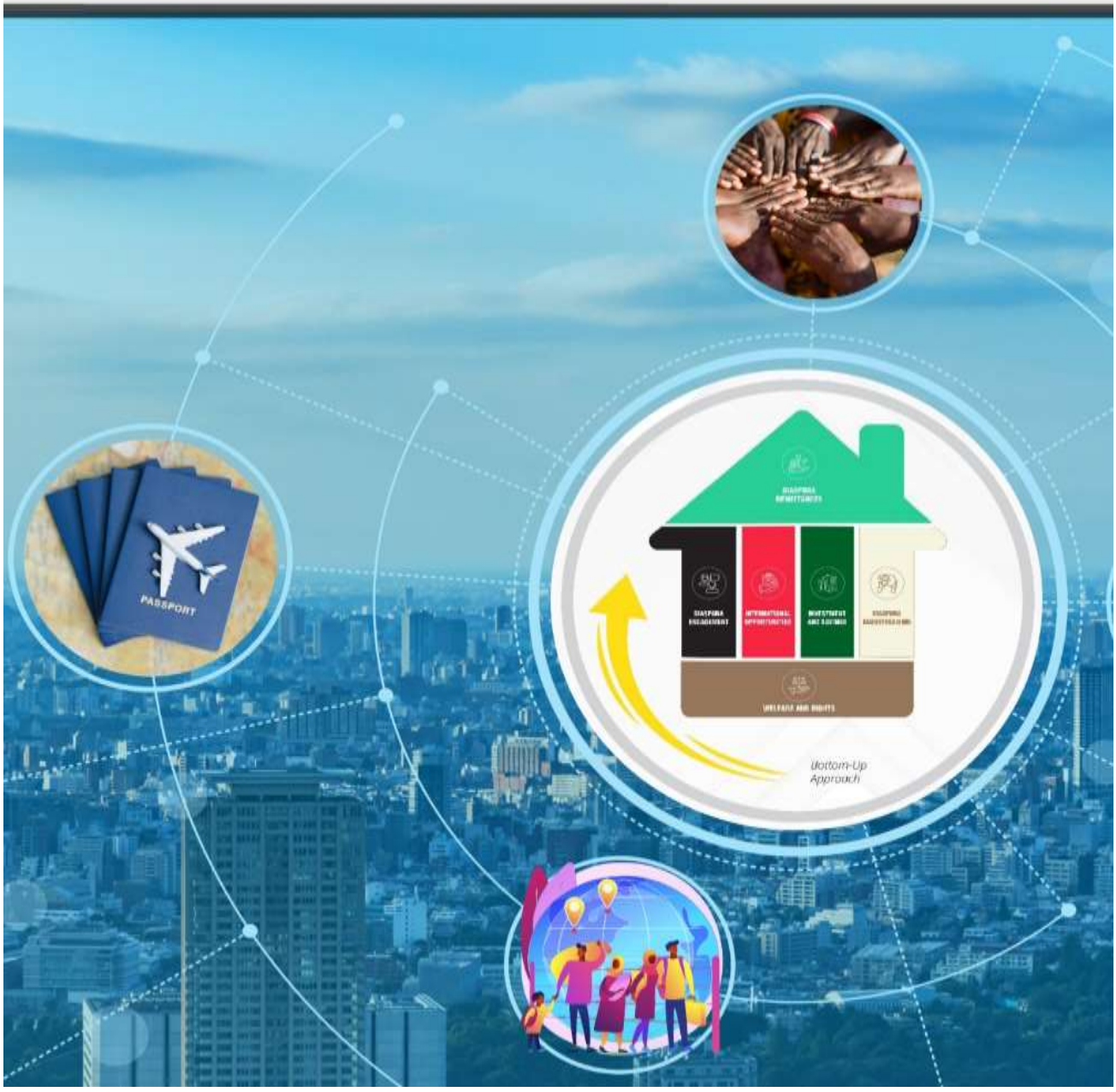
MINISTRY OF FOREIGN AND DIASPORA AFFAIRS

STATE DEPARTMENT FOR DIASPORA AFFAIRS

KENYA VISION 2030

STRATEGIC PLAN

2023-2027



MINISTRY OF FOREIGN AND DIASPORA AFFAIRS

STATE DEPARTMENT FOR DIASPORA AFFAIRS

KENYA VISION 2030

STRATEGIC PLAN

2023-2027

FOREWORD BY THE PRIME CABINET SECRETARY

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PREFACE AND ACKNOWLEDGEMENT

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ACRONYMS AND ABBREVIATIONS

BETA : Bottom-up Economic Transformation Agenda

BLAs : Bilateral Labor Agreements

BPRA : Business Process Re-engineering and Automation

CBK : Central Bank of Kenya

CPPMD : Central Planning and Project Monitoring Division

DIIMS : Diaspora Integrated Information Management System

FDI : Foreign Direct Investment

GoK : Government of Kenya

HRM&D : Human Resource Management and Development

IEBC : Independent Electoral and Boundaries Commission

ITES : Information Technology Enabled Services

MDAs : Ministries, Departments and Agencies

PESTELE : Politics, Economic, Social, Technological, Environmental, Legal and Ethics

SDDA : State Department for Diaspora Affairs

SDGs : Sustainable Development Goals

SIR **:** Savings, Investment and Remittances

SWOT **:** Strengths, Weaknesses, Opportunities and Threats

TICAD : Tokyo International Conference on African Development

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EXECUTIVE SUMMARY

The State Department for Diaspora Affairs Strategic Plan (2023-2027) focuses on fostering a stronger relationship, leveraging resources, and achieving meaningful outcomes in our quest to protect and champion the rights and welfare of Kenyans in the diaspora. The plan provides a roadmap for effective engagement and empowerment of the diaspora while leveraging on their immense potential for a competitive and prosperous Kenya.

The Plan sets forth the following strategic goals: Promote and Strengthen Continuous Dialogue and Engagement; Resource Mobilization; Advocacy and Representation; and Consular Services and Support.

To achieve these goals, the Plan outlines the following strategies: Building Trust and Confidence with Kenyans in the Diaspora; Dissemination of Information on Available Investment Opportunities; Facilitating Development of an Incentive Framework and Tailored Financial Products for Diaspora Remittances and Enterprise Development; and Digital Engagement; Building Capacities of Missions to Provide Supportive Measures for Distressed Kenyans; Collaborating with Relevant Stakeholders in Authenticating the Credibility of Various Institutions in the Host Countries; Establishment of Training Programs, Mentorship Opportunities, and Knowledge-Sharing Mechanisms to empower Diaspora members to contribute to the National Development; Reintegration Programs for Returnees and Operationalize the Diaspora Welfare Fund; and Advocating for Policies that support Diaspora Engagement.

Implementation of the Plan will be continuously monitored and evaluated to ensure that the goals are consistently met. Key performance indicators will be tracked, and progress reports generated regularly to assess the impact of the strategies and make necessary adjustments.

In conclusion, this Strategic Plan aims to create a dynamic and mutually beneficial relationship between Kenya and its Diaspora. The State Department will harness the potential of the diaspora towards national development, by strengthening engagement, leveraging resources, advocating for their rights, and offering relevant consular services, while championing their rights and welfare.

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CHAPTER ONE: INTRODUCTION

1.0 Overview

This chapter provides the background information of the State Department for Diaspora Affairs (SDDA). It further entails the strategy as an imperative for organizational success that puts into consideration international development priorities, regional and national development frameworks. The Chapter also provides the history of the State Department and the methodology deployed in developing the Strategic Plan.

1.1 Strategy as an Imperative for Organizational Success

The State Department for Diaspora Affairs (SDDA) was established through the Executive order No. 1 of 2023 on the Organization of Government functions to pursue the following strategic objectives: Promote Continuous Dialogue and Engagement with Kenyans; increase Diaspora Savings, Investments and Remittances; Protect Rights of Diaspora and Champion their Welfare; Increase Diaspora International Jobs Placements and Enabling Technology Transfers; Mainstream Diaspora into the National Development Process; and Strengthen Policy, Legal and Institutional Frameworks.

The State Department was established as part of Government's commitment to champion and protect the rights and welfare of the Kenyan Diaspora who are a major stakeholder in achieving the country's political, economic and social development. The Diaspora presents enormous potential for skills, knowledge and technology transfer as well as savings, investment and remittances hence the need for targeted investment in their rights and welfare and concerted effort by the Government and the private sector. The Department therefore recognizes the imperative to among other initiatives, strategically incentivize remittances towards achieving the Ksh.1 trillion target by 2027 in line with the Bottom-Up Economic Transformation Agenda (BETA).

1.2 The Context of Strategic Planning

The Strategic Plan was developed in line with the Constitution of Kenya; the Kenya Vision 2030, the Fourth Medium Term Plan (MTP IV) 2023-2027 and the Bottom-Up Economic Transformation Agenda (BETA). The Plan was also informed by regional and international development frameworks including the United Nations 2030 Agenda for Sustainable Development; African Union Agenda 2063; and the East Africa Community Vision 2050. In addition, the State Department leveraged on the Foreign Service Policy; the Diaspora Policy and other related Policies, laws, and treaties/conventions.

1.2.1 United Nations 2030 Agenda for Sustainable Development

SDG No. 1 End Poverty in all its Forms Everywhere: Remittances play a crucial role in the reduction of poverty due to increase in household income. The State Department for Diaspora Affairs supports this SDG through the establishment of an Incentive Framework to facilitate Diaspora remittances.

SGD No. 8 Promote Sustained, Inclusive and Sustainable Economic Growth, Full and Productive Employment and Decent Work for all: The State Department plays the role of an

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enabler in championing the Protection of Kenya's Diaspora welfare and rights in collaboration with the Ministry of labour and social protection.

SDG NO. 10 Reduce inequality within and among countries: The State Department enhances mobilization and transfer of skills, knowledge and resources of the Kenyan Diaspora, to support the country's economic, social, and political development in line with this SDG. In line with this goal that suggests reducing average remittance costs to 3 per cent globally, the State Department is working with different stakeholders to achieve low remittance costs and hence increase disposable income for families.

SDG No. 17 Strengthen the means of implementation and revitalize the global partnership for sustainable development: This goal lays emphasis on the importance of partnership for global development and focuses on facilitating and strengthening financial links between countries. The state department in line with this SDG participates in the development of incentive frameworks for Diaspora remittances, Savings and Foreign Direct Investments.

1.2.2 Africa Union Agenda 2063

The Africa Union Agenda 2063 is a strategic framework that seeks to accelerate the implementation of past and present continental initiatives for growth and sustainable development. The State Department's role towards the Africa Agenda 2063 goals is significant in achieving regional aspirations that include promoting inclusive growth and sustainable development. The State Department supports Diaspora engagement in major sectors such as agriculture, education, healthcare and infrastructure development to increase investment and job creation that leads to economic growth and sustainable development.

In promoting good governance and democracy, the State Department encourages Kenyans living in the Diaspora to participate in democratic processes in their countries of residence and in Kenya. This helps to strengthen democratic institutions, and promote good governance and respect for human rights. In in line with Agenda 2063, the State Department is further involved in sourcing for jobs and employment opportunities for Kenyans in the Diaspora as well as facilitating development of incentives for inbound skills and technology transfer.

The African Institute of Remittances develops the capacity of Member States of the African Union, remittance senders and recipients and other stakeholders to implement concrete strategies and operational instruments to use remittances as tools for achieving development and poverty reduction. AIR became fully operational in 2015 and its initial partners included the African Union Commission, the European Commission, the World Bank, and the International Organization for Migration, and Africa Development Bank. It aims at reducing remittance transfer costs and financial inclusion.

1.2.3 East Africa Community Vision 2050

The Vision 2050 focuses on initiatives that will create gainful employment to the economically active population to accommodate the development pillars and enablers that will create jobs to absorb the expected expansion of the work-force during the Vision 2050.

The pillars of Vision 2050 further offer opportunities for job creation, which are important to absorb EAC's growing labour force and unemployment problem. Long-term job creation requires skills

development that is consistent with the emerging development opportunities in infrastructure development; industrialization and manufacturing; value addition in agriculture industry; facilitating the export of labour and management of human capital development.

1.2.4 The Constitution of Kenya

Article 1 of the Constitution provides that all sovereign power belongs to the people. Further, Article 10 (2) provides for national values and principles of governance to include human dignity, equity, social justice, inclusiveness, equality, human rights among others. In line with the Constitution, the State Department has prioritized championing the rights and welfare of Kenyans in the Diaspora and mainstreaming them in the national development processes. This is supported by Article 118 that requires Parliament to facilitate public participation and involvement in legislative and other business of the Assembly and its committees.

In addition, Article 35 (2) of the Constitution provides for access to information required for protection of any right or fundamental freedom. Currently, there are limited platforms through which the Diaspora can access fundamental information. The State Department is therefore committed to ensuring that critical information for the wellbeing of Kenyans living in the Diaspora is consolidated and availed, especially on areas such as welfare, skills and technology transfers and remittances among others to inform policy and decision making.

1.2.5 The Kenya Vision 2030, Fourth Medium Term Plan Bottom-up Economic and Transformation Agenda

The Kenya Vision 2030 recognizes diaspora contribution as a major enabler to the growth of the economy and a critical factor in achieving a globally competitive and prosperous Kenya by the year 2030. The Vision seeks to promote a more diverse and inclusive society and engagement with the Diaspora as an important part of achieving this aim.

The Vision has initiatives to address diaspora challenges and foster diaspora engagement in Governance and investment. In implementing the Vision, the State Department is centrally placed in supporting inbound political, social and economic development initiatives from the Diaspora which previously remained unstructured.

Government Commitments to the Diaspora

The Government is alive to the fact that there are more than three (3) million Kenyans living in various parts of the world who constitute Kenya's diaspora. This population continues to form an integral part of the Kenyan economy and social fabric. The State Department, therefore, has prioritized engagement with diaspora in a more constructive and productive manner to unlock and unleash their full potential while guaranteeing their safety abroad.

It is noteworthy that a thriving diaspora is critical in facilitating inbound transfer of knowledge, skills and technology as well as tapping various investment opportunities within the country. To this end, championing the welfare and protecting the rights of the diaspora remains central in the State Department's priorities over the next five (5) years. The State Department will also coordinate development of a strategy to incentivize remittances towards achieving the Ksh.1 trillion target by

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2027 as detailed in the BETA. In this regard, this Strategic Plan prioritizes implementation of the following commitments made by the Government to the Kenyan diaspora:

- Create a Ministry for Diaspora Affairs;
- Improve delivery of government services through decentralizing services and functions of Kenyan missions abroad;
- Establish a diaspora forum which will review progress of national government services to the diaspora and make the necessary recommendations;
- Establish new and enhance trade and investment channels in order to promote further local investment by Kenyans living in the diaspora;
- Facilitate accreditation and endorsement of Kenya's qualifications and skills with those of foreign countries for easy access into higher education and foreign jobs by Kenyans living in the diaspora;
- Facilitate the portability of knowledge, skills, innovation and technical resources available in the diaspora for national development;
- Establish a social welfare system for Kenyans living in the diaspora, by exploring and implementing the portability of social protection;
- Engage our sportsmen and women and other eminent Kenyans to promote patriotism and social cohesion in Kenya and globally; and
- Promote the Kenyan brand and appoint brand ambassadors who will market Kenyan services and products and equally increase the global market share of these services and products.

1.2.6 Sector Policies and Laws

The Diaspora Policy, 2014

The objective of the Diaspora Policy is to mainstream and empower Kenyans in the Diaspora to effectively make a significant contribution to the development of the country. The main thrust of the policy, therefore, is to harness and maximize the potential of Kenyans in the Diaspora to contribute to Kenya's transformation agenda, while at the same time meeting their needs and expectations through a mutually beneficial and lasting partnership.

Foreign Policy, 2014

Kenya's Foreign Policy aims to achieve several national objectives, inter alia to: Protect Kenya's sovereignty and territorial integrity; Promote integration; Enhance regional peace and security; Advance the economic prosperity of Kenya and her people; Project Kenya's image and prestige; Promote multilateralism; Promote the interests of Kenyan Diaspora and partnership with the Kenyans abroad.

Foreign Service Act, 2021

The Foreign Service Act, 2021 outlines the responsibility of the Ministry of Foreign and Diaspora Affairs to provide consular services; coordinate relevant agencies in emergency evacuation of distressed Kenyans abroad; and serve and promote the legitimate interests of Kenyans living abroad.

Data Protection Act, 2019

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Foreign Service Act, 2021regulates the processing of data to ensure privacy through establishment of legal and institutional mechanisms which protect personal data.

Kenya Citizenship Immigration Act, 2011

This Act governs matters related to citizenship, immigration and issuance of passports in Kenya.

1.3 History of the State Department for Diaspora Affairs

The State Department was previously a Directorate in the Ministry of Foreign Affairs mandated to deal with diaspora and consular matters, but is now one of the two State Departments in the Ministry of Foreign and Diaspora Affairs. The State Department aims to create an enabling legal and policy environment that promotes continuous dialogue with Kenyans in the Diaspora and supports their participation in national development, as well as strengthen the institutional capacity for Diaspora engagement.

1.4 Methodology of Developing the Strategic Plan

The State Department for Diaspora Affairs developed the Terms of Reference on development of the Strategic Plan 2023-2027 and constituted a Technical Committee to drive the preparatory process. The Technical Committee interpreted and adopted the Terms of Reference to prepare the Draft Strategic Plan while taking into consideration: the nature and scope of the organization's mandate and functions; the strategic direction for the plan period; and the operating environment.

The draft Strategic Plan was subjected to stakeholder engagement involving the Kenyan Missions abroad and the diaspora, whose views helped to improve the quality of the document. Further, the Strategic Plan was validated by all stakeholders prior to publishing and launch.

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CHAPTER TWO: STRATEGIC DIRECTION

2.0 Overview

This chapter outlines the Mandate, Vision and Mission statements, strategic goals, core-values and quality policy statements for the SDDA, with the governance framework and functions as illustrated below:

2.1 Mandate

The State Department has a nine-point mandate as illustrated below

2.2 Vision Statement

An empowered Diaspora for a competitive and prosperous Kenya.

2.3 Mission Statement

To champion the protection of Kenya's Diaspora rights and welfare and mainstream them to National Development.

2.4 Strategic Goals

Strategic Goals of the State Department are to:

i. Protect Rights of Diaspora and champion their welfare;
ii. Promote diaspora dialogue and participation in nation development processes;
iii. Increase Diaspora jobs mobility, jobs placements, and Skills and technology transfers; and
iv. Increase Diaspora Savings, Investments and Remittances towards Kenya’s economic development.

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2.5 Core values

The implementation of the Diaspora Strategic Plan will underscore ethical and good governance practices as envisaged in Articles 10 and 232 of the Constitution. Further, the State Department will operate under the following core values:

1. Diaspora-Centric: The State Department shall endeavour to understand the needs and concerns of the Diaspora and develop programs and initiatives that effectively address those needs;
2. Innovative: The State Department shall endeavour to come up with creative and effective solutions that are impactful in facilitating the Diaspora to harness more opportunities for socio-economic empowerment and national development;
3. Accountable: The State Department will conduct all its activities in a transparent manner and provide accurate information while maintaining high ethical standards;
4. Reliable: The State Department shall strive to be available and trustworthy in-service delivery to the diaspora;
5. Inclusive: We shall guarantee that the stakeholders and the diaspora are treated equitably and fairly in the development and implementation of programs and initiatives; and
6. Team spirit: We shall foster a culture of collaboration and teamwork among staff members, as well as promoting effective communication and coordination across different departments and levels of the State Department.

2.6 Quality Policy Statement

The State Department commits to continually improve its quality standards to achieve ISO 9001-2008 certification and also improve the Business Processes through reengineering and innovative service delivery.

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CHAPTER THREE: SITUATION AND STAKEHOLDER ANALYSIS

3.0 Overview

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

3.1 Situation Analysis

3.1.1 External Environment

3.1.1.1 Macro-environment

The Macro-environment analyses major external factors that pose both a direct and indirect impact on the decision making and performance of the State Department as examined through a Political, Economic, Social, Technological, Environmental and Legal and Ethical (PESTELE) analysis.

Table 1: PESTELE Analysis

Category	Factors	Description
Political	Political goodwill	• The Government recognizes the crucial role of the diaspora as evidenced by the creation of a fully-fledged State Department to handle diaspora affairs • The diaspora is recognized as the "48th County" • Kenya enjoys cordial bilateral relations with most countries • The Government promotes and facilitates participation of the Diaspora in political processes including the general election
Economic	Financial Resources	Budgetary constraints could lead to low level of implementation of planned activities
	Diaspora remittances	Diaspora remittances have grown overtime to become one of the highest foreign exchange earners for Kenya
	Exchange rate fluctuations	Fluctuation in foreign exchange affects remittances
	Taxes and levies	Taxes affect FDI and remittance inflows
	Unemployment	High level of unemployment is a major driver for migration
	Private Public Partnerships (PPP)	PPPs present business/investment opportunities for the Diaspora

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Social	Emigration	Brain drain to other countries at the expense of development in various sectors in Kenya
	Accreditation of Kenyan certificates abroad	There is a need to facilitate accreditation of courses offered in Kenya in other countries to facilitate placement of Kenyans in the international job market
	Diaspora awareness	There is increased Diaspora awareness on government services and right to dual citizenship
	Culture Shock	Cultural difference may cause distress among Kenyans in the Diaspora
Technological	Consular services digitalization	Digitalization of consular services is key in enhancing diaspora engagement and building trust
	Cyber security and threats	Advancement in technology has led to cyber threats which pose a risk to systems and potential data loss
	Technological changes	Emerging Technologies may have an effect on existing systems
Environmental	Climate change	High chances of disaster occurrence may lead to displacement of the Kenyan diaspora and a surge in distress cases
Legal	Legislation and policy framework	• The Constitution of Kenya recognizes the diaspora and allows for dual citizenship • Executive order No.1 of 2023 is the legal framework that underpins the State Department mandate • The Kenya Vision 2030 recognizes Diaspora engagement and contribution as a critical component in the country's development • The Foreign Service Act, 2021 recognizes the Diaspora as one of the five pillars of Foreign Policy • High court ruling Case No. 25 of 2014 allows Kenyans with dual citizenship to register as voters
Ethical	Transparency and Accountability	• SSDA promotes transparency in the recruitment practices by agencies and pre-departure training for Kenyans planning to migrate for opportunities abroad, in collaboration with other MDAs. • Liaise/partner with relevant authorities in identifying opportunities and providing assurance to Kenya's diaspora that their investments will be protected.
	Privacy and Data Protection	The State Department collects and uses large amounts of data, while ensuring privacy and protection of personal and sensitive information in compliance with the Data Protection Act, 2019

3.1.1.2 Micro-environment

The micro environment analysis focuses on the intrinsic factors that exert influence over the optimal functioning of the State Department. This analysis involves elements such as human resources and

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their proficiencies, engagement with Diaspora umbrella associations, collaboration with other MDAs, and the composition of clientele. Within the State Department, there exists a reservoir of capable, diverse, and well-trained personnel.

The variety of clients served by the State Department spans a broad spectrum, ranging from knowledgeable individuals to those less informed and characterized by significant disparities in age demographics. An enduring objective of the State Department is to cultivate and sustain robust affiliations with Diaspora associations, other MDAs, and suppliers and creditors, thereby facilitating seamless operational efficiency.

3.1.1.3 Industrial Environment

Governments are keen to explore the global labor market to harness employment, business opportunities and transfer of skills. The State Department is cognizant of other fore-runners/competitors in the labour global market, with other Governments equally pushing their diaspora to fill the global void. Examples include the Philippines, Indonesia, India, Pakistan, Bangladesh, Sri Lanka, Israel, Ireland, and more closely, Nigeria, Egypt, Morocco and Algeria. There are also late entrants such as Ethiopia and Uganda. It will therefore be imperative to among others build the competitive edge of the Kenyan Diaspora, sharpen the bargaining power through negotiating relevant legal instruments with specific markets, and assess the threat of substitutes.

The State Department for Diaspora Affairs continuously markets the Kenyan Diaspora consisting of both skilled and semi-skilled workforce; of diverse age brackets, agility and flexibility as well as requisite competencies needed in the international market. The State Department also benchmarks on best practices around the globe in the management of the diaspora. That being said, it is recognized that Artificial Intelligence (AI) is set to replace human beings in delivery of various tasks. Nonetheless, there will be emphasis towards ensuring complementarity between human labor and AI as opposed to competition and substitution.

Attention is also drawn to Industry 5.0, also known as the Fifth Industrial Revolution, which is a new and emerging phase of industrialization where humans will work alongside advanced technology and A.I.-powered robots to enhance workplace processes. This is coupled with a more human-centric focus as well as increased resilience and an improved focus on sustainability. These changes may be rapid, complex in scale and scope, and are likely to affect the way societies live, work and possibly relate with one another. Efforts will be driven towards adoption of integrated and comprehensive approaches that bring together all stakeholders, and technologies that are human centered, ecofriendly and sustainable.

3.1.1.4 Market Analysis

The trend in net migration overtime reflects the tumultuous history of the continent, particularly that of Sub-Saharan Africa where migration rates have fluctuated widely in the last three and a half years for most countries. Understandably, countries that experienced large scale conflict and war contributed to the periodic instability in the net movement of people from Africa. The current immigration trends are advised by extreme political, social and economic factors. Therefore, IOM (2022) categorized the Diaspora into the following:

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Category	Description
Lived diaspora	Individuals born in Kenya who now live permanently or temporarily in a host country
Ancestral diaspora	Individuals with ancestral links to Kenya (for example second and third generation diaspora members). The experience of trends is that sometimes later generations become even more committed to the land of their ancestry than their parents or grandparents.
Next generation diaspora	These are younger members of the diaspora, typically under the age of 35, who are fundamental to engage in order to ensure the sustainability of current diaspora strategies
Returning diaspora	Diaspora members who have lived in a host country and who have come back to Kenya e.g. Students
Affinity diaspora	Nationals of other countries who work or study or who once worked or studied in Kenya but have since re-migrated
Refugees	Person(s) who owing to well-founded fear of persecution for reasons related to race, religion, nationality, membership to a social group or political opinion is outside Kenya; and is unable or, unwilling to avail themselves to the protection of the Country; or who, not having a nationality and being outside the country of their former habitual residence, is unable or, owing to such fear, is unwilling to return *(Art. 1, 1951 Convention on the Status of Refugees).*

According to the World Migration Report, 2022, there were 281 million international migrants in 2020 with 169 million being labour migrants. America, Europe and Asia received the highest number of migrant workers at 102.4 million while Africa received 10% of the total international migrants in 2020. East Africa, West Africa and Southern Africa together hosted more than 80 per cent of the migrant workers in Africa in 2019. The countries of Northern Africa have the smallest number of migrants in their labour force.

Kenyans are increasingly seeking employment in foreign countries. Preferred destinations for Kenyan migrant workers are mainly the US, Canada, the UK, Australia, Europe, the Gulf Cooperation Council (GCC) countries, South Africa, Uganda, Tanzania, Rwanda, South Sudan, Somalia and Botswana. Kenya has a relatively wide and well-populated migration footprint across the globe.

There are an estimated 4 million Kenyans in the Diaspora. Main skills and sectors for these migrant workers are: machine operators, security, drivers, aviation, oil and gas, engineers, animal husbandry, police, domestic helpers, nurses, construction, caregivers, healthcare workers, hospitality, educators, finance and gardeners.

Push factors that have spurred this migration include poor socio-economic conditions, unemployment and low wages. Key pull factors have been real or perceived opportunities for a better life, high income, and better quality of education and healthcare in destination countries.

Government regulation of labour movement has been mainly through policy, legal and administrative support instruments.

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Most of the challenges which Kenyan migrant workers face can be traced back to unregulated labor movement.

3.1.2 Summary of Opportunities and Threats

The table 3.1 gives a summary of environmental factors, opportunities and threats

Table 3.1 Summary of Opportunities and Threats

Environmental Factor	Opportunities	Threats
Political	Government goodwill and prioritization of the Diaspora Collaboration with other government agencies and stakeholders	• Limited engagement and collaboration between the Government, the Diaspora, stakeholders and Development Partners can hinder effective utilization of diaspora skills, resources, and potential contributions to national development • The Possibility of change of government policy and priorities • Political instability in host countries can impact the legal status and rights of the diaspora • Differences in host country and Kenyan laws across foreign jurisdictions where Kenyans reside
Economic	• Potential for growth in Remittances • Job opportunities abroad • Diaspora tailor made investment products • Enhanced Diaspora participation in nation building	• Economic downturns and inflation can impact on financial stability • Heavy dependence on Remittances from the Diaspora can lead to economic disruptions and vulnerability during changes in global economic conditions • The lack of a special statute for Diaspora Investors • High costs associated with formal channels of remittances
Social	• Kenyan diaspora trust and willingness to support the State Department • Cultural Exchange and Enrichment • Network and Partnership Building • Advocacy for Social causes such as human rights, gender equality, environmental sustainability, Tourism and Travel, and Philanthropy and Social Investment	• Loss of Cultural Identity: Younger generation of the Diaspora may be detached from their Kenyan heritage, leading to loss of cultural and traditional ties • Brain Drain: emigration of skilled professionals from Kenya leads to loss of valuable human capital for National development • Undocumented and unregistered Kenyans in the diaspora

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Technological	• Adoption of robust and well-developed ICT infrastructure • Knowledge and Skill Transfer	• Change of technology • Lack of statistical evaluations • Lack of annual statistics on diaspora, emigration and their impact, ineffectively influencing policy making • Absence of diaspora data strategy • Cyber security
Legal	• The current review of the Diaspora Policy and Foreign Service Act is a great opportunity to improve legal service to Diaspora • Collaboration with Kenyan Diaspora Legal Experts through Contribution to Legal Scholarship for academic research and publications to address legal challenges to Kenyans living in Diaspora, and bring forth best practices, and innovative solutions	Diaspora bill- The proposed Bill will help to strengthen and institutionalize the mandate of the State Department, anchor diaspora matters in legislation and aid in furtherance of the State Department's six (6) point mandate.
Ecological	• Climate Change Resilience, Natural Resource Conservation including water, wildlife and ecosystems through safeguarding the country's biodiversity • Partnerships for Ecological Sustainability through Green Initiatives and Projects	Climate change is a major driver of migration. As Kenya continues to face cyclical droughts and extreme weather conditions, this may lead to migration outside the country.

3.1.3 Internal Environment

The State Department will examine its internal environment to ensure that it is able to operate optimally. One way to achieve this is by exploring the value chain analysis in understanding the components, processes and outputs of the State Department.

Value Chain Analysis

The Value chain analysis envisages five primary steps namely inbound operations, operations, outbound logistics, marketing and sales, and service; and four secondary steps namely procurement

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and purchasing, human resource management, technological development and company infrastructure, in understanding the internal processes of an organization. The steps are summarized in the table below:

Table 3.2: Primary and Secondary Steps in the Value Chain Analysis

1. In-bound Operations	**Operations**
6-point mandate	● Planning ● consultations ● meetings ● assigning roles and responsibilities ● Human resource management ● company infrastructure ● Resource deployment Technological development ● reporting
2. Outbound logistics	**Marketing and Sales**
● Communication ● procurement ● Travel; ● Repatriations	● sensitization; ● Advocacy; ● Visibility

Functional Analysis

For optimal performance it is expected that the various components/units/functional will continue to discharge their duties, and work together seamlessly. The respective section heads are expected to provide the necessary leadership, monitoring and evaluation. The functional areas include:

a) Policy
b) Technical
c) Administration and Support

Policy

At Policy level, it is expected that the office of the Cabinet Secretary and the Principal Secretary which are responsible for policy development will continue to provide leadership in policy formulation. Key to this will be the creation of the necessary synergies, as they seek to understand and be understood, as well as the cascading of the policy decisions, the mandate, implementation and feedback mechanisms.

Technical Divisions

The technical directorates are responsible for the correct interpretation of policy decisions and mandate as well as implementation and cascading. Key to this is the proactive formulation of programs and activities to match the directives, as well as feedback and reporting mechanisms.

Administration and Support

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The Administration arm provides the necessary support and is divided into Administration; planning and Monitoring; Finance and Accounting; Supply Chain Management (SCM), Human Resource; transport; and Communication.

The Administration

The role of administration is to provide the day to ensure smooth day to day operations of the State Department and coordinate the seamless running of the administration functions. It is also the custodian of all assets (fixed & Mobile) owned by the State Department.

Planning and Monitoring

Planning and Monitoring is an essential component of the State Department. It coordinates the other units to formulate concrete programs, plans and activities that are then used to match resources to activities with specific timeframes. Planning also presides over monitoring and reporting implementation of the planned programmes.

Finance and Accounting

The Finance Unit works hand in hand with the planning section to facilitate effective resource allocation for programmes/projects, develop projections and undertake resource mobilization. The Accounts Unit matches expenditure to resource availability and provides necessary feedback to other sections. Areas of improvement may include joint sensitization of Finance and Accounts to allow for ease and or common understanding on Government financing and resource spending especially with regards to relevant votes to be charged. This will facilitate the efficiency and effectiveness of both sections.

Supply Chain Management (SCM)

A lot of the inputs to processes and services as well as facilitation will have to be procured. The maintenance of a steady flow of supplies through service providers will be needed. The procurement needs to be timely, and dynamic responsive to the needs of the State Department, while at the same time, be within the framework of the law.

Continuous improvement of processes and service production will be given priority. Reengineering of Business processes will also be incorporated to allow for necessary changes and readiness for the 4th Industrial Revolution technologies.

Human Resource Management and Development (HRM&D)

The Human Resource is an important component of any organization. Whereas such a resource is acquired in a certain state of readiness to use, there is need for tailored training to suit the needs of the State Department. It is also important to ensure maintenance, motivation and continuous development of the human resource.

There is a need for the diaspora to acquire the human resource in their right, quantities, quality, competences, skills mix and their perpetual development for personal development, career progress, and maintenance.

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Transport and Communication

Transport is critical in the movement of staff and other resources. As a young State Department, SDDA requires a sufficient fleet of vehicles, both utility and representational. While transport in the traditional sense is still relevant, the State Department will consider innovative means of transport by leveraging on emerging trends. In communication, effort will be made at matching the conventional PABX with mobile telephony and use of other modern technologies that would help enhance service delivery. Provision should be made for business process reengineering.

ICT

Information, Communication and Technology continues to revolutionize the way we live, work and interact with one another. The State Department will adopt a robust ICT infrastructure to match her nature of work and her local as well as vast global clientele regardless of the time zones. The State Department will increasingly rely on technology to her to meet the demand for services in different places in the shortest time possible.

Resource-Based View Analysis

According to resource-based theory, organizations that own "strategic resources" have competitive advantage over organizations that do not. The Kenya population and the Diaspora has a unique rich tradition that is historic and homegrown, based on the spirit of "Harambee!" derived from the Swahili word Harambee, a slogan adopted by the founding father of the nation, meaning "working together, pulling towards the same direction or pooling of resources or effort."

The slogan is the official motto and is embedded in the coat of arms. The Harambee spirit is an important resource, and one that typifies resilience and has been at the heart of building Kenya's economic development and the Diaspora for decades. Early examples at independence included coming together to raise funds for local projects to support government initiatives in the health, education, and building cooperatives sector.

The perpetuation of this course saw progressive establishment of the diaspora through pooling resources for furthering education abroad which opened up opportunities for present day diaspora. Today, the diaspora pursues numerous and diverse opportunities, with a current estimated diaspora population of over 3 million spread all over the world. Leveraging on the diaspora, the State Department for Diaspora Affairs can be felt in different parts of the world while facilitating access to information on resources and technology available globally. The Industrious nature of Kenyans, their education and skills provide a competitive edge, and makes them fit for various formal and informal engagements. The versatility of Kenyans also makes them adapt to different environments and situations with ease. Kenya's talent and prowess in sports, especially the long races also earns the country unapparelled global respect.

The State Department for Diaspora Affairs will strive to ride on these attributes and strength to build a unique brand and drive the departmental and national objectives of creating a sustained competitive advantage through the valuable, rare, difficult to imitate and organized Kenyan culture. The State Department will continue to pursue a well-coordinated all of Government approach to diaspora issues.

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This will guarantee a healthy and thriving Diaspora and ultimately enhance their participation in national development.

Comparative analysis

Comparative analysis is a way of looking at two or more similar things to see how they are different and what they have in common in order to understand their differences and similarities. There are four types of comparative analysis, namely: individualizing, universalizing, variation-finding and encompassing.

Majority of Kenyans in the Diaspora are highly educated with diverse education backgrounds that has propelled them to the global arena. They are generally hardworking and resilient; a strength that is common among them in the Diaspora has built a sense of community solidarity, shared cultural values, experiences, and aspirations. Most of them have unique talents in Sports; long and short races and these have propelled them to the limelight at individual level and the Country. The Kenya Diaspora is limited by language barriers and cultural diversity in their host countries that may be hostile to them.

Kenyans are generally hardworking and resilient; a strength that is common among them in the Diaspora has built a sense of community solidarity, shared cultural values, experiences, and aspirations. The Cultural diversity of Kenyans gives a wide range of experiences, backgrounds, and circumstances among Kenyans in the Diaspora accounts for differences in socio-economic status and immigration reasons to different host countries. Despite these strengths there are difficulties in developing cohesive strategies and policies due to extensive diversity and lack of universal perspective to address the complex and diverse nature of Kenyan Diaspora with a one-size-fits-all approach. Other challenges include lack of recognition of academic qualifications and non-flexibility in accepting the transferability of skills from Kenya by the host countries.

The encompassing perspective looks at the Kenyan Diaspora as a whole, considering both individuality and commonalities while also recognizing the influence of globalization. It provides a holistic view, while identifying collective identity and potential for collaboration. Balancing individuality and collective identity can be complex, and policies derived from this perspective may not fully address the specific needs of all Kenyans in the Diaspora.

3.1.3.1 Governance and Administrative Structures

In facilitating the effective operations of the State Department, the various offices are established as per the organogram, Annex III, with staff, directorates and units as elaborated below.

Office of the Prime Cabinet Secretary

The Prime Cabinet Secretary is responsible for strategic policy formulation and direction of the State Department and he/she is the link between the Ministry and the President or Parliament as the case may be.

Office of the Chief Administrative Secretary

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The Chief Administrative Secretary (CAS) is responsible for providing policy direction, coordination and overall supervision and performance of the State Department and may represent the Cabinet Secretary at the State Department's functions.

Office of the Principal Secretary

The Principal Secretary is responsible for effective coordination and management of the operations of the State Department. The PS is answerable to the Cabinet Secretary (CS), Ministry of Foreign and Diaspora Affairs in executing the functions of the State Department.

Technical Directorates

The mandate of the State Department as outlined in the Executive Order No.1 of 2023 was unbundled and configured to form the following two technical directorates:

1. Diaspora Welfare and Rights; and
2. Diaspora Investments and Entrepreneurship.

Diaspora Welfare and Rights Directorate

The Directorate is headed by an Ambassador/Secretary, Foreign Service, CSG '4' who will be responsible to the Principal Secretary for the overall coordination and management of the diaspora engagement function. The Directorate is responsible for promotion of continuous dialogue with Kenyans abroad. The specific functions of the Directorate are to:

i. Develop, implement and review diaspora policies, strategies and guidelines;
ii. Promote continuous dialogue with Kenyans in the diaspora;
iii. Build sustainable collaborations across sectors locally, regionally and globally;
iv. Establish, maintain and sustain a relationship between the State Department and the diaspora;
v. Develop and maintain an integrated database of Kenyans in the diaspora for decision making and service delivery;
vi. Coordinate various ministerial and inter-ministerial committees on diaspora matters;
vii. Liaise with relevant government and non-government agencies on matters pertaining to diaspora;
viii. Establish and coordinate diaspora excellence awards;
ix. Champion the protection of Kenya's Diaspora Rights and Welfare;
x. Facilitate the evacuation of Kenyans in distress due to war, conflict or disasters;
xi. Resettle and integrate Kenyans returning from the diaspora in partnership with stakeholders;
xii. Integrate the Kenyan Diaspora into National Development;
xiii. Liaise with Parliament and its committees on matters relating to diaspora; and
xiv. Advocate and lobby for constitutional recognition and establishment of the Kenyan County 48 caucus and committee in both the lower house and the upper house.

The Diaspora Welfare and Rights Directorate will be organized into two (2) Divisions as follows:

1. Diaspora Welfare; and
2. Liaison and Partnerships Division

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Diaspora Welfare Division

The Division is headed by a Director, CSG '5' who is responsible to the Ambassador/Secretary Foreign Service for the following functions:

i. Collaborate with diaspora in organizing annual diaspora homecoming events and conferences;
ii. Organize diaspora fora to disseminate information of national interest;
iii. Develop a criterion and recommend diaspora excellence awards;
iv. Undertake consular visits to Kenyans in prisons, custody, deportation centers and hospitals;
v. Liaise with the Immigration Department in establishing a visa category for Kenyan descents who have not acquired citizenship either through naturalization or registration for the purpose of short-term visit and investment;
vi. Promote the recognition and participation of Diaspora with dual citizenship status in national development;
vii. Undertake outreach and awareness campaigns on diaspora matters to build trust;
viii. Promote cultural diplomacy as a tool for diaspora engagement;
ix. Benchmark on best practices on diaspora engagement;
x. Provide prompt responses on issues relating to diaspora consular services;
xi. Establish and maintain a social welfare system of Kenyans living in the diaspora through exploring and implementing the portability of social protection;
xii. Map out diaspora social, economic and political interest, capacity and needs;
xiii. Provide counseling services to distressed Kenyans and their families;
xiv. Facilitate access to legal services to the Kenyan Diaspora;
xv. Partner with various non-governmental and international organizations on labor migration;
xvi. Identify regions for deployment of Diaspora Officers; and
xvii. Facilitate smooth re-integration of migrant workers into the society.

Liaison and Partnerships Divisions

The Division is headed by a Director, CS '5' who is responsible to the Ambassador/Secretary, Foreign Service for the following functions:

i. Coordinate the formation of umbrella associations for Kenyan diaspora;
ii. Encourage and facilitate philanthropic initiatives by Kenyans in the Diaspora to support humanitarian projects in the country in both national and county levels;
iii. Champion for political representation of the diaspora in the National Governance structures;
iv. Liaise with County Governments on diaspora matters;
v. Provide information and support to Kenyan diaspora on consular services and legal matters;
vi. Liaise with Kenyan diplomatic missions abroad to coordinate diaspora outreach and engagement efforts;
vii. Provide training and capacity building for government officials on diaspora engagement and management;

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viii. Mobilize resources for diaspora engagement activities, including funding, partnerships and technical support;
ix. Establish partnerships with relevant government agencies and organizations to support diaspora programs; and
x. Liaise with government and non-governmental organizations on matters pertaining to the diaspora.

Diaspora Investments and Entrepreneurship Directorate

The Directorate is headed by an Ambassador/Secretary Foreign Service, CSG '4'who is responsible to the Principal Secretary for the overall coordination and management of investment and entrepreneurship function.

The functions of the Directorate are to:

i. Develop an incentive framework for diaspora remittance and enterprise development;
ii. Provide information on the available opportunities to the Diaspora;
iii. Facilitate Foreign Direct Investment (FDI) for the Kenyan Diaspora;
iv. Facilitate and encourage technology and skills transfers by the Kenyan Diaspora to the Economy;
v. Facilitate establishment of linkages between the Kenya Diaspora with the various Kenyan Investments and Financial services;
vi. Collaborate with Kenyan financial institutions to develop diaspora tailored financial products;
vii. Liaise with relevant state agencies on arbitration of trade disputes;
viii. Collaborate in authenticating the credibility of various institutions that seek to work with the Kenyan Diaspora;
ix. Collaborate with financial institutions to provide incentives for entrepreneurship for the Kenyan Diaspora;
x. Collaborate with state and non-state agencies in facilitating a Diaspora investment bond to promote investments; and
xi. Collaborate with African Institute of Remittances and other stakeholders to harness savings and reduce the cost of remittances.

The Diaspora Investments and Entrepreneurship Directorate is organized into two (2) Divisions as follows:

1. Diaspora Savings, Investments and Remittances; and
2. Diaspora Skills and Expertise.

Diaspora Savings, Investments and Remittances Division

The Division is headed by a Director, CSG '5' who is responsible to the Ambassador/Secretary Foreign Service for the following functions:

i. Partner with relevant agencies on research to identify investment opportunities and market trends that are relevant to the Kenyan Diaspora;

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ii. Identify and facilitate investment opportunities for the Kenyan Diaspora in collaboration with relevant stakeholders;
iii. Develop, implement and review strategies to promote diaspora investment in various sectors of the Kenyan economy;
iv. Coordinate with relevant agencies to provide financial advice to diaspora investors including information on tax laws, investment risk and regulatory requirements among others;
v. Build partnerships with other government agencies, private sector actors and civil society organizations to promote diaspora investment and enhance an investment climate in Kenya;
vi. Facilitate Diaspora Association to form non-profit foundations to support philanthropic initiatives in the country at national and county levels;
vii. Coordinate workshops on Diaspora Savings, Investments and remittances in partnership with relevant stakeholders;
viii. Collaborate with stakeholders to reduce the high cost of remittances;
ix. Facilitate the establishment of Export-Import (EXIM) Bank and other Institutions to support job creation and investment;
x. Collaborate with financial institutions to harness diaspora savings; and
xi. Facilitate diaspora SACCOs in collaboration with relevant stakeholders.

Diaspora Skills and Expertise Division

The Division is headed by a Director, CSG '5' who is responsible to the Ambassador/Secretary, Foreign Service for the following functions:

i. Identify and map out the skills and expertise of Kenyan Diaspora in different regions and sectors;
ii. Facilitate knowledge transfer by creating channels through which diaspora members can share their skills, knowledge and expertise with their counterparts in Kenya;
iii. Support diaspora members who wish to return to Kenya by providing information on job opportunities and investments;
iv. Foster partnerships between diaspora members and organizations in Kenya for development of new projects and initiatives;
v. Provide advisory services to diaspora members on available investments opportunities in Kenya;
vi. Identify, negotiate and facilitate implementation of mutual recognition of qualifications to maximize mobility of diaspora talents;
vii. Develop and maintain a database of inventory for diaspora expertise and skills;
viii. In liaison with other stakeholders, facilitate technological and skills transfer;
ix. Collaborate with stakeholders to create awareness on incentives for the diaspora to engage in entrepreneurship activities;
x. Establish Kenya Diaspora think tank to undertake policy research and advisory for the government;
xi. Facilitate harmonization of accreditations of Kenya's Institutions of higher learning with those of foreign countries;

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xii. Collaborate with other countries and relevant stakeholders in the recognition of Kenyan based professional membership bodies to enable portability of skills and access to opportunities in the global market; and

xiii. Mobilize resources from Development Partners for capacity-building programs in entrepreneurship, financial literacy and job search support to the Kenyan diaspora.

Support Functions

Administration Division: The Head of Administration Division is answerable to the Principal Secretary for coordination of administration functions which include: providing coordination and stewardship of reforms, implementation of state department's cross-cutting issues as well as responding to emerging policy and development initiatives among others.

Human Resource Management and Development Division: The Head of the Human Resource division is answerable to the Principal Secretary for developing, interpreting and implementing Human Resource Management and Development policies, strategies and procedures.

Finance Division: The Head of Finance division is answerable to the Principal Secretary for formulation and management of the Budget in the State Department.

Accounts Division: The Head of Accounts division is answerable to the Principal Secretary for management and co-ordination of Budget implementation and financial reporting in the State Department.

Central Planning and Project Monitoring Department: The Head of Central Planning and Project Monitoring division is answerable to the Principal Secretary for coordination of monitoring and evaluation; policy formulation; Strategic Plan formulation; Annual work plan formulation and Performance Contracting.

Public Communications Division: The Head of Public Communications division is answerable to the Principal Secretary for planning, designing and reviewing applicable internal controls, guidelines, standard, infrastructure, tools and procedures in respect of public communication.

Legal Services Unit: The head of the Legal Unit is answerable to the Principal Secretary for provision of advice on all legal matters that affect the State Department and its operations.

Supply Chain Management Division: The Head of Supply Chain management division is answerable to the Principal Secretary for planning, designing and reviewing internal controls, guidelines, standards, infrastructure of supply chain management in the State Department.

Information Communication Unit: The Head of Information Communication unit is answerable to the Principal Secretary for coordination of ICT function and developing communication and provision of technical and operational support for system and infrastructure including networks, websites, database and call centers and maintaining ICT equipment.

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Internal Audit Unit: The Head of Internal Audit unit is answerable to the Principal Secretary administratively and to the Audit committee functionally for coordination of internal audit functions in the State Department.

Records Management and Library Unit: The Head of Records/ Library unit is answerable to the Director of Administration for coordination of records management function.

Counseling Unit: The Head of Counseling unit is answerable to the Director Administration for provision of guidance and counseling services to employees, distressed Kenyans in the diaspora and their families.

3.1.3.2 Internal Business Processes

3.1.3.3 Resources and Capabilities

In order to fully actualize the vision and mandate, the State Department will redesign some of the processes and workflows within the directorates for improved efficiency and effectiveness. Business Process Re-engineering and Automation (BPRA) is a great opportunity to improve SDDA processes and ensure that all customer processes are available online. This will be achieved through implementation of the Diaspora Integrated Information Management System (DIIMS).

The State Department will monitor implementation of the Strategic Plan through an automated performance management system that will be incorporated within the wider Business Process Re-engineering and Automation (BPRA) program and the Government Performance Contract Information System (GPCIS). This Performance Management System will provide timely information on the progress of implementation of the Strategic Plan

3.1.4 Summary of Strengths and Weaknesses

Factor	Strengths	Weaknesses
Governance and Administrative Structures	• SDDA is established through an Executive Order • Political goodwill from the national government	• Inadequate policy and legal framework • Limitations in foreign investments
Internal Business Processes	Business Process Reengineering and digitalization of processes	Disaggregated data
Resources and Capabilities	• Competent and committed staff/human capital • Presence of Kenya Missions in many parts of the world	• Inadequate staff across all cadres • Inadequate infrastructure • Low budgetary allocation
Stakeholders	• Support from key stakeholders • Presence of Kenyans in the diaspora	• Low Awareness of the State Department's Mandate by the Kenyan Diaspora • Intergenerational cultural heritage: Fostering a sense of cultural heritage among second and third generations

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		of the diaspora has been a challenge

3.1.5 Analysis of Past Performance

3.1.5.1 Key Achievements

The following are the key achievements under the ministerial strategic plan 2018/19 to 2022/23:

1. Engagements with the Kenyan Diaspora through conferences and side events which included diaspora side events on the margins of TICAD 7 Summit (2019) in Yokohama, Japan and during the Sustainable Blue Economy Conference in Nairobi (2018) as well as the UK-Africa Investment Summit;
2. Participation in Electoral Process: Worked closely with the Independent Electoral and Boundaries Commission (IEBC) in ensuring Kenyan Diaspora participation in the 2022 Presidential election through sensitization forums, voter registration exercises and voting. The number of registered voters in the diaspora increased from 4,223 in 2017 to 10,444 in 2022.
3. Diaspora Mapping: Conducted a diaspora mapping exercise for competencies and skills of Kenyans in Burundi, Rwanda, South Africa, Tanzania and Uganda and further developed a diaspora skills inventory in four (4) pilot countries namely; South Africa, China, USA and UK;
4. Diaspora Remittance Survey: Conducted the first Diaspora Remittances Survey between March and April 2021 in collaboration with key stakeholders. The Survey collected information on remittance inflows to Kenya, to guide policy towards efficiency and cost-effective remittance channels with a view to boosting the role of remittances in Kenya's socio-economic development. Remittances doubled from USD 2,051 Million in 2018 to USD 4,027 million in 2022;
5. Mobile Consular Services: The State Department facilitated provision of Mobile Consular Services in collaboration with Kenya Missions abroad. The exercise enhanced registration and strengthened Kenyan Diaspora Umbrella Associations in all countries and regions where Kenya has diplomatic presence. A total of 5,833 Kenyans in the USA, UK, Canada, Australia, Ireland, New Zealand, Oman, Yemen, Qatar and Brazil were facilitated with Identity Cards and Passports among other consular services;
6. Evacuation: The State Department evacuated 1,170 distressed Kenyans from Sudan following the outbreak of a political crisis on 15th April, 2023. Further, seven (7) Victims of human trafficking were evacuated from Laos/Myanmar and one (1) from Albania on medical grounds. A total of 72 distressed Kenyans were also evacuated from Lebanon (58), UAE (4), Tanzania (2), Qatar (2) and one each from USA, South Africa, India, Switzerland, Sierra Leone and the Kingdom of Jordan, in partnership with IOM and HAART. A total of 18 deceased diasporians were also repatriated from Spain, UK, Zanzibar, UAE, South Africa, Australia, Egypt, Qatar and Saudi Arabia among other countries;
7. Baseline Survey: The State Department conducted a baseline survey to assess the capacity of Embassies, High Commissions and Consulates to establish diaspora desks to facilitate efficient and effective provision of consular services. The exercise covered five regions namely; Middle East, Europe, Africa, Asia and Americas;

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8. Diaspora Homecoming Convention: Facilitated hosting of the 9th Kenya Diaspora Homecoming convention from 7th to 9th December, 2022 at Ole Sereni Hotel, Nairobi. The aim of the convention was to bring the Diaspora together for networking and sharing of available opportunities;
9. Strategic Diaspora Engagements: Strategic diaspora engagements were held with Kenyans in Gaborone, Brussels, Berlin, Kigali, Seoul, Riyadh, London, Canberra, Havana, Addis Ababa, Helsinki and Washington DC, to champion and protect their rights and welfare, and harness investments and remittances;
10. Bilateral Labour Agreements: Bilateral Labour Agreements were negotiated with the Government of the State of Qatar and the Kingdom of Saudi Arabia. This was to unlock employment opportunities for Kenyans in foreign jurisdictions;
11. Global Labour Migration Strategy: The Global Labour Migration Strategy was developed in collaboration with the State Department for Labour and Skills Development. The Strategy will ensure safe migration of Kenyans as they harness opportunities abroad;
12. Digitalisation of Government Services: SDDA digitalized nine (9) citizen-centered services in line with the presidential directive to enhance service delivery;
13. Investment and Remittances: The Ministry held consultations with Key stakeholders, including the Central Bank of Kenya and Local Commercial Banks. The consultations aimed to eliminate bottlenecks on remittances and facilitate development of diaspora facing investment products. A key outcome of these consultations was the fast-tracking and eventual launch of DhowCSD – An online application by the Central Bank which facilitates Kenyans in the diaspora to invest in government securities; and
14. Policy, Institutional and Legal Reforms: Held stakeholders' meetings to gather views on the review of the Diaspora Policy 2014.

3.1.5.2 Challenges

The following were the challenges faced during the implementation of the 2018-2022 Strategic Plan:

1. High transaction cost on remittances: The cost of transaction on remitting money to Kenya through the existing formal channels is high leading to increased use of informal channels and difficulty in tracking remittance inflows;
2. Low awareness on investment opportunities due to weak structures and inadequate coordination among Kenyans Abroad;
3. Inadequate incentive framework for remittances and diaspora investments;
4. In-adequate human resource capacity in the Kenya missions abroad to offer effective and efficient consular services, especially in areas with high concentration of Kenyans;
5. Inadequate Policy, Legal and Institutional frameworks: There is inadequate legal framework to fully integrate the Kenyan diaspora into national development and protect their property. There is also no clear coordination and linkage among various government agencies leading to disjointed policy actions, duplication of efforts and wastage of scarce resources;
6. Non-registration by Kenyans abroad with the Kenya Missions hampers protection of welfare and rights and constrains effective delivery of consular services;

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7. Slow uptake of Information Technology Enabled Services (ITES) resulting in underutilization of online services and making it difficult to provide effective and efficient services to Kenyans abroad. This has resulted in underutilization of online services;
8. Lack of disaggregated data on Kenyan diaspora: Sourcing and management of data on Kenyans abroad has been a challenge characterized by fragmented and uncoordinated data from different government ministries, departments and agencies. This hampers effective planning, engagement and support for Kenyans in the diaspora;
9. Loss of Skilled labour: Kenya continues to witness migration of citizens with critical skills, expertise and technical know-how to other countries, notably in the developed world;
10. Transferability of social benefits: Kenyans abroad contribute to various social security services in their countries of residence. On termination of their services, there are no bilateral agreements or formal frameworks to facilitate transferability and portability of social security benefits to Kenya; and
11. Mental health issues: Many Kenyans in the diaspora continue to face mental health challenges due to culture shock, poor working/living conditions, discrimination and loss of livelihoods.

3.1.5.2 Lessons Learnt

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

1. Integrated data management is an imperative in enhancing service delivery to Kenyans in the diaspora;
2. Lack of up-to-date Bilateral Labour Agreements (BLAs) with foreign governments especially in the Gulf region hampers GoK effort to effectively protect Kenyan nationals seek employment in the diaspora;
3. Designation of an interlocutor for IEBC's engagements with Kenya Missions and Embassies abroad, foreign Missions in Kenya and Kenya's Development Partners is key in facilitating election preparedness for Kenyans in the diaspora. The State Department for Diaspora Affairs is well placed to play this role;
4. High transaction costs for remitting money through existing formal channels has exacerbated use of informal channels by the Kenyan diaspora;
5. Hosting of webinars on various national development topics has proven a critical means of promoting dialogue with Kenyans in the Diaspora; and
6. The presence of the Kenyan diaspora associations provides a platform for engagement and mobilization of Kenyans in diaspora.

3.2 Stakeholder Analysis

The State Department for Diaspora Affairs collaborates with various stakeholder in delivering its mandate. This section clearly outlines the stakeholders, their roles, expectations from the State Department, what the State Department should do to meet their expectations, and what the stakeholders should do to assist the State Department for diaspora realize its mandate.

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Table 3.2: Analysis and Mapping of Stakeholders

Stakeholder	Role	Stakeholder expectations from the State Department	State Department's expectations from the Stakeholders
Kenyan Diaspora	• Collaboration with GoK to ensure that their welfare and rights are effectively championed and protected • Collaboration with the Government and other stakeholders in achieving Kenya's development	Mobile Consular Services, Diaspora engagement, link to other MDAs, Registration platform, protection of welfare and rights	• Cooperation with the State Department and Kenya Missions abroad • Diaspora Direct Investments • Link to opportunities in the diaspora • Skills, expertise and technology transfer • Participation in Kenya's electoral processes
Ministries, Departments and Agencies (MDAs)	• Collaboration in policy formulation and implementation of crosscutting programmes • Creation of diaspora facing investment products	Cooperation and collaboration in development and implementation of policies, legal frameworks, programs, projects, budgets and work plans	• Formulation of diaspora facing policies and products • Provision of reliable and timely Information • Collaboration with the State Department to sensitize the diaspora on available investment opportunities
Kenyan Missions and High Commissions	Collaboration in service delivery to Kenyans in the diaspora	• Involvement in planning, policy formulation, budgeting and implementation of programmes and projects • Provision of skilled human capital	• Participate in planning, policy formulation, budgeting and implementation of relevant SDDA programmes and projects • Networking and collaboration with foreign governments • Provision of consular services
Parliament	• Formulation of diaspora responsive legislation • Budget approval and Oversight • Public participation in legislative process, law reforms that cover the diaspora	• Develop appropriate policies and bills • Prudence and accountability in utilization of allocated funds • Sensitization on issues affecting the Kenyan diaspora • Linkage between Parliament and Kenyans in the diaspora	• Timely enactment of diaspora responsive bills • Timely appropriation of budget • Oversight on the State Department's mandate and budget implementation
Judiciary	Dispensation of justice to Kenyans in diaspora	• Facilitate negotiation and signing of Bilateral Labour Agreements with host countries • Sensitization of the Judiciary on issues affecting the Kenyan diaspora	• Offer justice to Kenyans in diaspora in reasonable time • Exchange sentence programmes with Host countries for Kenyan diaspora to be sentenced and serve jail terms at home

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Stakeholder	Role	Stakeholder expectations from the State Department	State Department's expectations from the Stakeholders
		• Collaboration in sensitizing Kenyans on rights and welfare	
County Governments	Policy and advocacy	• Sensitize the Diaspora on investment opportunities in counties • Consult the Counties when formulating laws, policies and strategies • Sensitization of counties on opportunities available in foreign countries	• Creation of an enabling environment for Diaspora Direct Investments in counties • Development of diaspora responsive policies, strategies and investment products • Timely response to requests for permits by the diaspora
Development Partners	• Technical and financial assistance • Technology transfer	• Transparency, accountability and value for money • Proactive engagement	• Technical and financial support for implementation of projects and programs • Alignment of development assistance to GoK policies and priorities
Media	• Awareness creation • Watchdog	• Dissemination of information on the State Departments programmes and projects • Provide correct data and information on the Diaspora	• Publicity and awareness creation on diaspora matters • Fair media coverage
Educational/Research institutions	Research and development	• Collaboration in research and capacity building • Use of research findings to inform policy and decision making	• Key source of knowledge, information and data • Involvement in research agenda setting • Supply of skilled human capital • Prioritize research on matters affecting the diaspora
Diaspora Associations	Link between SDDA and the Diaspora	• Collaboration in formulation of policy, legal and institutional frameworks • Awareness creation on opportunities available to the diaspora • Linkage between the diaspora and the State Department	• Dissemination of data and information • Implementation of policies and programmes • Advocacy, lobbying and representation in various forums in the diaspora
Private Sector	• Resource mobilization • Participate in policy formulation • Creation of employment opportunities	• Involvement in policy, legal and institutional reforms • Sensitization on the diaspora Dissemination • Develop models for partnership with the private sector	• Efficient delivery of contractual obligations • Absorption of diaspora skills, expertise and technology • Collaborate in implementation of programmes and projects
Staff	Implementation of programmes and projects	• Staff Motivation • Promotion of staff welfare and mental health • Career and personal development • Conducive work environment	• Effective and efficient service delivery • Adherence to laws, rules, circulars and manuals in service delivery • Undivided loyalty

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Stakeholder	Role	Stakeholder expectations from the State Department	State Department's expectations from the Stakeholders
Recruitment Agencies	Recruiting Kenyans for identified jobs in the diaspora	• Facilitate timely registration of agencies after due diligence • Identifying job opportunities and facilitating negotiation of BLAs that favour Kenyans in diaspora • Sensitization on issues affecting the diaspora	• Adherence to the laws governing the running of Agencies • Efficient delivery of contractual obligations • Participation in stakeholder engagements
Banks and other Financial Institutions	• Creation of diaspora responsive products • Facilitation of Diaspora remittances and investments	• Collaboration in Sensitizing the diaspora on diaspora facing products • Provision of feedback from the diaspora	• Respond positively to requests for diaspora facing products • Facilitate diaspora investments by reducing bottlenecks to remittances • Incentivize the diaspora with competitive savings products

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

4.0 Overview

This chapter lays out the strategic issues, strategic goals, and key result areas of the Strategic Plan.

4.1 Strategic issues

The situation and stakeholder analysis brought out the following underlying issues, which form the basis of the fundamental challenges and opportunities that the State Department has to expeditiously and effectively deal with to realize its Vision.

High Transaction Costs of Remittances: This remains a major issue given the role played by remittances in foreign exchange earnings, contribution to household income, direct investment and overall economic development. High transaction costs limit remittance inflows and by extension reduce the overall impact and benefits of remittances. The State Department for Diaspora Affairs continues to engage and partner with stakeholders in the Financial Sector including the Central Bank of Kenya, local commercial banks and fintechs; diaspora organizations; and international partners, towards addressing the remittance costs. This collaborative effort is informed by the understanding that reduction in remittance costs requires a multi-stakeholder approach involving governments, financial institutions, fintech companies, regulatory authorities, diaspora organizations, and international partners.

Low Diaspora Savings and Investments

Local commercial banks have established dollar denominated savings accounts that are at the disposal of the Kenyan Diaspora. Despite this initiative, diaspora savings have remained low due to *interalia*, low interest rates on deposits. In addition, diaspora investments have been low compared to the increasing remittance inflows given that up to 75% of remittances are used for social philanthropy.

Increased Regional and Cross-Border Conflicts: regional and cross border conflicts pose significant challenges including security concerns, social integration and identity, political pressures, humanitarian crises, economic impact, strained international relations and psychological stress. The State Department emphasizes protection and championing of Kenya's Diaspora rights and welfare and hence steps in to offer humanitarian aid and assistance, diplomatic engagements, psychosocial support among other needs in times of distress. The challenges posed by increased regional and cross-border conflicts require a multi-dimensional and collaborative approach to ensure the well-being and active engagement of diaspora communities.

Increased Cases of Human Trafficking: This vice brings forth significant challenges in vetting opportunities available in foreign countries. Human traffickers target vulnerable persons such as migrants, refugees, and displaced persons who travel abroad in search of employment opportunities and economic advancement. The State Department is therefore putting measures in place to ensure proper vetting of emerging opportunities, capacity building of potential diasporas through pre-departure training and pursuit of diplomatic lines among other initiatives to address the challenge.

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However, curbing the vise requires a comprehensive and coordinated approach governments, Civil Society Organizations, international organizations, and the diaspora.

Increased Cases of Kenyans in Distress Abroad and the Plight of Migrant Workers: These are issues of great concern that require attention and action from both sending and receiving countries. Towards this end, the State Department intervenes through provision of Consular Services, awareness and pre-departure training, hotlines and support networks, collaboration with host countries and provision of mental health support for Kenyan migrants who face distress situations. Further, there are deliberate efforts by the Kenyan Government to facilitate bilateral agreements, skills and training, legal support and redress and awareness campaigns to address the plight of distressed Kenyans. Through such efforts, it is possible to create a safer and more supportive environment for Kenyan migrants and ensure that they thrive in the various destinations abroad.

Harnessing the Skills, Experience, and Expertise of the Diaspora: The Kenyan Diaspora has valuable skills, experiences and expertise that can contribute to the country's development if effectively harnessed. The State Department is establishing Diaspora engagement platforms, developing a database that will map out diaspora skills, fostering virtual collaboration and facilitating partnerships in research and innovation as well as investment and entrepreneurship. In addition, the State Department is promoting collaboration both locally and abroad while advocating for supportive government legal, policy and regulatory frameworks with a view to tapping the vast pool of skills, experience, and expertise within the Diaspora community.

High unemployment levels

It is estimated that 800,000 youths are entering the Country's job market annually with the majority not absorbed in gainful employment over time. In view of this, the Government has prioritized creation 1,200,000 new jobs every year between 2023 and 2027. High unemployment levels especially among the youth have resulted in increased labour migration to countries in the Middle East, Asia, Americas and Europe. This has also resulted in robust strategic engagements between the government and foreign governments with a view to unlocking employment opportunities for Kenyans.

Low competitiveness and productivity

The Kenya Vision 2030 envisions a globally competitive and prosperous country with a high quality of life by 2030. The country's global competitiveness ranking has been improving over time, but still lags behind comparator countries. Similarly, labour productivity remains low in some sectors as compared to some developing countries. It is therefore imperative for Kenya to harness diverse skills, expertise and technologies that her Diaspora possess to help in improving the country's competitiveness and productivity.

Trust Deficit in Government: Limited trust in Government by the Diaspora results in the use of informal channels of remittances. This exposes Kenyans in the diaspora to potential fraud from unaccountable parties and subjects them to high and differentiated costs of remittance.

Disaggregated data of Kenyans in the Diaspora: Available data on the Diaspora is fragmented and lacks a centralized information collection and management system. Although the International

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Organization for Migration (IOM) estimates that there are over 4 million Kenyans in the diaspora, Kenya has never undertaken census to establish the number of Kenyans in the diaspora, their location and profiles. This limitation in quality data hinders the design and deployment of targeted diaspora initiatives. Development of a robust diaspora database with professionals and business people properly mapped is a prerequisite to effective harnessing of employment opportunities, skills development and inbound technological transfer.

Limited involvement of Diaspora in national development processes

The Government recognizes the Diaspora as the 48th county whose welfare and rights must be championed and protected. The Government also recognizes the imperative to mainstream the Kenyan Diaspora in the national development process and harness their potential in nation building. Deliberate effort has also been expended in awareness creation and public participation by the Diaspora in policy, legal and institutional reforms as well as the electoral processes.

Weak Policy, Legal and Institutional Framework: The policy, legal and institutional framework that underpins provision of services to the diaspora is weak and inadequate. This limits the extent to which the government can effectively champion and protect the rights and welfare of the Diaspora, and consequently affects the level of participation by the diaspora in national development. The State Department is collaborating with relevant stakeholders to develop a strong policy, legal and institutional framework to facilitate serviced delivery to the diaspora.

4.2 Strategic goals

The Strategic goals form the broad statements of direction that guides the desired outcome while addressing strategic issues affecting the roles and operations of the State Department. The SDDA Strategic Goals are to:

- Promote Continuous Dialogue and Engagement with Kenyans Abroad;
- Increase Diaspora Savings, Investments and Remittances;
- Protect the Rights of the Diaspora and Champion their Welfare;
- Increase Diaspora Jobs Mobility and Placement and Enabling Technology Transfers;
- Mainstream the Diaspora into the National Development Process; and
- Strengthen Policy, Legal and Institutional Frameworks.

4.3 Key Results Areas

The Key Result Areas to be actualized through this Plan are as listed in the table 4.1.

Table 4.1 Strategic Issues, Goals, and KRAs

STRATEGIC ISSUES	GOALS	KEY RESULT AREAS (KRAs)
i. High transaction costs of remittances ii. Low Diaspora Savings and Investments	Increased investments, Savings and Remittances by the Diaspora	Savings, Investment and Remittances (SIR)

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STRATEGIC ISSUES	GOALS	KEY RESULT AREAS (KRAs)
i. Increased regional and cross-border conflicts ii. Increased cases of human trafficking iii. Increased cases of Kenyans in distress abroad and the plight of migrant workers	A thriving, empowered and safe Diaspora	Diaspora Welfare and Rights
i. Harnessing diaspora skills, experience, and expertise ii. High unemployment levels iii. Low competitiveness and productivity	Increased transfer of skills, expertise, knowledge, and technology	Skills, Expertise and Technology Transfer
i. Trust deficit from the Diaspora towards the Government ii. Disaggregated data on the Diaspora iii. Limited involvement of Diaspora in national development processes	Diaspora with strong links to Kenya and proud of their identity	Diaspora Engagement
Inadequate policy, legal and institutional frameworks	Diaspora Responsive Policy, Legal and Institutional Frameworks	Policy, Legal and Institutional Frameworks

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CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

5.0 Overview

Chapter five unpacks the mandate of the State Department, translates the mandate into realistic and measurable strategic objectives, and outlines strategies targeted to actualize the set objectives. The Chapter also provides a projection of the implementation process of the Key Result Areas over a period of five years.

5.1 Strategic Objectives

The Strategic Objectives are the broad statements of direction that guide the State Department towards the desired goals, while interacting with the strategic issues outlined in Chapter Four, which directly affect the functional roles of the State Department.

The following are the Department's strategic objectives:

1. To Protect the Rights of the Diaspora and Champion their Welfare;
2. To Promote Continuous Dialogue and Engagement with Kenyans Abroad;
3. To Increase International Jobs Mobility, Job Placements and Enable Technology Transfer;
4. To Mainstream the Diaspora into the National Development Process;
5. To Increase Diaspora Savings, Investments and Remittances;
6. Promote the participation of Kenya's diaspora in democratic processes in the country;
7. Incentivize diaspora remittances;
8. Enhance effective adherence to the Labour Migration Policy as well as the Global Labour Strategy; and
9. To Strengthen Policy, Legal and Institutional Framework.

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Table 5.1: Outcomes and Annual Projections

			Projections				
Strategic Objectives	**Outcome**	**Outcome Indicator**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
KRA 1: Diaspora Rights and Welfare							
To protect the Rights of the Diaspora and Champion their Welfare	Operational 24-hour call center	24-hour call center	1	-	-	-	-
	Operational 10 Safe houses	No. of operational safe houses	2	2	2	2	2
	Evacuation Plan implemented	Level of implementation (%)	100	100	100	100	100
	Diaspora Emergency and Welfare Programme developed and monitored	% Establishment	20	40	60	80	100
	Migrants Rights and welfare fora held	No. of Fora held	12	12	12	12	12
	Distressed Kenyans abroad evacuation facilitated	No. of distressed Kenyans evacuated	-	-	-	-	-
	Diaspora returnees integrated to the society	No. of returnees integrated	-	-	-	-	-
	Decentralized Diaspora Consular Services	No. of consular services undertaken	4	4	4	4	4
KRA 2: Liaison and Partnerships							
To mainstream Diaspora into the national development process;	Diaspora liaison offices established	No. of liaison offices established	2	2	2	2	2
	Diaspora excellence awards gala hosted	No. of diaspora excellence awards	5	5	5	5	5
	Honorary Consuls appointed	No. of Honorary Consuls appointed	20	20	22	-	-
	Diaspora engagements strengthened	No. of engagement meetings in outbound state visits	4	4	4	4	4
	Kenyan culture mainstreamed in the diaspora	No. of Cultural events, festivals and exhibitions	6	6	6	6	6

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			Projections				
Strategic Objectives	**Outcome**	**Outcome Indicator**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
To promote continuous dialogue and engagement with Kenyans abroad	Cultural Centers established abroad	No. of cultural centers established	4	4	4	4	4
KRA3: Diaspora Skills, Expertise and Technology Transfer							
To increase international jobs mobility, jobs placements and enabling technology transfers;	Diaspora Integrated Information Management System developed	% completion DIIMS	100	-	-	-	-
	Diaspora web portal developed	% Completion	50	70	80	90	100
	Diaspora One-Stop-Shop for services	% Level of operationalization	**20**	**40**	**60**	**80**	**100**
	Skills matching and Diaspora Competences for marketing Kenya as a destination of Choice for trade, investment and tourism identified and implemented	No. of competencies identified	50	50	50	50	50
	International employment opportunities identified published and communicated to MDAs	Millions of employment opportunities identified	-	1	1	1	1
	Mutually recognized qualifications identified, negotiated and facilitated	No. of instruments negotiated	4	4	4	4	4
	Database for Diaspora expertise developed	Skills Database	60%	70%	80%	90%	100%
		No of inbound skills transferred	2	2	2	2	2

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			Projections				
Strategic Objectives	**Outcome**	**Outcome Indicator**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
	Technology and skills transferred by the Kenyan Diaspora into the economy	No. of inbound technologies transferred	2	2	2	2	2
KRA 4: Savings, Investment and Remittances							
To Increase Diaspora Savings, Investments and Remittances	Increased remittances	Total remittances (KES. billions)	582.8	687.1	791.4	895.7	1000
	Reduced cost of remittance	% reduction in the transactions cost of remittances	6	5	4	3	2
	Increased Diaspora Savings	No. of Diaspora Saccos formed	1	1	1	1	1
	Increased Diaspora Investments	No. of diaspora investments facilitated / Value of diaspora investments in KES billions	2	2	2	2	2
	Diaspora facing investment products developed	No. of Diaspora facing investment products developed	1	1	1	1	1
	County investments fora held	No. of investment fora	20	20	20	20	20
	Diaspora Direct Investment opportunities identified	No. of DDIs identified	1	1	1	1	1
KRA5: Policy, legal and institutional framework.							
To Strengthen Policy, Legal and Institutional Frameworks	Diaspora Policy Reviewed	Diaspora policy	1	-	-	-	-
	Diaspora Bill developed	Diaspora Bill	1	-	-	-	-
	National Strategy on Labour Mobility developed	Strategy	1	-	-	-	-

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			Projections				
Strategic Objectives	**Outcome**	**Outcome Indicator**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
	Diaspora Summit established and operationalized	% level of operationalization	100	100	100	100	100
	Diaspora Act enacted	Legislative Process (%)	0	40	60	80	100
	Establishment of Diaspora and Consular Units Abroad	No. of Diaspora offices at the Missions	5	10	15	20	25

Table 5.2: Strategic objectives and Strategies

Key result Areas	**Strategic Objective**	**Strategies**
Rights and Welfare	To Protect Rights of Diaspora and Champion their Welfare	• Develop and operationalize a diaspora database in DIIMS • Negotiate Strategic Partnerships on Diaspora jobs • Establish and operationalize diaspora desks in Missions • Facilitate Mobile Consular services • Facilitate repatriation of remains/distressed Kenyans • Facilitate evacuation of Kenyans in case of extreme circumstances • Undertake high level consular visits • Integrate returnees to the society – create awareness and advise on available opportunities • Offer counselling and mental health services • Establish and operationalize the Diaspora Welfare and Emergency Programme • Establish and manage safe houses
Liaison and Partnerships	Diaspora responsive policy, legal and institutional frameworks	• Host diaspora conferences and expos • Annual diaspora Excellence Awards • Participate in sports, arts and music events in the diaspora • Engage Diaspora Associations • Engage Diaspora during official visits • Hold virtual townhalls/webinars • Hold meetings with regional deans
Skills, Expertise and Technology Transfer	To increase transfer of skills, expertise, knowledge, and	• Initiate negotiation and signing of BLAs and MoUs • Map diaspora transferable skills and Technologies for Adoption in Kenya

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Key result Areas	Strategic Objective	Strategies
	technology	• Seek international job opportunities and advertise in *Kazi Majuu* Portal • Hold skills and technology transfer exchange fora to build a skills and technology profile • Map out the Kenyan diaspora in different regions • Create channels for skills, expertise and technology transfer • Identify, negotiate and facilitate mutually recognized qualifications • Develop a database for Diaspora expertise • Technology and skills transferred by the Kenyan Diaspora into the economy
Savings, Investment and Remittances	To Increase Diaspora Savings, Investments and Remittances	• Engagements with key stakeholders on establishment of diaspora facing investment products • Engage key stakeholders in the financial sector to facilitate elimination of bottlenecks in remittances • Facilitate establishment and operationalization of diaspora Saccos • Profile investment opportunities in counties and hold County Investments Forums • Hold conferences/expos to mobilize diaspora investments • Myth busting on taxation/ double taxation of the Diaspora
Policy, legal and institutional framework	To strengthen policy, legal and institutional frameworks	• Operationalize Diaspora Placement Agency • Develop the Diaspora Bill • Review the Kenya Diaspora Policy, 2014 • Facilitate Establishment of Diaspora Summit

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CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

6.0 Overview

The successful implementation of this Strategic Plan hinges on three distinct but closely related factors. First is the human resource capacity of the State Department, secondly, the coordination framework which provides effective and efficient reporting and feedback channels and lastly, availability of financial resources. The combination of the above factors coupled with the full involvement, effort, commitment and leadership from the by the State Department staff and all the stakeholders, will be critical in the realization of the aspirations of this Strategic Plan.

6.1 Implementation Plan

This section breaks down the project implementation process by defining the timelines for action, scope of work, the resources and the teams that will be needed. These components are key drivers that are vital for successful implementation of the strategies.

6.1.1 Action Plan

Implementation Matrix Attached as Annex I.

6.2 Coordination Framework

The Strategic Plan will be implemented through Annual Work Plans, Procurement Plans and Performance Contracts as the main tools through which the State Department will coordinate its activities.

6.2.1 Institutional Framework

The institutional framework encourages coordinated activities essential for establishing the roles and responsibilities of the different actors involved in implementation. It is essential for establishing the roles and responsibilities of the different actors involved in designing, administering, delivering, and enforcing this strategy. It is therefore essential to the effective functioning of the State Department and serves to avoid overlaps, duplications, multiplications or gaps.

6.2.2 Staff Establishment, Skills Set and Competence Development

Staff establishment gives an overview of the sum total of all staff positions within the categories of personnel required for the effective operation of the State Department. For skills set and competence development, the goal is to improve the alignment between the employee competencies and the State Department's strategic goals and to stimulate and develop employee involvement in the organization. Annex II illustrates the Staff Establishment.

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6.2.3 Leadership

The State Department will provide leadership and close monitoring and evaluation of all strategies, activities and outcomes during implementation of the Strategic Plan. Table 6.1 shows a summary of the leadership and the specific areas of responsibility.

Table 6.1: Summary of the Leadership and Specific Areas of Responsibility

Strategic Theme	Leadership
Financial Stewardship	Finance Unit
Service Delivery	Communication Unit
Core Mandate	Technical Directorate
Implementation of Presidential Directives	Administration Unit
Affirmative Action in Procurement	Supply Chain Management Unit
Cross-Cutting Issues	Administration Unit

6.2.4 Systems and Procedures

The government, in its endeavor to provide easy access, fast and more convenient services, has identified digitalization as an avenue for delivering its agenda. This has been introduced in performance contracting towards improving efficiency and effectiveness in the management of the public service. The State Department will fully adhere to the PC guidelines to operationalize the digitalization and fast tracking of automation processes. This will be achieved through creation of an enabling environment for a successful digitization process; identifying, mapping and prioritization of SDDA services that will be digitized, focus being on citizen facing services and back-office services; requirements gathering and business process re-engineering to facilitate optimization of service delivery; and reporting and monitoring the status of the digitization of government services.

In implementing systems and procedures, the State Department will align to Presidential Directive on digitization and the ICT Authority standards. In addition, the State Department will establish and operationalize a Digital Committee; conduct baseline survey to inform automation of processes; develop a Digitalization Strategy; identify and re-engineer processes for services to be digitized; and undertake actual digitalization.

6.3 Risk Management Framework

The State Department for Diaspora Affairs has identified risk factors that may hinder implementation of the Strategic Plan. It has also assessed their likelihood, impact and put in place appropriate mitigation measures. The specific risks are outlined in the table 6.4:

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Table 6.4: Risk Management Framework

Risk Class/Category	Risk and Description	Likelihood (L/H/M)	Impact (L/H/M)	Overall Risk Level(L/H/M)	Mitigation Measure(s)	Risk Owner
Political	Political Instability / Political uncertainties	M	H	H	Evacuation	SDDA
	Limited support from key Stakeholders	H	H	H	Stakeholder engagement Stakeholder engagement	SDDA
Economic	Budgetary constraints / Inadequate funding	M	H	H	Prioritization of funding of planned programs	SDDA
	Slow economic Growth & Inflation	H	H	H	Resource mobilization	SDDA
	High cost of remittance	H	H	H	Partnership with financial institutions. Incentive framework for remittance.	SDDA
	Foreign Exchange losses	H	H	H	Creation of a forex exchange risk assumption facility	SDDA
Social	High unemployed population seeking jobs abroad	H	H	H	Pre-departure training and Bilateral Labor Agreements	SDDA SDFA
	Unregistered recruitment agencies	H	H	H	Liaison and collaboration with the relevant MDAs	Ministry of Labor, SDDA Ministry of Interior
Technological	Cyber Security and Threats	H	H	H	Develop internal and stakeholder capacity and effective coordination mechanism to effectively respond to cyber/online risks	Ministry of ICT, Ministry of Interior, and MFDA
	Rapid Technological Changes	H	H	H	Capacity building and developing innovations	SDDA
	Inadequate ICT working tools	M	M	M	Procure ICT equipment for staff and upgrade technologies and tools	SDDA

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Risk Class/Category	Risk and Description	Likelihood (L/H/M)	Impact (L/H/M)	Overall Risk Level(L/H/M)	Mitigation Measure(s)	Risk Owner
	Lack of a Diaspora database	H	H	H	Develop & implement the Diaspora Integrated Information Management System (DIMS)	SDDA
Environmental	Climate change	H	H	H	Partner with the Kenyan Diaspora in tree planting exercises	SDDA
Legal	Inadequate legislation and policy framework on Diaspora	H	H	H	Develop relevant diaspora policies and legislation	SDDA

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CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

7.0 Overview

This Chapter analyses the resource requirements and the corresponding resource mobilization strategies. It also discusses measures that the State Department will put in place to ensure prudent utilization of the resources.

7.1 Financial Resources

The State Department will require a total of KES. 40,702 million to fully implement this Strategic Plan with the bulk of the resources coming from the exchequer. The funds will be used in provision of diaspora and consular services to Kenyans abroad; championing the diaspora welfare and rights; establishment of a Diaspora Integrated Information Management System (DIIMS); facilitating international placement and opportunities for Kenyans; creating an incentive framework for diaspora remittances; hosting of strategic diaspora investment conferences and general implementation of the State Department's core mandate as envisaged in the Executive order No 1 of 2023.

Table 7.1 Financial Requirements for implementing the Strategic Plan

Cost Item	**Projected Resource Requirements (KES. millions)**					
	Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**
Savings, Investment and Remittances	368	1,060	1,210	1,220	1,360	5,218
Welfare and Rights	110	1,490	1,020	1,170	1,200	4,990
Skills and Expertise	80	965	605	570	410	2,630
Diaspora Engagement	110	540	620	620	620	2,510
Policy, Legal and Institutional Framework	3,432	4,014	4,631	4,620	4,618	21,315
Administrative Costs	799	804	804	815	817	4,039
Total	4,899	8,873	8,890	9,015	9,025	40,702

Over the Strategic Plan period up to 2027/28 FY, it is projected that the State Department will have been allocated a cumulative total of KES. 5.57 billion from the exchequer through the Medium-Term Expenditure Framework (MTEF).

The annual Strategic Plan funding requirements and funding shortfall are indicated in the table below. The five-year cumulative funding shortfall over the plan period is KES. 32 billion.

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Table 7.2: Resource Gap

Financial Year	Estimated Financial Requirements (KES. Millions)	Estimated Allocation (KES. Millions)	Variance (KES. Millions)
2023/24	4,899	1,114	3,785
2024/25	8,873	1,115	7,758
2025/26	8,890	1,116	7,774
2026/27	9,015	1,116	7,899
2027/28	9,025	1,116	7,909
Total	40,702	5,577	32,125

7.2 Resource Mobilization Strategies

The financing objectives of the State Department will be geared towards assuring resource adequacy for the implementation of the Strategic Plan. The Resource Mobilization Strategy will consist of mobilization of funding from the National Government, Development Partners, and the Private Sector (Public Private Partnership including the Diaspora).

During the planning period, strategies will be developed that facilitate the realignment of resources to contribute to moving diaspora and consular services closer to Kenyans. In this regard, efforts will be made to generate additional resources through various innovative strategies while advocating for enhanced budgetary allocation from the Exchequer.

7.3 Resource Management

The State Department will put in place measures to facilitate prudent utilization of the available resources in line with the Public Finance Management Act 2012 by ensuring: proper financial accounting, reporting and auditing of allocated funds to realize value for money; maintenance of Department's facilities, equipment and vehicles; leveraging on shared ICT resources; and periodic monitoring and evaluation of programs and projects.

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CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK

8.0 Overview

This chapter presents the Monitoring Framework, Performance Standards, Evaluation Framework, Mid-Term Evaluation and End - Term Evaluation. It also captures the Reporting Framework and Feedback Mechanisms.

8.1 Monitoring Framework

The Plan will be implemented through annual work plans and performance contracts as the main tools through which the State Department will monitor its activities. To ensure effective tracking of performance, the key performance indicators will be reported on a quarterly and annual basis. However, given that the scope of performance contract reports may be narrow, independent annual reviews for the Strategic Plan will be undertaken to measure implementation success and identify any shortcomings. The annual reviews will provide invaluable feedback for the State Department to strengthen its performance in providing quality services to the public and in delivering on its overall mandate.

Implementation progress will be based on the Key Performance Indicators (KPIs) identified in the implementation matrix. The KPIs will be the basis for measuring the success in implementation. Responsible departments, divisions and units will use the KPIs to monitor their activities as spelt out in the Strategic Plan and document the successes and challenges on a regular basis.

The Central Planning and Project Monitoring Department (CPPMD) will coordinate monitoring, evaluation and reporting on implementation progress. The CPPMD will also coordinate the mid-term and annual review of the Strategic Plan while the rest of the departments/divisions/units will be expected to prepare and submit periodic progress reports to the CPPMD.

8.2 Performance Standards

Performance standards for measuring the progress of implementing this plan will be based on the Key Performance Indicators (KPIs) identified in the implementation matrix with a focus on efficiency, effectiveness and sustainability.

The Central Planning and Project Monitoring Department (CPPMD) will be responsible for data collection and collating in respect to implementation of the Key Result Areas.

8.3 Evaluation Framework

Progress reports will be prepared by the implementing departments strictly to coincide with budgetary cycles. Reports will describe actions taken by departments/divisions/units towards achieving specific outcomes of the plan and may include costs, benefits, performance measures

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and updates. Highlights of major achievements will be posted on the website of the State Department as well as shortfalls.

As part of the M&E system, the data collection and analysis in the State Department will be rationalized, with specific responsibilities for collection, aggregation and reporting to the NIMES for Monitoring and Evaluation at the national level. The Monitoring and Evaluation System for the State Department over the Plan period will consist of a monitoring and evaluation cycle and a monitoring and evaluation structure. The M&E Framework will aim at:

a) Establishment of clear reporting schedules, channels and feedback mechanisms on a continual basis;
b) Candid specifications of the roles of individuals submitting or receiving the documents taking into consideration internal progress reports. An annual report card will be published; and
c) Clear statement and definition of action plans to be taken on specified monitoring results in terms of resource adjustment change of strategy or review of program/activity.

Drawing on the National Monitoring and Evaluation Implementation (NMEI) Manual, this Monitoring and Evaluation framework will consist of the following key elements:

a) Specific output and outcome indicators which provide guidance as to whether the Plan objectives have been successfully achieved;
b) An operational plan that details the sequencing of activities from data collection, capture, analysis, presentation and feedback cycle;
c) Accountability for production of M&E Reports; and
d) Responsibility for acting on Reports.

The M&E Framework will be designed with the objectives to collect and provide information that will be used to:

a) Track progress on implementation of all the programs/projects;
b) Identify gaps and weaknesses in the implementation process;
c) Plan, prioritize, allocate and manage resources; and
d) Evaluate the impact of implemented projects.

8.3.1 Mid-Term Evaluation

The State Department will undertake a comprehensive mid-term review of the implementation status of the Strategic Plan. This review will aim to evaluate the cumulative successes achieved by the plan and focus on the half period remaining. The review will further assess whether the Ministry is on track to attain all its targets as set out in the Plan or if there would be need to vary the targets accordingly, especially to accommodate any emerging issues.

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8.3.2 End - Term Evaluation

The State Department will undertake an end term review of the status of implementation at the end of the plan period to ascertain whether the Plan met the set objectives and achieved the expected outcomes. This review will inform the development of the next Strategic Plan.

8.4 Reporting Framework and Feedback Mechanisms

The State Department will provide a description on documentation of best practices and dissemination for learning purposes. These reports will be disseminated to all stakeholders regularly. Effective implementation of the M&E framework depends on the adequacy of appropriately trained staff. As a capacity development measure and to enhance effectiveness:

i. The M&E team members will be exposed to M&E training; and
ii. The M&E secretariat will be trained in data management and reporting.

The M&E Framework for the State Department is based on principles of Monitoring and Evaluation as reflected in the State Department's Goals, Objectives and Indicators:

i. Monitoring: specified data will be collected at activity level and channeled upwards in an agreed format on a continuous basis; and
ii. Evaluation: the data will be assessed against pre-selected indicators to determine the extent to which achievement has matched the set standards or targets and pertinent reports prepared.

Table 8.2 Quarterly Progress Reporting Template

Expected Output	Output Indicator	Annual Target	Quartey for the Year			Cumulative to date			Remarks	Corrective Intervention
			Target B	Actual C	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)		

Table 8.3 Annual Progress Reporting Template

Expected Output	Output Indicator	Achievement for the Year			Cumulative to date			Remarks	Corrective Intervention
		Target A	Target B	Variance (B-C)	Target (D)	Actual (E)	Variance (E-D)		

Table 8.4 Evaluation Reporting Template

Key Result Area	Outcome	Outcome Indicator	Baseline		Mid-Term Evaluation		End of Plan Period Evaluation		Remarks	Corrective Action
			Value	Year	Target	Achievement	Target	Achievement		

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Savings, Investment and Remittances	Growth in Diaspora remittances via formal channels	Annual remittances (KES Billions)	553.13	2022/23	1,032		1,376			
Diaspora Rights and Welfare	Enhanced awareness on immigrants' rights and welfare choices	No. of Kenyans in Diaspora sensitized (Millions)	0	2023	1		2			
Diaspora Skills, Expertise and Technology transfer	Growth in employment and international opportunities	No. of employment opportunities identified	0	2022/23	70,000		100,000			
Diaspora engagement	Enhanced diaspora engagements	No. of Strategic Diaspora engagements	9	2022/23	24		28			
Policy, legal and institutional framework	Strengthened Policy, legal and institutional framework	No. of policies and bills	0	2022/23	2		3			

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Annexes

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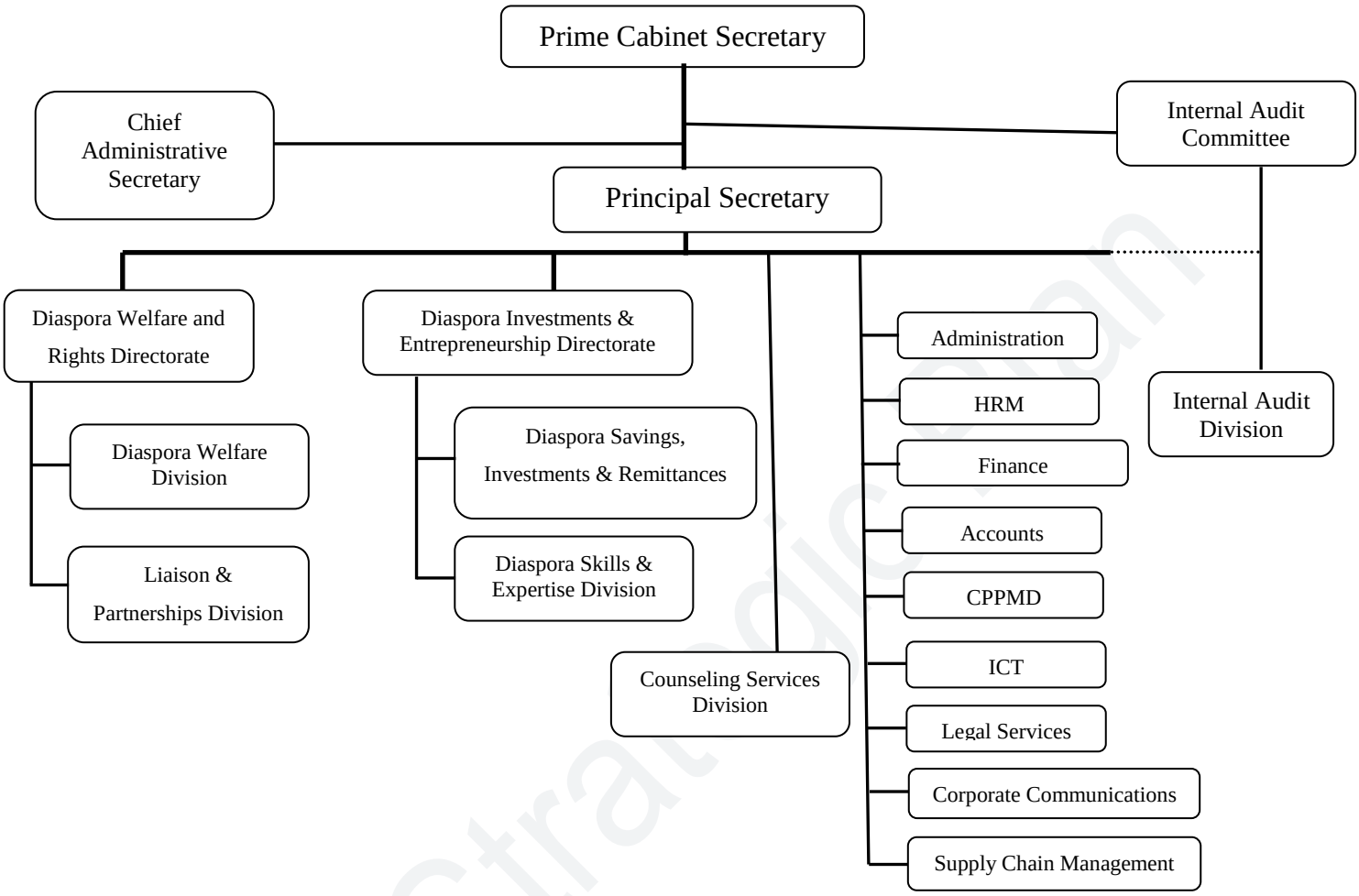
Annex I: State Department for Diaspora Affairs Organogram



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Annex II: State Department for Diaspora Affairs Organization Structure

Designation	J/G	CSG	In-Post	Proposed Establishment
Office of the Principal Secretary				
Principal Secretary	U-V	4	1	1
Ass. Director Office Administrator	P	7	0	1
Principal Asst. Office Administrator	N	8	1	1
Principal Driver	J	11	1	1
Chief Driver	H	12	1	1
Cleaning Supervisor IIB/I/A	G/E/F	13/14/15		2
Sub Total				**7**
Office of the Chief Administrative Secretary				
Chief Administrative Secretary	-	-	0	1
Principal Asst. Office Service	N	8	0	1
Principal Driver	J	11	0	1
Cleaning Supervisor I	G	13	0	1
Sub Total				**4**
Diaspora Welfare and Rights Directorate				
Ambassador/ Secretary	T	4		1
Director Foreign Service	S	5	1	2
Deputy Director Foreign Service	R	6		2
Asst. Director Foreign Service	P	7		9
Senior Foreign Service Officer	N	8		12
Foreign Service Officer II	L	9		12
Foreign Service Officer III/Foreign Service Cadet	J/K	11/10		30
Sub Total				**68**
Investments and Entrepreneurship Directorate				
Ambassador/ Secretary	T	4	0	1
Director Foreign Service	S	5	1	2
Deputy Director Foreign Service	R	6		2
Asst. Director Foreign Service	P	7		9
Senior Foreign Service Officer	N	8		9
Foreign Service Officer II	L	9		20
Foreign Service Officer III/Foreign Service Cadet	J/K	11/10		33
Sub Total				**76**
Administration Division				
Director of Administration	S	5	1	1
Senior Deputy Secretary/ Under Secretary	R/P	6/7	0	1
Asst. Secretary III/II	J/K	11/10	2	1
Sub Total				**3**
Human Resource Management and Development Division				
Director/ Deputy HRM &D	S/R	5/6	1	1
Asst. Director	P	7	1	1
Principal HRM &D	N	8	1	1
Senior HRM &D	L	9	2	1
HRM & D Officer II/I	J/K	11/10	1	2
HRM & D Assistant III/II	H/J	12/11	1	1
Sub Total				**8**
Office Administrative Services				
Assistant Director, Office Administrative Services	P	7		1
Principal Assistant Office Administrators	N	8		7
Senior Assistant Office Administrator	L	9		2
Assistant Office Administrator II/I	K	10		2
Office Administrative Assistant III/II/I	G/H/J	13/12/11		1
Sub-Total				**13**

Designation	J/G	CSG	In-Post	Proposed Establishment
Drivers				
Principal Driver II/I	K/J	10/11		4
Driver III/II/I/Snr/Chief	D/E/F/H	16/15/14/12		6
Sub-Total				**10**
Clerical Officers				
Principal/ Chief Clerical Officer	K/J	10/11		3
Senior Clerical Officer	H	12		4
Sub-Total				**7**
Support Staff				
Senior Support Staff	G	13		1
Support Staff/Cleaning Supervisor/IIB/IIA/ Cleaning Supervisor I	C/D/E/F/	17/16/15/14		6
Sub-Total				**7**
Finance Division				
Senior Chief Finance Officer/Chief Finance Officer	S/R	5/6		1
Senior Principal Finance Officer/Principal Finance	P/N	7/8		1
Finance Officer I/II	L/K	9/10		2
Sub-Total				**4**
Accounts Division				
Senior/Deputy Accountant General	S/R	5/6		1
Principal Accountant	P	7		1
Senior Accountant	L	9		2
Accountant II/I	J/K	11/10		4
Sub-Total				**8**
Central Planning and Project Monitoring Department				
Director Planning	S	5		1
Chief Economist /Principal Economist	R/P	6/7		1
Economist II/I	K/L	10/9		2
Sub-Total				**4**
Supply Chain Management Division				
Deputy Director, Supply Chain Management	6	R		1

Designation	J/G	CSG	In-Post	Proposed Establishment
Assistant Director, Supply Chain Management	P	7		1
Principal Supply Chain Management Officer/t	N	8		1
Senior Supply Chain Management Assistant	L	L		0
Supply Chain Management Officer II/I	J/K	11/10		1
Supply Chain Management Assistant IV/III/II/I	G/H	13/12		1
Sub-Total				**5**
Public Communication Officers/Assistant				
Director, Public Communications/Deputy Director, Public Communication	S/R	5/6		1
Assistant Director Public Communications	P	7		1
Principal Public Communication Officer	N	8		1
Senior Public Communication Officer /Assts.	L	9		1
Public Communication Officer II/I /Assts.	J/K	11/10		4
Film Officer I	K	10		1
Sub-Total				**9**
Legal Unit				
Principal State Counsel	P	7		1
Senior State Counsel I	N	8		1
Sub-Total				**2**
Receptionist				
Senior Receptionist	J	11		1
Receptionist Assistant II/I	G/H	13/12		1
Sub-Total				**2**
Information Communication Technology				
Assistant Director, Information Communication Technology	P	7		1
Principal Information Communication Technology Officer	N	8		1
Senior Information Communication Technology Officer	L	9		1
Sub-Total				**3**
Library Unit				
Senior Library Assistant	J/K	45210.00		1
Sub-Total				**1**
Records Management Unit				
Assistant Director, Records Management	P	7	0	1
Principal Records Management Officer	N	8	0	1
Senior Records Management Officer	L	9	0	
Records Management Officer III/II/I	H/J/K	12/11/10	2	1
Sub-Total				**3**

Designation	J/G	CSG	In-Post	Proposed Establishment
TOTAL				**244**

Staffing Levels for Missions Abroad			
Continent	**Country**	**CSG**	**Proposed Establishment**
Africa	Ethiopia-Addis Ababa, Somali-Mogadishu, South Sudan-Juba, United Republic of Tanzania-Dar es Salaam, Uganda-Kampala, Botswana-Gaborone, DRC-Kinshasa, South Africa-Pretoria, Nigeria-Abuja, Egypt-Cairo, Burundi-Bujumbura, Ghana-Accra	8/7/6/5	12
Middle East	Saudi Arabia-Riyadh, U.A.E-Dubai & Abu Dhabi, Doha-Qatar, Kuwait City-Kuwait,	8/7/6/5	7
Asia & Australasia	India-New Delhi & Mumbai, Thailand-Bangkok, Indonesia-Jakarta, China-Beijing & Guangzhou, Japan-Tokyo, South Korea-Seoul, Australia-Canberra, Russia-Moscow	8/7/6/5	12
Europe	United Kingdom-London, German-Berlin, Sweden-Stockholm, Turkey-Ankara, Spain-Madrid, Italy-Rome, Austria-Vienna	8/7/6/5	13
Americas	United States-L.A, D.C,N.Y, Canada-Ottawa, Cuba-Havana, Brazil-Brasilia	8/7/6/5	10
Sub-Total			**54**

Skills Set and Competence Development

Cadre	Skills Set	Skills Gap	Competence Development
Foreign Service /Diaspora Officers Skills Set	Political and Diaspora technical skills; Economic and Environmental diplomacy; Cultural diplomacy and Protocol skills; Legal skills and Government Policies	Political and Diaspora technical skills; Economic and Environmental diplomacy; Cultural diplomacy and Protocol skills; Legal skills and Government Policies	Strategic Leadership and Development Program (SLDP); UN Foreign Languages and Cultural Diplomacy; Intelligence gathering skills; Senior Management Course (SMC); Financial Management; Project Planning and Management; Human Resource Management & Development and People Management Skills; Report and Memorandum Writing Skills; IPMIS and any other ICT software applications; Business Process Re-engineering; Marketing Skills; Monitoring and Evaluation; Policy Formulation; Coaching and Mentoring; Basic Legal Skills in Human Rights, Treaty Ratification and Labour Laws and Protocol Skills and Diplomatic Privileges
Office Administrators Skills Set	ICT; Management Leadership; Public relations and Customer care; Human Resource Management skills; Technical skills and Government organization and practices	ICT; Management Leadership; Public relations and Customer care; Human Resource Management skills; Technical skills and Government organization and practices	SMC; Public Relation & Customer Care; Record Management & Computer Based Record Management; Supervisory Management; Stress and Crisis Management; Pre-retirement; Protective security; Foreign Languages e.g French, Spanish, German etc; Research and report writing skills and Performance Management
Administrative Officers	Risk Management and Corruption Prevention; Business Process re-engineering; Strategic Leadership and Development Skills; Disaster Management;	Risk Management and Corruption Prevention; Business Process re-engineering; Strategic Leadership and Development Skills; Disaster Management;	SLDP, Cabinet Memorandum writing and preparation of policy briefs; Risk Management and corruption prevention; Disaster Management; Performance Management; Information intelligence;

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	Coaching/Mentoring/Counseling; Performance Management (Appraisal System); Cabinet Memorandum writing and preparation of policy briefs and Human Resource Management and Development.	Coaching/Mentoring/Counseling; Performance Management (Appraisal System); Cabinet Memorandum writing and preparation of policy briefs and Human Resource Management and Development.	Research Methodology; Coaching and Mentoring; Project Management and Good Governance
HRM Skills Set	Strategic Management and Planning; Business process re-engineering; Training techniques; Coaching; Counseling and mentoring; Stress and crisis management; Teambuilding; Project Management; Senior Management Course; Report and memorandum writing skills and and Performance management	Strategic Management and Planning; Business process re-engineering; Training techniques; Coaching; Counseling and mentoring; Stress and crisis management; Team building; Project Management; Senior Management Course; Report and memorandum writing skills and Performance management	SLDP, SMC; Human Resource Planning; Management of IPPD & GHRIS; Coaching and Mentoring; Guidance & Counseling; Career Management; Performance Management; Management of Terminal Benefits and Training of Trainers
Finance Officers Skills Set	Strategic Management and Planning; Business process re-engineering; Training techniques; Coaching; Counseling and mentoring; Stress and crisis management; Teambuilding; Project Management; Senior Management course; Report and Memorandum writing skills	Strategic Management and Planning; Business process re-engineering; Training techniques; Coaching; Counseling and mentoring; Stress and crisis management; Teambuilding; Project Management; Senior Management course; Report and Memorandum writing skills	Budget Management; Strategic Planning Management; Project Management; Senior Management Course; IFMIS Management and Data analysis; Good Governance for effective service delivery; Performance Management; Strategic Leadership and Development Program; Public expenditure Management and Coaching and Mentoring.
Accountants Skills Set	Strategic Management and Planning; business process re-engineering; stress and crisis management; teambuilding; Project Management and Senior Management Course	Strategic Management and Planning; business process re-engineering; stress and crisis management; teambuilding; Project Management and Senior Management Course	Budget Management; Financial Management; Relevant Master Programme; Senior Management Course; IFMIS Management and Data analysis; Good Governance for effective service delivery; Performance Management; Strategic Leadership and Development Program and Public Expenditure Management CPA
Supply Chain Skills Set	E- Government Procurement Strategies; Integrated Financial Management and Information System (IFMIS); Policy Formulation; Tax application; Disaster Management; Monitoring and Evaluation; Conducting Market Survey and Research and Financial Management	E- Government Procurement Strategies; Integrated Financial Management and Information System (IFMIS); Policy Formulation; Tax application; Disaster Management; Monitoring and Evaluation; Conducting Market Survey and Research and Financial Management	E-Procurement and IFMIS Market Survey and research skills Data collection and management Financial Management Policy Formulation Senior Management Course Strategic Leadership and Development Program Tax application Supply Chain Management Course Coaching and mentoring
Economists Skills Set	Project planning and Management; Pre-Feasibility and feasibility Study Analysis; Project Management; Human Resource Management and Development policies	Project Planning and Management; Feasibility Studies Analysis; Project Management and Human Resource Management and Development policies	Project Management; Public Expenditure Management; Policy Formulation; Strategic Leadership and Development Program; Good Governance;SMC; SLDP;Strategic Planning and Management; Master program; Research Methodology and Feasibility Studies Analysis
Clerical Officers Skills Set	Use of Digital Decision Making, Problem Solving, Change Orientation Interpersonal skills; Time management; Issuing of stores Records and Archival management; Minute taking and report writing and drafting official letters	Use of Digital Decision Making, Problem Solving and Change Orientation Interpersonal skills; Time management; Issuing of stores; Records and Archival management; Minute taking and report writing and drafting official letters	ICT – Computer skills; Supervisory Skills Development Course; Public Relations & customer care; Management of Terminal Benefits; Change Management; Records and Archives management; Refresher course for clerical Officers; HIV/AIDS management and Performance Management

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Annex III: Implementation Matrix

Objective	Expected Output	Key activities	Key Performance Indicator	Source of Funds	Target for 5 years	Target					Indicative Budget (in Kshs. Million)						Responsibility
						2023/24	2024/25	2025/26	2026/27	2027/28	Total	2023/24	2024/25	2025/26	2026/27	2027/28	
Key Result Area 1: Savings, Investment and Remittances																	
To increase diaspora Savings, Investments and Remittances	Diaspora facing investment products developed	Lobby for development of Diaspora facing investment products developed	No. of Diaspora facing products	GOK/ PPP	5	1	1	1	1	1	895	25	110	230	230	300	DSI&R Div, CFO
	Transaction costs on Remittance reduced	Negotiate with agencies on the cost reduction modalities	% Reduction in remittance cost	GOK	5%	1	1	1	1	1	40	-	10	10	10	10	DSI&R Div, CFO
	Diaspora SACCOs established	Facilitate establishment of diaspora SACCOs	No. of SACCOs formed	GOK	5	1	1	1	1	1	40	-	10	10	10	10	DSI&R Div, CFO
	County investment profiles developed and disseminated to the Diaspora	Profile county investments	No. of county investment profiles	GOK	47	9	9	9	10	10	40	-	10	10	10	10	DSI&R Div, DoP
	County Investment fora held	Map out county investment opportunities	No. of fora held	GOK	100	20	20	20	20	20	200	-	50	50	50	50	DSI&R Div, DoP
	County Investment products from	Negotiate and roll out county investment products	No. of products	GOK	5	1	1	1	1	1	50	-	20	30	-	-	DSI&R Div, CFO, DoP

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Objective	Expected Output	Key activities	Key Performance Indicator	Source of Funds	Target for 5 years	Target					Indicative Budget (in Kshs. Million)						Responsibility
						2023/24	2024/25	2025/26	2026/27	2027/28	Total	2023/24	2024/25	2025/26	2026/27	2027/28	
	Diaspora established	Market diaspora specific county products															
	Bi-laterals & Multilateral engagements to identify new & opportunities for international employment & investment held	Facilitate negotiation of 4 Bi-laterals & Multilateral engagements	No. of instruments signed	GOK	20	4	4	4	4	4	800	160	160	160	160	160	DL&P Div DW Div
	Diaspora investments established	Facilitate establishment of diaspora investments	No of investments established	GOK	5	1	1	1	1	1	40	-	10	10	10	10	DSI&R Div
	Information availed on investments opportunities to the Diaspora	Publish information on investments opportunities to the Diaspora	No of investment opportunities identified	GOK	10	2	2	2	2	2	40	-	10	10	10	10	DSI&R Div
			Published investments handbook		1	1											DSI&R Div
	Foreign Direct Investment identified for the Kenyan Diaspora	Facilitate identification and negotiations on FDI	No of FDIs	GOK	5	1	1	1	1	1	40	-	10	10	10	10	DSI&R Div
	Linkages between the Kenya Diaspora with the various Kenyan Investments and Financial services established		No. of diaspora members/entities linked with Kenyan Investments	GOK	500	100	100	100	100	100	40	-	10	10	10	10	DSI&R Div
			No. of financial service providers		10	2	2	2	2	2							DSI&R Div

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Objective	Expected Output	Key activities	Key Performance Indicator	Source of Funds	Target for 5 years	Target					Indicative Budget (in Kshs. Million)						Responsibility
						2023/24	2024/25	2025/26	2026/27	2027/28	Total	2023/24	2024/25	2025/26	2026/27	2027/28	
			linked with Diaspora														
	Collaborations with Kenyan financial institutions to develop diaspora tailored financial products;	Facilitate tailor making of financial diaspora products	No of financial institutions collaborating on products	GOK	10	2	2	2	2	2	40	-	10	10	10	10	DSI&R Div
			No of diaspora tailored financial products		10	2	2	2	2	2							DSI&R Div
	State agencies liaised on arbitration of trade disputes	Participate in trade dispute arbitrations	No of trade disputes arbitrated	GOK	Update	Update	Update	Update	Update	Update	20	-	5	5	5	5	DSI&R Div
	Collaborations in authentication of credibility of various institutions that seek to work with the Kenya Diaspora	Facilitate collaboration of authentications across institutions	No of authentic institutions	GOK	25	5	5	5	5	5	40	-	10	10	10	10	DL&P Div
	Collaborations with financial institutions to provide incentives for entrepreneurship for the Kenyan Diaspora	Facilitate negotiations on incentivizing entrepreneurship opportunities	No of incentives offered	GOK	10	2	2	2	2	2	40	-	10	10	10	10	DSI&R Div
	Collaborations with state and non-state agencies in facilitating a Diaspora investment bond to promote investments	Facilitate negotiations on a Diaspora investment bond	No of diaspora bonds issued	GOK	5	1	1	1	1	1	40	-	10	10	10	10	DL&P Div

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Objective	Expected Output	Key activities	Key Performance Indicator	Source of Funds	Target for 5 years	Target					Indicative Budget (in Kshs. Million)						Responsibility
						2023/24	2024/25	2025/26	2026/27	2027/28	Total	2023/24	2024/25	2025/26	2026/27	2027/28	
	Collaboration with African Institute of Remittances and other stakeholders to harness savings and reduce the cost of remittances.	Participate in negotiating lowered remittance costs	% Reduction in remittance costs	GOK	5%	1	1	1	1	1	40	-	10	10	10	10	DSI&R Div
			% Increase in diaspora savings		7.5%	1.5	1.5	1.5	1.5	1.5							D&R Div
	Missions branded to serve as hubs for trade, investment, international deployment	Brand missions	No of missions serving as hubs	GOK	62	12	12	12	13	13	1,008	5	202	202	202	202	DSI&R Div
Key Result Area 2: Diaspora Rights and Welfare																	
To protect Rights of Diaspora and champion their welfare	Evacuation Plan developed	Develop and evacuation plan	No of evacuation plan	GOK	1	1	-	-	-	-	1000	30	200	200	270	300	DW Div
	Diaspora Emergency and Welfare Facility developed and monitored	Develop a welfare facility	No of welfare facilities accessible	GOK	4		1	1	1	1	2190	10	870	380	320	320	DW Div
	Distressed Kenyans abroad safely evacuated	Formulate and participate in task forces to facilitate evacuations	No. of Kenyans evacuated	GOK	1	1	0	0	0	0	500	100	100	100	100	100	DW Div
			No of returnees offered psychosocial services														DW Div
	Migrants Rights and welfare fora held	Facilitate migrant rights and welfare fora	No of fora held	GOK	5	1	1	1	1	1	40	-	10	10	10	10	DW Div

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Objective	Expected Output	Key activities	Key Performance Indicator	Source of Funds	Target for 5 years	Target					Indicative Budget (in Kshs. Million)						Responsibility
						2023/24	2024/25	2025/26	2026/27	2027/28	Total	2023/24	2024/25	2025/26	2026/27	2027/28	
	Diaspora Returnees' Integration implemented	Implement integration of diaspora returnees	No of returnees integrated														DW Div
	Promotional conferences and Expos undertaken	Hold 4 diaspora conferences and investment expos	No of diaspora conferences and investments Expos held	GOK	20	4	4	4	4	4	100	20	20	20	20	20	DSI&R
		Undertake 5 webinar engagements	No of webinar engagements		5	1	1	1	1	1							DSI&R
	Decentralize consular services in the diaspora	Undertake 4 annual mobile consular services	No of consular services	GOK	16	4	4	4	4	4	100	20	20	20	20	20	DW Div
	Streamlined relations in countries with major consular issues affecting Kenyans	Conduct 4 high level consular visits Yearly	No of high-level meetings done	GOK	20	4	4	4	4	4	150	30	30	30	30	30	DW Div
		Visit Kenyans abroad in prisons, custody, deportation centers and hospitals	No of visits done		5	1	1	1	1	1							DW Div
	10 Safe houses for Diaspora operational	Diaspora safety assured	No of safe houses operational	GOK	10	2	2	2	2	2	600	-	120	120	180	180	DW Div
Key Result Area 3: Diaspora Skills, Expertise and Technology transfer																	
To build and maintain skills database	A Diaspora integrated information management system	Develop DIIMS	DIIMS % operational	GOK	100	80	20	-	-	-	1,530	60	800	430	400	240	DS&E Div, Info Comm Unit
		Create 24hr Diaspora response center	Response center % operational		100	80	20										DS&E Div, Info Comm Unit

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Objective	Expected Output	Key activities	Key Performance Indicator	Source of Funds	Target for 5 years	Target					Indicative Budget (in Kshs. Million)						Responsibility
						2023/24	2024/25	2025/26	2026/27	2027/28	Total	2023/24	2024/25	2025/26	2026/27	2027/28	
	Policies, projects and programs database created	Create a database for policies, projects and programs	Database	GOK	1	1	-	-	-	-	40	-	10	10	10	10	CPPMD Info Comm Unit
	Diaspora Competences for marketing Kenya as a destination of Choice for trade, investment and tourism identified and implemented	Identify diaspora competences	No of competences identified	GOK	250	50	50	50	50	50	485	5	120	120	120	120	DS&E Div
		Identify destinations of choice	No of destinations of choice identified		5	1	1	1	1	1							DS&E Div
	International Employment opportunities & investment opportunities identified published and communicated to MDAs	Map out employment and investment opportunities	No of employment opportunities identified	GOK	4M	-	1M	1M	1M	1M	1300	100	300	300	300	300	DS&E Div DSI&R Div
			No of investment opportunities identified		10	2	2	2	2	2							DS&E Div DSI&R Div
	Technology and skills transferred by the Kenya Diaspora to the Economy	Facilitate inbound technology and skills transfer	No of inbound skilled diaspora transferred	GOK	10	2	2	2	2	2	50	-	20	10	10	10	DS&E Div
			No of inbound technologies adopted		10	2	2	2	2	2							DS&E Div
	Mapped skills and expertise of Kenyan diaspora	Undertake 4 skills scoping exercises	No of diaspora regions mapped	GOK	25	10	5	5					50	5	5	5	DS&E Div

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Objective	Expected Output	Key activities	Key Performance Indicator	Source of Funds	Target for 5 years	Target					Indicative Budget (in Kshs. Million)						Responsibility
						2023/24	2024/25	2025/26	2026/27	2027/28	Total	2023/24	2024/25	2025/26	2026/27	2027/28	
	in different regions and sectors identified	Hold four investment/skills diaspora forums	No of forums held														DS&E Div
		Map Diaspora professionals and business people in 12 Countries	No of countries mapped	GOK	60	12	12	12	12	12							DS&E Div
	Facilitated knowledge transfer by created channels through which diaspora members share their skills, knowledge, and expertise with their counterparts in Kenya	Create channels for skills, knowledge and expertise sharing	No. of channels established on knowledge transfer	GOK	10	2	2	2	2	2	400	-	100	100	100	100	DS&E Div
		Diaspora web portal developed	Updated Online Portal (%)	GOK	100	100	-	-	-	-							DS&E Div
	Supported diaspora members in returning to Kenya by providing information on job opportunities and investments	Offer counseling for returnees	No. of returnees supported	GOK		Update	Update	Update	Update	Update	400	-	100	100	100	100	DS&E Div DW Div
		Publish opportunities for returnees	Published information			Update	Update	Update	Update	Update							DS&E Div DW Div

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Objective	Expected Output	Key activities	Key Performance Indicator	Source of Funds	Target for 5 years	Target					Indicative Budget (in Kshs. Million)						Responsibility
						2023/24	2024/25	2025/26	2026/27	2027/28	Total	2023/24	2024/25	2025/26	2026/27	2027/28	
	Fostered partnerships between diaspora members and organizations in Kenya for development of new projects and initiatives	Develop partnership projects and initiatives	No of partnerships developed	GOK	25	5	5	5	5	5	40	-	10	10	10	10	DS&E Div DL&P Div
	Advisory services to diaspora members on available investments opportunities in Kenya provided	Hold advisory seminars for diaspora on Kenyan investment opportunities	No of seminars held	GOK	16	4	4	4	4	4	40	-	10	10	10	10	DL&P Div
			No of diaspora members/entities advised														DL&P Div
	Mutually recognized qualifications identified, negotiated and facilitated	Standardize qualifications with Kenya and diaspora	No of instruments negotiated	GOK	20	4	4	4	4	4	400	-	100	100	100	100	DL&P Div
	Skills database of inventory for Diaspora expertise	Develop skills database	% Development of Skills database	GOK	100	100	100	100	100	100	40	-	10	10	10	10	DS&E Div Info Comm Unit
	Collaborations with stakeholders to create awareness on incentives for the Diaspora to engage in entrepreneurship activities	Hold stakeholder engagements on entrepreneurship	No of stakeholder engagements held	GOK	20	4	4	4	4	4	40	-	10	10	10	10	DL&P Div

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Objective	Expected Output	Key activities	Key Performance Indicator	Source of Funds	Target for 5 years	Target					Indicative Budget (in Kshs. Million)						Responsibility
						2023/24	2024/25	2025/26	2026/27	2027/28	Total	2023/24	2024/25	2025/26	2026/27	2027/28	
	Business processes re-engineered	Re-engineer diaspora processes	No of processes re-engineered	GOK	10	2	2	2	2	2	40	-	10	10	10	10	DSI&R Div DS&E Div DW Div Info Comm Unit
	Enhanced performance management and operational excellence	Automate operations	% Of processes automated	GOK	100	80	20	-	-	-	40	-	10	10	10	10	CPPMD Info Comm Unit
Key Result Area 4: Diaspora Engagement																	
To include the Diaspora into the National Dialogue and Agenda	Diaspora liaison offices established	Establish diaspora liaison offices in all regions	No of liaison offices	GOK	10	2	2	2	2	2	200	-	50	50	50	50	DL&P Div
	Diaspora excellence awards gala hosted	Award exemplary Kenyans in diaspora	No. of awards issued	GOK	25	5	5	5	5	5	1000	-	250	250	250	250	DW Div
	Honorary Consuls appointed	Appoint honorary consuls	No of honorary consuls	GOK	62	20	20	22	-	-	120	-	30	30	30	30	DW Div
	A framework for technology and skills transfers and cooperation among Diaspora created	Develop a framework	Framework	GOK	1	1	-	-	-	-	40	-	10	10	10	10	DS&E Div Info Comm Unit
	Diaspora engagements strengthened	Conduct 4 engagement meetings with diaspora in outbound state visits	No of engagement meetings in outbound state visits	GOK	20	4	4	4	4	420	20	100	100	100	100	100	DL&P Div

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Objective	Expected Output	Key activities	Key Performance Indicator	Source of Funds	Target for 5 years	Target					Indicative Budget (in Kshs. Million)						Responsibility
						2023/24	2024/25	2025/26	2026/27	2027/28	Total	2023/24	2024/25	2025/26	2026/27	2027/28	
		Hold 36 diaspora virtual town hall meetings	No of virtual town hall meetings		180	36	36	36	36								DL&P Di Info Comm Unit
		Hold 4 meetings with regional deans	No of meetings with regional deans		20	4	4	4	4	4							DL&P Di Info Comm Unit
		Diaspora database link in the Ministry website															DL&P Div Info Comm Unit
		Update and maintain Kenya diaspora database															DL&P Div Info Comm Unit
		Create a platform for public participation of the diaspora in National Development	No of diaspora participation platforms														DL&P Div Info Comm Unit
To enhance Kenya's rich culture in the diaspora	Kenyan culture mainstreamed in the diaspora	Organize, attend and participate in 6 cultural events, festivals and exhibitions in the diaspora	Organization, participation and attendance of Cultural events, festivals and exhibitions.	GOK	30	6	6	6	6	6	25	5	5	5	5	5	Diaspora Culture Diplomacy Unit
	National days participation across Missions	Participate in 6 national day celebrations in Kenya Missions	Participation in National day celebrations.		30	6	6	6	6	6	25	5	5	5	5	5	Diaspora Culture Diplomacy Unit
	Feasibility studies for the establishment of	Conduct feasibility studies for the establishment of	Feasibility study reports.		20	4	4	4	4	4	25	5	5	5	5	5	Diaspora Culture Diplomacy Unit

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Objective	Expected Output	Key activities	Key Performance Indicator	Source of Funds	Target for 5 years	Target					Indicative Budget (in Kshs. Million)						Responsibility
						2023/24	2024/25	2025/26	2026/27	2027/28	Total	2023/24	2024/25	2025/26	2026/27	2027/28	
	Kiswahili Cultural Centers	4 Kiswahili Cultural Centers															
	Cultural Centers established abroad	Establish 4 Kiswahili Cultural Centers to be housed in Kenya Missions abroad.	No. of Kiswahili Cultural Centers established		20	4	4	4	4	4	40	8	8	8	8	8	Diaspora Culture Diplomacy Unit
	Take part in cultural exhibitions and fairs	Participate in 5 sport, arts and music events in the Diaspora	Participation in sport, music and arts events.		10	2	2	2	2	2	25	5	5	5	5	5	Diaspora Culture Diplomacy Unit
Key Result Area 5: Policy, legal and institutional framework																	
Strengthen policy, legal and institutional frameworks	Diaspora Policy Reviewed	Review of Diaspora Policy	Diaspora policy	GOK	1	1	-	-	-	-	10	10	-	-	-	-	DL&P Div CPPMD
	Public service Guidance and Counseling Policy domesticated to SDDA	Domesticate Public service Guidance and Counseling policy to SDDA	Guidance and Counseling policy	GOK	1	1					10	10					DL&P Div Counseling & Wellness UNIT CPPMD
	Mental health Action Plan developed and implemented	Mental Health Action Plan implemented on establishment of wellness units	Operationalized counseling and wellness unit		1	1					5	5					
	Sensitized staff on counseling policy at Headquarters and Missions	Organize workshops at Headquarters and Missions	Number of workshops held		20	4	4	4	4	4							
		Webinar sensitization on Guidance and	Number of sensitization Webinars		15	3	3	3	3	3							

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Objective	Expected Output	Key activities	Key Performance Indicator	Source of Funds	Target for 5 years	Target					Indicative Budget (in Kshs. Million)						Responsibility
						2023/24	2024/25	2025/26	2026/27	2027/28	Total	2023/24	2024/25	2025/26	2026/27	2027/28	
		counseling policy roll out															
	Develop and disseminate Diaspora Mental Health Strategy	Develop diaspora Mental Health Strategy	Develop Diaspora Mental Health strategy	GOK	1	1											
		Sensitization of strategy at missions	No of interventions implemented		20	4	4	4	4	4	120	24	24	24	24	24	
	Diaspora and Consular units abroad established and operationalized	Establish diaspora and Consular units	No of diaspora consular desk offices	GOK	62	0	20	21	21	-	1860	0	600	630	630	0	DW Div DL&P Div
		Deploy Diaspora officers	No of diaspora officers deployed														
		Recruit diaspora technical assistants	No of diaspora technical assistants recruited														
	Security and ICT in Missions improved	Establish ICT security infrastructure	No of missions secured	GOK	62	20	20	22	-	-	1000	90	160	250	250	250	Info Comm Unit
		Train diaspora staff in missions on ICT security	No of staff trained		124	40	40	44									
	Developed human capacity in ICT	Develop ICT manual	ICT Manual	GOK	5	1	-	-	-	-	20	-	5	5	5	5	Info Comm Unit
		Train staff	% Of staff trained		100	80	20										
	Draft diaspora bill	Draft diaspora bill	Diaspora bill	GOK	1	1	-	-	-	-	40	-	10	10	10	10	

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Objective	Expected Output	Key activities	Key Performance Indicator	Source of Funds	Target for 5 years	Target					Indicative Budget (in Kshs. Million)						Responsibility
						2023/24	2024/25	2025/26	2026/27	2027/28	Total	2023/24	2024/25	2025/26	2026/27	2027/28	
	Draft policies	Draft ICT and cyber security policy	ICT policy	GOK	1	1	-	-	-	-	40	-	10	10	10	10	Info Comm Unit
			Cyber security policy	GOK	1	1	-	-	-	-	40	-	10	10	10	10	Info Comm Unit
	Mainstreaming gender, youth and disability in SDDA operations	Develop a database on vulnerable groups and their needs	Database developed	GOK	1	1	-	-	-	-	40	-	10	10	10	10	DW Div Info Comm Unit
	Enhanced performance management for diaspora officers	Develop Performance Management System for diaspora officers	Performance Management System	GOK	1	1	-	-	-	-	40	-	10	10	10	10	CPPMD
	Service charters developed, displayed and implemented	Draft and approve service charter across departments	Developed and display SC	GOK	1	1	-	-	-	-	40	-	10	10	10	10	HRM&D
		Sensitize staff on SC implementation	Staff trained on SC		100	80	20										
		Monitor compliance with SC															
		Resolve arising complains															
	Biannual customer satisfaction surveys completed	Conduct biannual customer satisfaction surveys	Baseline reports	GOK	5	1	1	1	1	1	40	-	10	10	10	10	CPPMD
			Exit reports		5	1	1	1	1	1							
			Customer survey reports														

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Objective	Expected Output	Key activities	Key Performance Indicator	Source of Funds	Target for 5 years	Target					Indicative Budget (in Kshs. Million)						Responsibility
						2023/24	2024/25	2025/26	2026/27	2027/28	Total	2023/24	2024/25	2025/26	2026/27	2027/28	
	Work Plan developed, disseminated and monitored	Develop and disseminate annual work plan	Signed work plan	GOK	5	1	1	1	1	1	40	-	10	10	10	10	CPPMD
	PC developed, disseminated and monitored	Develop and disseminate annual performance contracts	Signed PS PC	GOK	5	1	1	1	1	1	40	-	10	10	10	10	CPPMD
			Signed CS PC		5	1	1	1	1	1							
	Implemented and monitored policies, projects and programs	Monitor implementation of policies, projects and programs	Annual performance review reports	GOK	5	1	1	1	1	1	160	-	40	40	40	40	CPPMD
			No of quarterly M&E programs and project reports		20	4	4	4	4	4							
			Mid and end term review report on the strategic plan		10	2	2	2	2	2							
	Policies, projects and programs database created	Create a database for policies, projects and programs	Database	GOK	1	1	-	-	-	-	40	-	10	10	10	10	CPPMD Info Comm Unit
	M&E in missions	Train officers on M&E	No of officers trained	GOK	30	-	30	-	-	-	250	-	50	50	50	50	CPPMD
		Undertake 4 M&E in Missions with high number of Diaspora	No of M&E Exercises undertaken		20	4	4	4	4	4							
	Science, Technology and	Develop institutional STI	STI Mainstreaming strategy	GOK		-	1	-	-	-	40	-	10	10	10	10	Info Comm Unit

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Objective	Expected Output	Key activities	Key Performance Indicator	Source of Funds	Target for 5 years	Target					Indicative Budget (in Kshs. Million)						Responsibility
						2023/24	2024/25	2025/26	2026/27	2027/28	Total	2023/24	2024/25	2025/26	2026/27	2027/28	
	Innovation Mainstreaming	Mainstreaming Strategy															
		Develop and implement STI Mainstreaming Annual Work Plan	STI mainstreaming work plan		10												
		Submit quarterly and annual reports online to NACOSTI	Quarterly STI reports		16												
			Annual STI reports		1												
	Productivity Mainstreamed	Develop Productivity Metrics	Productivity metrics	GOK	1	1	-	-	-	-	40	-	10	10	10	10	HRMD
		Compute Productivity Index	Productivity index		5	1	1	1	1	1							
		Develop workplace productivity improvement strategy	Improvement strategy		1	1											
		Submit quarterly performance reports	Quarterly reports		20	4	4	4	4	4							

Outcome Performance Matrix

Key Result Area	Expected Outcome	Key Performance	Baseline	Target

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		Indicator (KPI)	Value	Year	Mid-Term Period Target	End of Plan period Target
Savings, Investment and Remittances	Growth in Diaspora remittances via formal channels	Growth in remittance (KES Billions)	553. 13	2022/23	1,032	1,376
Diaspora Rights and Welfare	Enhanced awareness on immigrants' rights and welfare choices	No of Kenyans in Diaspora sensitized (Millions)	0	2023	1	2
Diaspora Skills, Expertise and Technology transfer	Growth in employment and international opportunities	No of employment opportunities identified	0	2022/23	70,000	100,000
Diaspora engagement	Enhanced diaspora engagements	No of Strategic Diaspora engagements	9	2022/23	24	28
Policy, legal and institutional framework	Strengthened Policy, legal and institutional framework	No of policies and bills	0	2022/23	2	3

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