MINISTRY OF FOREIGN AND DIASPORA AFFAIRS

STATE DEPARTMENT FOR DIASPORA AFFAIRS

KENYA VISION 2030

DRAFT STRATEGIC PLAN
(2023-2027)

TABLE OF CONTENTS

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

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 and further added mandates in Executive Order No. 2 of 2023 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; Promote the participation of Kenya's diaspora in democratic processes in the country; Incentivize diaspora remittances; Implementation the Labour Migration Policy and the Global Labour Strategy; and Strengthen Policy, Legal and Institutional Frameworks. Further, Executive Order No. 2 of 2023 established the Diaspora Placement Agency under the State Department.

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 over Ksh.1 trillion 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.

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. In addition, the Strategic Plan prioritizes implementation of all the commitments made by the Kenya Kwanza Government to the Kenyan diaspora which are to:

- 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.

1.2.1 Sector Policies and Laws

The Diaspora Policy, 2014
The objective of the Diaspora Policy is to mainstream and empower Kenyans in the Diaspora who are a key stakeholder in the national development process.

Foreign Policy, 2014
Kenya's Foreign Policy aims to achieve several national objectives, inter alia to 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
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 to Kenyan within the country and outside.

1.3 History of the State Department for Diaspora Affairs
The State Department was previously a Directorate in the Ministry of Foreign Affairs whose functions were on diaspora and consular matters. The Department was created via an Executive Order No. 1 of 2023 on the Organization of Government functions.

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 Committee coordinated preparation of a draft Strategic Plan which 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.
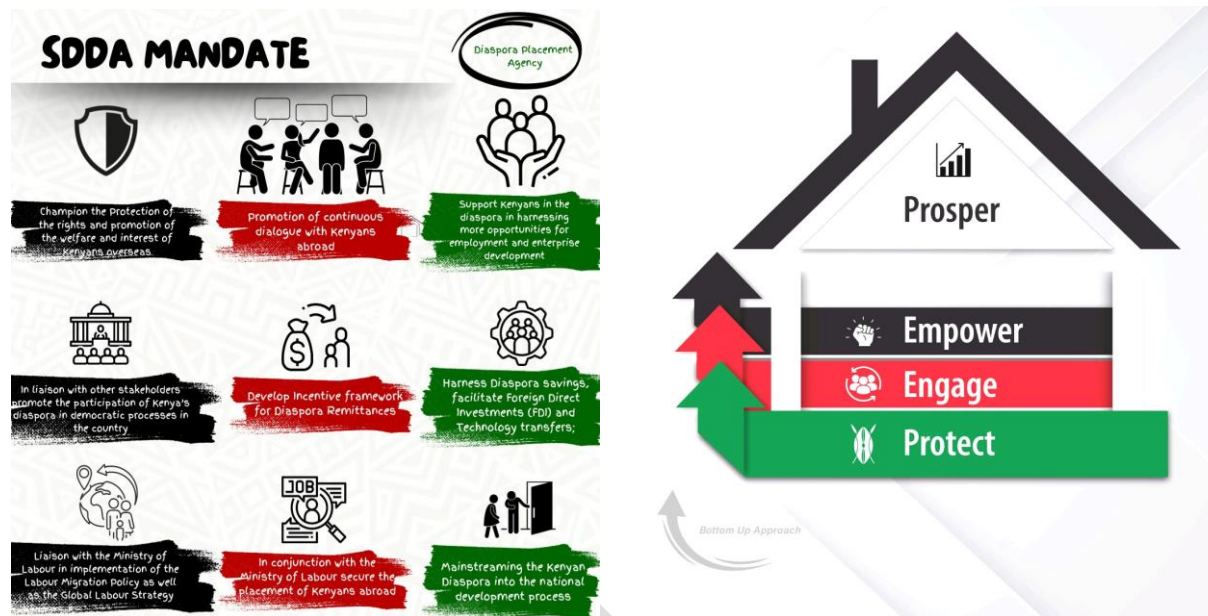
CHAPTER TWO: STRATEGIC DIRECTION

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

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; and
 iii. Increase Diaspora Savings, Investments and Remittances towards Kenya's economic development.

2.5 Core values

The State Department operates under the following core values:

1. Diaspora-Centric: Understanding the needs and concerns of the Diaspora and developing programs and initiatives that effectively address those needs;
2. Innovative: Development of creative and effective solutions that are impactful in facilitating the Diaspora;
3. Accountable: All activities are conducted in a transparent manner with high ethical standards;
4. Reliable: The State Department shall strive to be available and trustworthy in-service delivery to the diaspora;

5. Inclusive: Guarantee that the diaspora and other stakeholders are treated equitably and fairly in the development and implementation of programs and initiatives; and
6. Team spirit: Foster a culture of collaboration and teamwork among staff members, and promote effective communication.

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.

CHAPTER THREE: SITUATION AND STAKEHOLDER ANALYSIS

3.0 Overview

This section provides an overview of the situation and stakeholder analysis. The situation analysis explores both the external environment and internal environment and 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 entails the 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
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
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 in addition to climate emigrants
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

3.1.2 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
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 nine (9) 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 Analysis of Past Performance

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

1. 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;

2. 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;

3. 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;

4. Diaspora Homecoming Convention: Facilitated hosting of the 9th Kenya Diaspora Homecoming convention from 7th to 9th December, 2022 in Nairobi. The aim of the convention was to bring the Diaspora together for networking and sharing of information on opportunities;

5. 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, harness investments and remittances;

6. 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;

7. Global Labour Market Strategy: In collaboration with the State Department for Labour and Skills Development, a Global Labour Migration Strategy was developed. The Strategy will ensure safe migration of Kenyans as they harness opportunities abroad;

8. Digitalisation of Government Services: SDDA digitalized nine (9) citizen-centered services in line with the presidential directive to enhance service delivery;

9. 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;

10. Participation in Electoral Process: Worked closely with the Independent Electoral and Boundaries Commission (IEBC) in ensuring Kenyan Diaspora participation in the 2022 Presidential election. The number of registered voters in the diaspora increased from 4,223 in 2017 to 10,444 in 2022; and

11. 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.

3.1.3.2 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;
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.

3.1.3.3 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

This section outlines the State Department's stakeholders, their roles, and expectations.

Table 3.2: Mapping of Stakeholders and Roles

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	• Offer justice to Kenyans in diaspora in reasonable time • Exchange sentence programmes with Host countries for Kenyan diaspora

Stakeholder	Role	Stakeholder expectations from the State Department	State Department's expectations from the Stakeholders
		• Sensitization of the Judiciary on issues affecting the Kenyan diaspora • Collaboration in sensitizing Kenyans on rights and welfare	to be sentenced and serve jail terms at home
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
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

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 Strategic issues include:

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.

Increased Cases of Human Trafficking: 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.

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. 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 among other initiatives.

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.

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 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.

High Transaction Costs of Remittances: 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; diaspora organizations; and international partners, towards addressing the remittance costs.

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.

Double taxation: Taxation pose substantial challenges for the Kenyan diaspora, impeding their full participation in the National Development process. The issue of double taxation arises when individuals are taxed on the same income by both their country of residence and their home country, creating a financial burden that discourages investment and economic engagement. This fiscal impediment not only hampers the diaspora's ability to contribute significantly to the development initiatives of Kenya but also undermines the principles of fairness and equity in taxation. Recognizing the significance of addressing this issue, the Kenyan Government is actively engaged in Bilateral Labour Agreements (BLAs) negotiations with various countries. These negotiations aim to eliminate or mitigate the adverse effects of double taxation, fostering a conducive environment for the diaspora to channel their resources back into the country's development projects.

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:
  i.   Protect Rights of Diaspora and champion their welfare;
  ii.   Promote diaspora dialogue and participation in nation development processes; and
  iii. Increase Diaspora Savings, Investments and Remittances towards Kenya's economic development.

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)
• Increased regional and cross-border conflicts • Increased cases of human trafficking • Increased cases of Kenyans in distress abroad and the plight of migrant workers	A thriving, empowered and safe Diaspora	Rights and Welfare

STRATEGIC ISSUES	GOALS	KEY RESULT AREAS (KRAs)
• Trust deficit from the Diaspora towards the Government • Disaggregated data on the Diaspora • Limited involvement of Diaspora in national development processes	Diaspora with strong links to Kenya and proud of their identity	Liaison and Partnerships
• Harnessing diaspora skills, experience, and expertise • Low competitiveness and productivity	Increased transfer of skills, expertise, knowledge, and technology	Skills, Expertise and Technology Transfer
• High transaction costs of remittances	Increased investments, Savings and Remittances by the Diaspora	Savings, Investment and Remittances (SIR)
• Inadequate policy, legal and institutional frameworks	Diaspora Responsive Policy, Legal and Institutional Frameworks	Policy, Legal and Institutional Frameworks

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.

Table 5.1: Outcomes and Outcome Indicators

Strategic Objectives	Outcome	Outcome Indicator
KRA1: Rights and Welfare		
To protect the Rights of the Diaspora and Champion their Welfare	Operational 24-hour call center	24-hour call center
	Operational 10 Safe houses	No. of operational safe houses
	Evacuation Plan implemented	Level of implementation (%)
	Diaspora Emergency and Welfare Programme developed and monitored	% Establishment
	Migrants Rights and welfare fora held	No. of Fora held
	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
KRA 2: Liaison and Partnerships		
To mainstream Diaspora into the national development process	Diaspora participation in law and policy making	Host virtual townhalls and webinars
	Diaspora awarded for exemplary contributions/heroism	Annual diaspora excellence awards held
To promote continuous dialogue	Diaspora linked to home counties	No of engagement with diaspora and the associations during official visits

Strategic Objectives	Outcome	Outcome Indicator
and engagement with Kenyans abroad	Participation in cultural events abroad	No. of cultural, sports, arts and music events attended in the diaspora
To implement labor migration policy	Gained employment and livelihoods for migrant workers	No. of Kenyans in secure employments abroad
To implement global labor strategy	Participation of Kenyans in the international labor market	No. of Kenyans in the international labor market
	Facilitated Kenyans abroad	No. of Kenyans facilitated
KRA3: Skill, Expertise and Technology Transfer		
To increase international jobs mobility, jobs placements and enabling technology transfers;	Diaspora Integrated Information Management System developed	% Completion DIIMS
	Diaspora web portal developed	% Completion
	Diaspora One-Stop-Shop for services	% Level of operationalization
	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
	Database for Diaspora expertise developed	Skills Database
	Technology and skills transferred by the Kenyan Diaspora into the economy	No of inbound skills transferred
		No. of inbound technologies transferred
To secure placements for Kenyans abroad	Countries lobbied for international jobs	Number of countries lobbied
	Mutually recognized qualifications identified, negotiated and facilitated	No. of instruments negotiated
KRA 4: Savings, Investment and Remittances		
To Increase Diaspora Savings, Investments and Remittances	Increased remittances	Total remittances (KES. billions)
	Reduced cost of remittance	% Reduction in the transactions cost of remittances
	Increased Diaspora Savings	No. of Diaspora Saccos formed
	Increased Diaspora Investments	• No. of diaspora investments facilitated • Value of diaspora investments in KES billions
	Diaspora facing investment products developed	No. of Diaspora facing investment products developed
	County investments fora held	No. of investment for a held
	Diaspora Direct Investment (DDI) opportunities identified	No. of DDI opportunities identified
KRA5: Policy, legal and institutional framework		
To Strengthen Policy, Legal and Institutional Frameworks	Diaspora Placement Agency operationalized	Operational Diaspora Placement Agency
	Diaspora Policy Reviewed	Diaspora Policy
	Diaspora Bill developed	Diaspora Bill
	National Strategy on Labour Mobility developed	Strategy
	NADICOK/Diaspora Summit established	% level of operationalization
	Establishment of Diaspora offices	No. of Diaspora offices at the Missions

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 technology	• Initiate negotiation and signing of BLAs and MoUs • Map diaspora transferable skills and Technologies for Adoption in Kenya • 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 NADICOK/Diaspora Summit

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.

6.1 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.

6.1.1 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.

6.1.2 Leadership

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

6.1.3 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.

CHAPTER SEVEN: MONITORING, EVALUATION AND REPORTING FRAMEWORK

7.0 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.

7.1 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.

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 while the Central Planning and Project Monitoring Department (CPPMD) will coordinate monitoring, evaluation and reporting on implementation progress.

7.2 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.

7.2.1   Mid-Term Evaluation

The State Department will undertake a comprehensive mid-term review of the implementation status of the Strategic Plan. This review will among others aim to evaluate the cumulative successes achieved by the plan and focus on the half period remaining.

7.2.2   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.

7.3 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.