senior Officer	4	<ul style="list-style-type: none"> i. Bachelor's Degree in a relevant discipline ii. Senior Management Course iii. Proficiency in Computer Applications iv. Served in the grade of Officer I or in a comparable and relevant position in the Public Service for a minimum period of three (3) years or in an equivalent position in a private sector for not less than nine (9) years
5	Officer I	5	<ul style="list-style-type: none"> v. Bachelor's Degree in a relevant discipline.

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			vi. Proficiency in Computer Applications.
6	i. Officer II ii. Senior Driver iii. Senior Front Office Assistant iv. Senior Office Assistant	6	i. Diploma in relevant Discipline ii. Supervisory Management Course iii. Proficiency in Computer Applications
7	i. Officer III ii. Driver I iii. Front Office Assistant I iv. Office Assistant I	7	i. Diploma in relevant Discipline. ii. Proficiency in Computer Applications. iii. Continuous professional/ refresher courses
8	i. Driver II ii. Front Office Assistant II iii. Office Assistant II	8	i. Certificate in relevant Discipline. ii. Proficiency in Computer Applications. iii. Kenya Certificate of Secondary Education.

6.2.3 Staff Development Measures

- i. In the plan period, NEPAD/APRM will undertake a workforce analysis (integrating a skills gap analysis) with a view to informing review of the HR instruments.
- ii. The Secretariat will recruit 11 staff members. Part of this recruitment is to operationalize Resource Mobilization function.
- iii. To retain and attract competent staff, the Secretariat will continually improve the terms of service for all staff, commensurate to their competencies.
- iv. The Secretariat will continuously train staff to deliver quality services while ensuring inclusivity.
- v. NEPAD/APRM will enforce Staff Performance Appraisal System (SPAS) to strengthen performance management. It will also endeavor to design and implement rewards and sanctions strategies.
- vi. To ensure teamwork and diligence, the Secretariat will hold teambuilding forums for staff and the Board and induct new staff and Board members on the roles of NEPAD/APRM.
- vii. On work environment, the Secretariat will assess risks and sensitize staff on safety. Interventions will include stress management initiatives to keep employees safe and

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healthy at work. It will procure adequate working tools for staff as well as undertake oversight surveys (employee, work environment, and customer) to gauge satisfaction levels.

viii. Implement an automated Human resource management and development function.

6.2.3 Leadership

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The Secretariat management is under the following key organs:

- The National Governing Council
- The Chief Executive Officer and
- The Directors

The Strategic team at the NEPAD/APRM Kenya Secretariat is as shown below;

No.	Office Description	Number
1.	The National Governing Council	7
2.	The Chief Executive Office	1
3.	NEPAD and APRM Programmes	2
4.	Corporate Services	1
5.	Supply Chain Management	1
6.	Internal Audit	1
7.	Accounts	1
8.	Legal Services	1
9.	Finance	1
10.	Human Resource Management and Development	1
11.	Public Relations and Corporate Communications	1

6.3 Risk Management Framework

6.3.1 Risk Analysis and Mitigation Measures

Risk Class/ Category	Risk and Description	Like lihood (L/ M/H)	Im pac t (L/ M/ H)	Overall Risk Level (L/M/H)	Mitigation Measure (s)	Risk Owner
Operational/ Strategic	Budget Constraints/ Inadequate financial resources	M	M	H	Resource mobilization and forging of strategic partnerships.	NGC/ CEO
Strategic	Buy-in by the National and County Administrations.	M	H	H	Advocacy on the Secretariat Initiative	CEO/NGC
	Lapse of Legal Notice after 10 years	L	H	H	Enactment of an Act to anchor on/ review the current Gazette Notice/ issue of an Executive Order	NGC
Operational	Low visibility of the Secretariat activities among stakeholders	M	M	H	Sensitization of stakeholders on the Secretariat activities and clear communication strategy	NGC/ CEO
	Inadequate human resource capacity	M	H	H	Develop and implement relevant human resource management and development policies	NGC/ CEO
	Interrupted automated services	L	H	L	Have in place backups. Develop Service level agreements. Invest in cyber security	NGC/ CEO

CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

7.0 Overview

The chapter outlines five-year financial requirements, identifies resource gaps and resource mobilization mechanisms.

7.1 Financial Requirements

Implementation of the plan targets will require **Kshs. 2.45 billion**. However, the resource requirements exceed the anticipated receipts from the exchequer, effectively leaving the Secretariat with a resource gap of **Kshs. 532.04 million** (see Table 7.1 and 7.2).

Table 7.2: Resource Gaps

KRA	Resource Requirements (Million Kshs.)						Total
	Baseline (FY 2022/23)	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	
Enhanced inclusive growth		30.45	23.79	23.43	24.54	16.08	102.21
Enhanced Sustainable development		30.45	23.79	23.43	24.54	16.08	102.21
Mainstreamed implementation and reporting on AU Agenda 2063		40.6	31.72	31.24t	32.72	21.44	136.28
Improved service delivery	-						
Entrenched good governance							
Effective participation and implementation of AU Resolutions		92	144.9	129.6	93.8	90.6	550.9

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Strengthened institutional structures							
Enhanced human capital	-	97.5	67.4	81	69.1	53	368
Strengthened institutional processes							
Administrative	115.7	127.8	136.1	140.5	144.7	149.1	698.2
Others	156	45.6	49.7	51.5	140.6	150.5	437.9
Total	271.7	464.4	477.4	480.7	530	496.8	2,449.30

FY	Requirement (Kshs. Mn)	Estimated Revenue (Kshs. Mn)	Variance (Kshs. Mn)
2023/2024	464.4	360.1	(104.3)
2024/2025	477.4	359.3	(118.1)
2025/2026	480.7	378.66	(102.04)
2026/2027	530	398.95	(131.05)
2027/2028	496.8	420.24	(76.56)
Total	2,449.30	1,917.25	(532.05)

7.2 Resource Mobilization Strategies

To ensure adequate resourcing of the plan and manage financial constraints that may affect its implementation, the Secretariat will institutionalize resource mobilization strategies, through the Resource Mobilization Strategy. The Secretariat will continue negotiating with the National Treasury for adequate recurrent expenditure funding.

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7.3 Resource Management

To ensure prudence and sustainable financial management, the Secretariat shall institutionalize financial management practices as detailed in the Public Financial Management legal and regulatory framework.

This will include;

- I. Planning, organizing, and monitoring the financial resources allocated and mobilized;
- II. Automate processes and services to ensure efficiency and transparency;
- III. Enhance research and innovation in order to promote improvement in service delivery performance;
- IV. Fully implement the finance modules in the Enterprise Resource Planning to improve internal controls and enhance accountability;
- V. Adopt productivity management to improve efficiency and effectiveness in the delivery of results; and
- VI. Integrate risk-based management principles and practices to reduce exposure.

CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK

8.0 Overview

Monitoring, Evaluation and Reporting of this Plan will involve a systematic and continuous process of collecting and analyzing information based on the indicators, targets, and provision of feedback. Two types of indicators will be tracked and used to measure performance. These include output and outcome indicators. The results of M&E will be used to make corrective actions, improve implementation of activities, and inform plans.

8.1 Monitoring Framework

The Secretariat will put in place a monitoring framework to ensure that planned activities are implemented, and its implementation setbacks or hindrances addressed as they arise. Monitoring will be carried out at various intervals to track the implementation of the strategic plan.

The strategic plan will be monitored through routine data collection and analysis on the progress of its implementation. Thus, NEPAD/ARPM shall:

- i. Develop an annual business plan with appropriate targets, activities, performance indicators and budgets as derived from this Strategic Plan.
- ii. Measure progress for each activity/action against specific targets and schedules included in the Strategic Plan by use of standardized data collection tools / prescribed templates developed for this purpose; and
- iii. Develop data capture instruments or standardized data collection tools for use in data collection in the prescribed templates.

The baseline will be the data preceding the occurrence of the planned activity.

For continuous improvement, the Secretariat shall continuously assess its performance based on the targets. The Secretariat is committed to drawing and documenting all key lessons and best practices with a goal of enhancing the planning and execution of the strategies.

8.2 Performance Standards

The factors shown below will ensure that the standards are successful.

- i. **Leadership and Governance:** The Management and the Board will provide direction and guidance towards strategy execution.
- ii. **People, Systems and Policies:** The Secretariat will ensure that the right people and engaged, both in skill and competence. Supportive systems and policies will also be put in place.
- iii. **Monitoring and Evaluation:** The Secretariat will strengthen the Monitoring Information System to ensure early remedial actions. A key hinge will be the strengthening of the Corporate Services.
- iv. **Culture:** The Secretariat will maintain and improve a performance-oriented culture at all levels during the implementation of this plan. The performance culture will be aligned with the Secretariat's performance management framework. This framework will provide periodic review of the Key Performance Indicators (KPIs) for continuous improvement.

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- v. **Communication:** The Secretariat’s strategies will be cascade down to the various levels of the organization (Directorate – Division - Unit). To enable buy-in and support, the Strategic Plan will be communicated to all employees in the most effective manner.
- vi. **Performance-Based Budget:** The Secretariat will ensure that the Strategic Plan initiatives are adequately budgeted for.
- vii. **Governance:** External audits will be conducted by the Office of the Auditor-General to establish compliance with Government’s operations and financial regulations. These audits will also facilitate value for money as well as strengthen the financial management arrangements to make it a compliant Secretariat.

8.3 Evaluation Framework

Monitoring will involve collecting and analyzing information relating to the various indicators and using the information to inform day-to-day operations. The Corporate Directorate will monitor the implementation of the Strategic Plan through regular meetings and reports. The Directorate will coordinate the implementation, and monitoring of this Strategic Plan.

The implementation matrix of this Strategic Plan will be integrated with the Performance Management System to enhance realization of set targets. This linkage is also expected to ensure commitment of all staff to the realization of the objectives of the Strategic Plan by cascading the targets to individual level in the SPAS.

Table 8.1: Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End of planning Period
Enhanced inclusive growth	LAPSSET and PIDA PAP2 regional Projects supported implementation.	Status reports on implementation of LAPSSET	0	0	1	0
		Status reports on PIDA PAP 2 regional projects	0	0	1	1
Mainstreamed implementation and reporting on AU Agenda 2063	Improved coordination of implementation and reporting on African Union Agenda 2063	No of events on Agenda 2063 coordinated				
		national reporting framework for				

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Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End of planning Period
		Agenda 2063 and AUDA-NEPAD programmes				
		No of policy briefs on Agenda 2063				
		Africa Agenda 2063 status report				
		No of surveys on Agenda 2063				
	Enhanced participation in AU Summits, APR, AU-NEPAD statutory committee meetings and other engagements forums	No of AU Summits, APR, AU-NEPAD statutory committee meetings and other engagements forums				
Enhanced Sustainable development	Improved coordination and implementation of food security programs/initiatives	No of end year evaluation Reports on Comprehensive Africa Agriculture Development	0 0	0 0	1 1	0 0

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Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End of planning Period
		Programme (CAADP)				
		Status Reports on implementation and status on Energize Africa programme	0	0	1	1
		Strengthened Human Capital Development and institutional development.	No of institutions implementing Skills Initiative for Africa (SIFA)	0	0	1
	Mainstreamed programmes on industrialization, Science, Technology, and Innovation	No of innovation hubs and centres of excellence established	0	0	1	1
Improved service delivery	Peer reviews and other governance initiatives mainstreamed and implemented.	No of Targeted Review on the Bottom-Up Economic Transformation Agenda (BETA)				
		No of National Governance Reports (NGR)				

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Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End of planning Period
		No of Governance Research and Advocacy on the APRM thematic Pillars conducted				
		No of Key Governance Indices & Prepare Status Reports				
Entrenched good governance	Increased advocacy for good Corporate Governance	Governance Research and Advocacy on the APRM thematic Pillars conducted	0	0		
	Improved Kenya's governance ranking	No of Key Governance Indices tracked	0	0	3	3
Entrenched good governance	Improved good governance at the county level	No of Counties implementing County Peer Review Mechanis				

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Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End of planning Period
		m (CPRM)				
	Coordinated implementation of programmes to support socio-economic development	No. of Civic Education on Governance Issues				
		No. of Citizens Forums				
		National Governance Report				
		No. of Annual Youths Symposium				
		No. of Public Participation Week				
		No. of Strategic Partnerships with national and regional agencies				
Strengthened institutional structures	Enhanced legal standing of the Secretariat	legal audit report	0	0	1	
		Executive Order / Bill				
Enhanced human capital	Strengthened Institutional	Number of	0	0	1	

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Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End of planning Period
	Capacity and Sustainability	Developed, Reviewed and implemented Human Resource Management Instruments and development policies and strategies				
Strengthened institutional processes	Prudent and efficient Management of Financial Resources	Resource mobilization unit				
		Governance Audits reports				
		resource mobilization strategy				
		Statutory financial reports				
		Automated internal audit services				
		Risk Management Policy reviewed				
		Audit manual				

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Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End of planning Period
	Enhanced adoption of ICT and Visibility of the Secretariat	Digital transformation Policy				
		Cyber security policy				
	Improved services delivery and visibility of the Secretariat	Communication Policy	0	100%		
		Reviewed customer service charter				
		CSR programme undertaken				
		Established Resource Centre				
		Knowledge Management policy				

8.3.1 Mid and End-Term Evaluation

The NEPAD/APR will conduct a mid and end-term reviews of this Strategic Plan to examine the progress towards achieving the set targets. The reviews will be conducted by a technical team appointed by the CEO. This will be undertaken in the third and final years of its implementation. The recommendations of mid-term review will help in making improvements to the Strategic Plan implementation process. The end term review findings will inform the formulation of the next NEPAD/APRM strategic plan.

8.3.2 Ad hoc Review

The CEO may recommend an ad hoc review of the Strategic Plan to be conducted in case of significant and unexplained variance between the planned and achieved performance targets. Such variances will be identified through the regular quarterly and annual reports.

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8.4 Reporting Framework and Feedback Mechanism

All Directorates will be involved in monitoring and reporting on the progress of achievement of results and objectives based on the key indicators agreed upon and aligned to the overall indicators identified in this Strategic Plan. This will be achieved by ensuring collection and provision of timely and accurate data during the plan period. The Departments will be expected to generate reports on quarterly, bi-annual, and annual basis which will be submitted to the Corporate Services Directorate. The Corporate Services Directorate will prepare and issue templates for data collection. The submitted reports will be analyzed, compiled, and disseminated. The monitoring and evaluation reports generated will be shared with the management and the Board through the reporting structure for decision-making.

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ANNEX I: IMPLEMENTATION MATRIX

Strategic Issues	Strategic Objective (s)	Strategy(ies)	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Resp.	
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
Integration and Sustainable Development	To promote regional integration through infrastructure and trade	Coordinate implementation and reporting on PIDA and PICI programme to attain regional integration.	Support implementation and reporting on LAPSSET	Regional meetings held	No. of meetings	5	1	1	1	1	1	15	2.1	2.3	16	2.5		
				Implementation coordination framework developed	Framework	1	1					10	10					
				Status report prepared and disseminated	Status reports	10	2	2	2	2	2	4	4.2	4.4	4.6	4.8		
				LAPSSET Regional strategic plan developed	Regional LAPSSET strategic Plan	1		1				10						
			Coordinate implementation and reporting on PIDA PAP 2 regional projects	Resource mobilization forums held	No. of forums	5	2	1	1	1	1	1	1.2	1.3	1.4	1.5		
				Trade promotion forums held	No. of forums	5	1	1	1	1	1	3	3.2	3.4	3.6	3.7		
			Coordinate and accelerate implementation, realization and	Coordinate events on Agenda 2063	Forums/events held	No. of forums/event s	20	4	4	4	4	4	10	12	14	16	18	

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Strategic Issues	Strategic Objective (s)	Strategy(ies)	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Resp.
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
		Reporting on Agenda 2063	Develop national reporting framework for Agenda 2063 and AUDA-NEPAD programmes	National reporting framework developed	National reporting framework	1	1					3	1				
			Prepare policy briefs on enhancing implementation of Agenda 2063	Policy briefs prepared and disseminated	No. of policy briefs	2	1				1	1				1.3	
			Prepare Africa Agenda 2063 status report	Status reports prepared and disseminated	No. of reports	2		1		1		10			15		
		Coordinate Kenya's participation in AU Summits and statutory committee meetings	Participate in the AU Summits, AU-NEPAD statutory committee meetings and other engagements forums	Prepare position papers/briefs	No. of papers/briefs	10	2	2	2	2	2	3	3.2	3.4	3.6	2.8	
	To enhanced Natural Resources Governance, to promote agriculture and Food Security programmes	Promote and coordinate implementation of natural resource and food security programs/initiative	Support activities for Comprehensive Africa Agriculture Development Programme (CAADP)	End-term impact evaluation undertaken and report disseminated	End-term evaluation Report	1			1				5	5			
				Progress reports of CAADP	No. of Progress reports	4	1	1	1	1	1	1	1.2	1.4	1.5	1.6	
			Contribute to review of CAADP framework and	Prepare position papers/briefs	No. of papers/briefs	5	1	1	1	1	1	2	2.2	2.4	2.6	2.8	

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Strategic Issues	Strategic Objective (s)	Strategy(ies)	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Resp.
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
			other engagements														
	To strengthen Human Capital Development and institutional development (Skills, Youth, Employment and Women Empowerment)	Strengthen Human Capital Development and institutional development	Facilitate implementation and monitoring of Skills Initiative for Africa (SIFA)	Forums/meetings held	No. of forums/meetings	10	4	2	2	2	2	2.5	1.7	1.9	2	2.2	
			Status report prepared and disseminated	Status reports	10	4		4		2	4		4.4		3		
			Coordinate implementation and reporting on Energize Africa programme	Stakeholders' capacity built	No. of capacity building forums	6 ²	1	2	3			2	4	6			
				Project institutional framework established	Institutional framework and progress reports	1	1					2					
				Reports on status of implementation prepared and disseminated	Annual reports	5			1	2	2			4	5	6	
				Energize Africa consultative engagements	No. consultative engagements held	5	1	1	1	1	1	2	2.2	2.4	2.6	2.8	
				Undertake surveys on Agenda 2063 in the Country	Surveys undertaken	No. of surveys	2		1		1		10		12		

² Three (3) forums for each - Youth, Women and MSMEs

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Strategic Issues	Strategic Objective (s)	Strategy(ies)	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Resp.		
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5			
	To enhance Industrialization, Science, Technology and Innovation (ISTI) in various sectors of the economy	Promote programmes on industrialization, Science, Technology and Innovation	Coordinate establishment innovation hubs	Innovation hubs established and engagements	No. Innovation hubs/Engagements	4	2	1		1		10	5		5				
			Coordinate establishment of centre of excellence	Centre of excellence established	No. of Centres	2		1		1			20			22			
Effective participation and implementation of AU Resolutions/ Decisions on good governance and sustainable development.	To Promote domestication of AUs Resolutions on APRM and NEPAD in Kenya	Implement AUs Resolutions on APRM and NEPAD in Kenya	Facilitate a Targeted Review on the Bottom-Up Economic Transformation Agenda (BETA)	Stakeholder engagement forums held	No. of County forums	47		27	20			27	20						
				Self- Assessment Report on BETA	Kenya's Self-Assessment Report on BETA	1		1				10	10						
				Targeted Review Report on BETA	Kenya's Targeted Review Report on BETA	1		1				15	15						
				Launch, Disseminate and Monitor implementation of the National Governance Report (NGR)	NGR Report Launched	Launch	1	1					7						
					NGR Report Disseminated	No. of Counties Covered	47	14	33				9	21					
					M& E reports on NGR	No. of M&E Reports			1					1.61					
					Prepare the 2 nd National Governance Report (NGR)	NGR Report developed	NGR Report	1			1			10	10.2				
		Governance Research and Advocacy on the	Thematic Research reports Prepared	No. of reports	5 ³	1	1	1	1	1	2	2.1	2.2	2.3	2.4				

³ An annual report on Democracy and Political Governance; Economic Governance Management; Corporate Governance; Socio-Economic Development; and State Resilience to shocks and disasters
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Strategic Issues	Strategic Objective (s)	Strategy(ies)	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Resp.
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
			APRM thematic Pillars conducted														
			Track Key Governance Indices & Prepare Status Reports	Status Reports on Governance Indices prepared	No. of consolidated reports	2	1	1		1			3			4	
			Hold Consultative Sessions with Relevant MDAs	Consultative Sessions held	Proportion of relevant MDAs reached	100%		100%		100%			1			1	
			Prepare Government Response on Governance Indices	Government Response prepared and submitted	No. of Government Response	2		1		1			1			1	
			Engage Governance Indices Institutions	Indices generating Institutions engaged	No. of Reports/ Minutes	2		1		1			1			1	
	Facilitate effective high-level participation in APRM & AUDA-NEPAD	Develop high level position briefs on APRM & AUDA NEPAD engagements	Participate in the AU-APRM Statutory meetings and follow-up on implementation of feasible Resolutions	Outcome Documents/Communiqués prepared	No. of Outcome Documents/Communiqués	25	5	5	5	5	5	10	10.2	10.4	10.6	10.8	
Identified Resolutions/ Decisions implemented				Percentage of the total number of Resolutions/ Decisions.	100%	100%	100%	100%	100%	100%	1	1.1	1.2	1.3	1.4		
Ensure prioritization of APRM Commitments in the National Planning Framework	Entrench the APRM Commitments into Development Plans	Participate in the Planning processes for MTPs	Incorporation of Key APRM Commitments into National Development Plans	Percentage of Key APRM Commitments incorporated into National Development Plans		100%	100%	100%	100%	100%	100%	3	3.1	3.2	3.3	3.4	
				Monitor and Evaluate progress in the	NPoA Progress reports developed	No. of Progress Reports		1	1	1	1	1	1.6	3.5	3.8	4.0	4.3

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Strategic Issues	Strategic Objective (s)	Strategy(ies)	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Resp.
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
			implementation of the NPoA														
			Participate in the development of the SDEP Annual Progress Reporting workshops	Annual Progress Reports	No. of Annual Progress Reports		1	1	1	1	1	0.7	0.8	1.0	1.1	1.3	
	Facilitate implementation of County Peer Review Mechanism (CPRM)	Implement the County Peer Review Mechanism	Capacity-build the Counties and other partners on the Implementation of the County Peer Review Mechanism (CPRM) and other Peer Review Initiatives.	Counties and entities capacity-built	No. of Counties/entities	47	29	10	10	10	7	10	10.5	11	12	8	
			Induction/ Sensitization of CPRM Panel of Eminent Persons	Induction/ Sensitization Reports	No. of Induction/ Sensitization Reports	2	1			1		3.93			4.5		
			Coordinate the preparation of the County Self-Assessment Reports	County Self-Assessment Reports	No. of County Self-Assessment Reports	47	12	12	13	10		15	15.2	16.4	13.6		
			Support Preparation of the County Peer Review Reports	County Peer Review Reports	No. of Counties Peer Review Reports	47	12	12	13	10		15	15.2	16.4	13.6		
			Facilitate County Peer Reviews at the National Summit	National Summits	No. of Summits	4	1	1	1	1		12	12.2	12.4	12.6		
			Conduct Civic Education on Governance Issues	Workshops on Civic Education held	No. of Workshops	20		10	5			2.25	3				

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Strategic Issues	Strategic Objective (s)	Strategy(ies)	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Resp.
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
			Coordinate formation of Citizens Forums (Audit Committees) to Track Implementation of Public Projects	Ward Citizen's Forums Formed and Trained	No. of Ward Citizen's Forums	17		8	3	3	3	1.2	1.2	1.4	1.6	1.8	
			Host the Annual Youths Symposium (AYS)	Annual Youths Symposium (AYS) held	Annual Youths Symposium (AYS)	4		1	1	1	1		7.3	7.5	7.7	8	
			Organize a Public Participation Week	Public Participation Week held	No. of forums	4		1	1	1	1		7.3	7.5	7.7	8	
			Forge strategic Partnerships and engage national and regional agencies	MOUs/MoAs signed and implemented.	No. of MoUs/MoAs	9	1	2	2	2	2	0.3	0.7	0.8	1.0	1.2	
Institutional Strengthening	To strengthen NEPAD/APRM Legal framework																
	To strengthen institutional Capacity and Sustainability	Review of legal framework	Undertake a legal audit	Legal audit undertaken	Audit report	2	1			1		3			3.2		
			Prepare and submit Cabinet Memorandum	Cabinet Memorandum prepared and submitted	Cabinet Memorandum	1	1					3					
			Draft an Executive Order / Bill establishing NEPAD/APRM as a state cooperation	Executive Order/ Bill drafted establishing NEPAD/APRM as a state cooperation	Executive Order/ Draft Bill	1	1					10					

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Strategic Issues	Strategic Objective (s)	Strategy(ies)	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Resp.	
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
		Develop, Review and Implement Human Resource Management Instruments	Develop, Review and finalization of Human Resource Management Instruments and development policies and strategies	Human Resource Management Instruments Finalised	Human Resource Management Instruments	1 ⁴	1					3						
				Human Resource Management Instruments reviewed	Human Resource Management Instruments	1					1					6		
				Relevant human resource management and development policies and strategies developed and implemented	No. Human resource management and development policies and strategies	9	2	3			3	3						
			Develop and Implement relevant Human resource management policies	Competence-based plan developed and implemented	Competence-based plan	1					1					4		
				Succession and Talent Management Policy developed and implemented	Succession and Talent Management Policy	1				1					4			
				Coaching and Mentorship Policy developed and implemented	Coaching and Mentorship Policy	1			1						4			
			Guidance and Counselling policy developed and implemented	Guidance and Counselling policy	1			1				3						

⁴ Policy and procedure manual, Grading structure, Career guidelines, Staff establishment

Strategic Issues	Strategic Objective (s)	Strategy(ies)	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Resp.	
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
				Staff wellness and Mental Illness Policy developed and implemented	Staff wellness and Mental Illness Policy	1		1				3						
				Sexual harassment policy developed and implemented	Sexual harassment policy	1	1					1						
				Internship policy benchmarked and customised	Internship policy	1				1					3			
				TNA document revised	TNA document	1		1					3					
		Implement Effective Employee Engagement and Welfare Programmes	Carryout Staff Satisfaction Surveys and Implement Necessary Recommendation	Satisfaction Surveys carried out	Annual Reports	3	1		1		1	0.5		0.5		0.5		
				Annual team building sessions held	No. of sessions	5	1	1	1	1	1	1	5	5.2	5.5	5.7	6	
				Review Insurance Schemes (medical cover, GPA and WIBA, group life)	No. of Schemes	35	3	3	3	3	3	3	8	8.3	8.5	8.7	9	
				Carryout Staff Training assessment and trainings	TNA carried out	TNA report	2	1		1			3		3.2			
					Staff trained	Proportion of staff trained	100%	100	100	100	100	100	11	12	13	14	15	
					Staff recruited	No. of staff recruited	40	4	4	4	4	4	10	11	12	13	14	
		Improve corporate image																
		Improve Records Management and Office Workspace and Operations	Develop and Implement Records Management Policy	Records Management Policy developed and implemented	Records Management Policy	1	1					4						
				Develop and Implement	Transport and Fleet Management Policy	Transport and Fleet	1	1					4					

⁵ medical cover, GPA and WIBA, group life

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Strategic Issues	Strategic Objective (s)	Strategy(ies)	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Resp.	
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
			Transport and Fleet Management Policy	developed and implemented	Management Policy													
			Identify and procure adequate office space	Office space procured	Proportion of staff with adequate working space	100%	100	100	100	100	100			100				
		Enhance Corporate Governance and Leadership	Develop and implement NGC and Management Capacity building programmes	NGC and Management Capacity built	No. of workshops	15	3	3	3	3	3	2	2.2	2.5	2.8	3		
	To Promote prudent and efficient Management of Financial Resources	Mobilization of external resources	Establish a resource mobilization unit	Resource mobilization unit established and operationalized	Resource mobilization unit	1	1					5						
Carryout Governance Audits and Implement Recommendations			Carryout Governance Audits conducted and feasible recommendations implemented	Governance Audit reports	2	1		1			2.5	2.5						
Develop and implement resource mobilization strategy			Resource mobilization strategy developed and implemented	Resource mobilization strategy	1	1				3								
Timely preparation and submission of statutory financial reports			Statutory reports prepared and submitted	No. of statutory reports	25	5	5	5	5	5	3	3.2	3.4	3.6	3.8			
Efficient and effective utilization			Statutory reports prepared and submitted	No. of statutory reports	25	5	5	5	5	5	3	3.2	3.4	3.6	3.8			

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Strategic Issues	Strategic Objective (s)	Strategy(ies)	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Resp.
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
		of Financial Resources	Procurement statutory reports														
			Automate internal audit services	Audit software license acquired	Audit software license	5	1	1	1	1	1	1	1	1	1	1	
			Review and implement Risk Management Policy	Risk Management Policy reviewed and implemented	Risk Management Policy	1	1			1		1.5			1.7		
			Review of internal audit strategy	Internal audit strategy reviewed	Internal audit strategy	1		1				3					
			Develop audit manual	Audit manual developed	Audit manual	1	1					2					
	To enhance adoption of ICT and Visibility of the Secretariat	leverage on ICT for business process re-engineering	Develop a roadmap for digital transformation of the Secretariat processes	Digital roadmap developed and implemented	Digital Roadmap	1		1				2					
			System user training	Users trained on systems	Proportion of staff trained	100	100	100	100	100	100	1	1	1	1	1	
			Develop and implement a comprehensive cybersecurity policy	Cybersecurity policy developed and implemented	Cybersecurity policy	1	1					4					
	Improve Communication and Brand Visibility		Review , implement a Communication Strategy and a communication policy	Communication strategy and Policy reviewed and implemented	Communication Strategy and Policy	1	1					3					

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Strategic Issues	Strategic Objective (s)	Strategy(ies)	Key Activities/ Initiatives	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Resp.	
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
			Review customer service charter and rebrand the NEPAD/APRM Kenya Secretariat	Customer service charter reviewed	Customer service charter	3	1		1		1		1		1.2		1.4	
				NEPAD/APRM Secretariat rebranded	NEPAD/APRM Secretariat	1		1					2.5					
			Undertake CSR programme	CSR programme undertaken	CSR programme	5	1	1	1	1	1	2	2.2	2.4	2.6	2.8		
		Improve collection, retention and dissemination of information systems	Establish Resource Centre	Resource Centre established	Resource Centre	1	1					2.5						
			Develop and implement the Knowledge Management policy	Knowledge Management policy develop and implemented	Knowledge Management policy	1		1				2	2					

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ANNEX II: OUTCOME PERFORMANCE MATRIX

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