



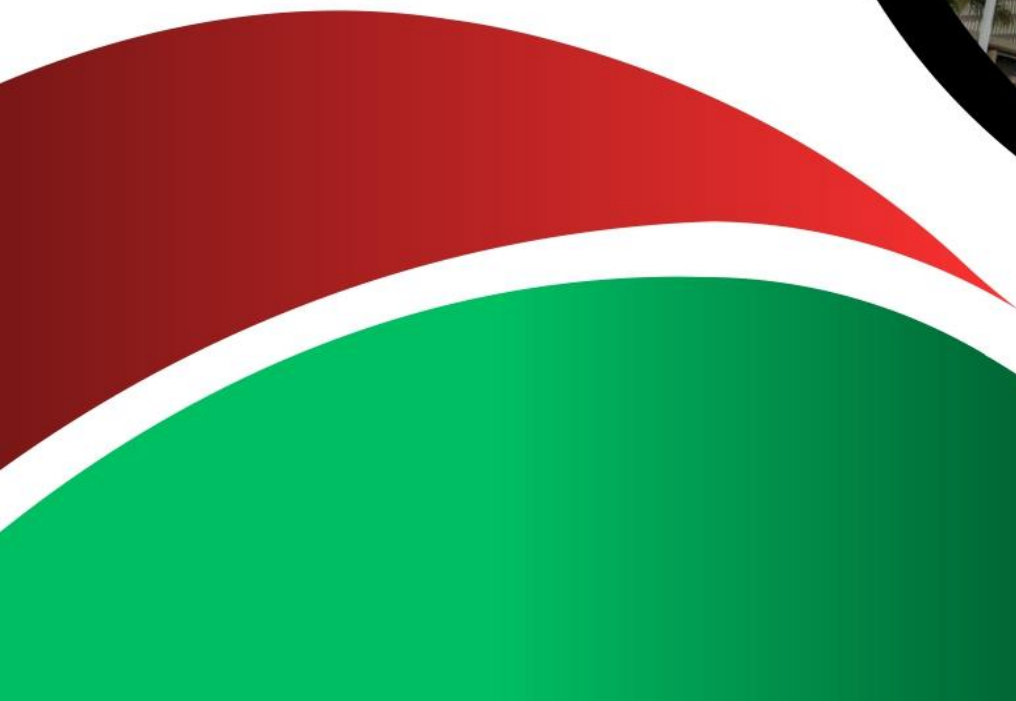
REPUBLIC OF KENYA

MINISTRY OF FOREIGN AND DIASPORA AFFAIRS  
STATE DEPARTMENT FOR FOREIGN AFFAIRS

# STRATEGIC PLAN

2023/24- 2027/28

KENYA  
VISION **2030**



## **Vision**

*A peaceful, prosperous, and globally competitive Kenya*

## **Mission**

*To project, promote and protect Kenya's interests and image globally through innovative diplomacy, and contribute towards a just, peaceful and equitable world*

## **Core Values**

*Transparency and Accountability*

*Professionalism*

*Patriotism*

*National Unity*

*Rule of Law*

*Non-discrimination*

*Integrity*

*Good Governance*

*Social Justice*

*Inclusiveness*

*Sustainable Development*

*Innovativeness*

## FOREWORD



As we delve into the dynamics of global diplomacy and the intricate fabric of international relations, the Ministry of Foreign and Diaspora Affairs stands resolute in its commitment to navigate Kenya's path on the world stage. Mandated by the Constitution of Kenya, 2010 and the Foreign Service Act of 2021, our mandate is to adeptly manage Kenya's Foreign Policy, safeguarding and advancing our national interests across the globe. In alignment with His Excellency the President's vision of a globally competitive Kenya, one that exercises leadership among the Community of Nations, we embark on a journey defined by purpose and resolve.

Kenya's pivotal role in world affairs is undeniable. Positioned as an anchor state in the Eastern African region, Kenya serves as more than just a geographic landmark. We proudly host the only United Nations headquarters in the Global South, embodying a beacon of international cooperation and diplomacy. Moreover, as a hub for international organizations and a stalwart in peace and security initiatives within our region, Kenya's influence reverberates far beyond its borders.

This Strategic Plan crystallizes our aspirations, charting a course towards the realization of Kenya's diplomatic objectives. It underscores our unwavering commitment to fostering friendly relations with our neighbours, spearheading regional and Pan-African initiatives and cultivating strategic partnerships with nations around the world. Grounded in the ethos of the Kenya Vision 2030, the Fourth Medium-Term Plan and the Bottom-Up Economic Transformation Agenda, this Plan represents a blueprint for progress and prosperity.

Building upon the achievements of its predecessor, the Strategic Plan for the years 2018-2023, this iteration embodies continuity and innovation. It envisions a Ministry that embraces necessary policy reforms, modernizes diplomatic infrastructure and continues to strengthen and expand its global footprint across the globe. Through these endeavours, we aim to position Kenya not only as a hub for multilateral and diplomacy but also as a premier destination for international meetings, conferences and events.

As we embark on this transformative journey, I extend my heartfelt gratitude to the Principal Secretary, Dr. A. Korir SingOei, whose leadership has been instrumental in shaping this Plan. I commend the Central Planning and Project Monitoring

Department (CPPMD) for its unwavering dedication as well as all the Ministry staff, both at Headquarters and in Diplomatic Missions, for their invaluable contributions. Together, with collective ownership, dedication and teamwork, we are poised to realize the ambitions outlined in this Plan.

Let us forge ahead with conviction and purpose, mindful of the responsibilities entrusted upon us. The journey ahead may be arduous, but with unity and resolve, we shall navigate the currents of global diplomacy and emerge triumphant.

**Hon. Dr. Musalia Mudavadi, E.G.H.**  
**Prime Cabinet Secretary and**  
**Cabinet Secretary for Foreign and Diaspora Affairs**

## **PREFACE AND ACKNOWLEDGEMENT**



Welcome to the State Department for Foreign Affairs Strategic Plan, a comprehensive roadmap outlining the State Department's priorities for the next five years. Crafted in alignment with the Constitution of Kenya, the Kenya Vision 2030, its Fourth Medium Term Plan, the Bottom-Up Economic Transformation Agenda, the Foreign Service Act, 2021, the Kenya Foreign Policy and other Government policies, this Plan sets forth a clear and robust trajectory for our collective endeavours.

The priorities enumerated in this document reflect our desire and commitment to addressing emergent issues while steadfastly advancing the objectives of the Bottom-Up Economic Transformation Agenda and the Kenya Vision 2030. This Plan provides a contextual backdrop of the State Department, charting its evolution over time, articulating its current mandate and offering a concise review of the preceding Strategic Plan (2018/19 – 2022/23). The review encapsulates key achievements, challenges, emerging issues, and lessons learned during the implementation period.

To contextualize the operational environment of the State Department, a scan of the operating environment was carried out, encompassing an analysis of strengths, weaknesses, opportunities, threats, and the broader political, economic, social, environmental, legal and ethical landscape.

The Plan also contains a strategic model envisioning the future trajectory of the State Department, encapsulating its Vision, Mission and Core Values; outlining key result areas, strategic objectives, the corresponding strategies and activities to be implemented during the five-year period. An implementation and coordination framework outlines the requisite human and financial resources, organizational structure, mobilization mechanisms and associated risk mitigation measures essential for the execution of the identified programs and strategies.

The Plan concludes by outlining mechanisms for monitoring and evaluating the State Department's programs, as annexed in the Implementation Matrix. Deliberate efforts have been undertaken to re-engineer the physical infrastructure, human resources, and financial capacity, ensuring alignment with its evolving global dynamics.

The preparation of this Plan was undertaken through a consultative and participatory approach, engaging all relevant stakeholders within and outside the public sector. A dedicated Committee steered this process, in adherence to the guidelines on

preparation of Strategic Plans issued by the State Department for Economic Planning. The unwavering support of the State Department's staff, including top management, was instrumental throughout. A validation workshop preceded the finalization of the Plan.

We extend our sincere appreciation to the institutions and individuals who provided invaluable feedback, enriching this document immeasurably. Special gratitude is owed to the Prime Cabinet Secretary and Cabinet Secretary for Foreign and Diaspora Affairs, H.E. Hon. Dr. Musalia Mudavadi, EGH, for his guidance and counsel. Our heartfelt thanks also extend to members of staff from Directorates, Divisions, Units, and Diplomatic Missions for their indispensable contributions.

We acknowledge with profound gratitude the tireless efforts of the State Department's Strategic Plan Preparation Committee, the Central Planning and Project Monitoring Department, Heads of Department and Mission, whose dedication ensured the successful development of this document.

Finally, we recognize the State Department for Economic Planning for providing the guidelines which were invaluable in informing the process of developing of this Plan.

I am confident in the transformative potential of this Plan and it is our firm believe that its implementation will significantly enhance Kenya's foreign relations and diplomatic engagements, thus contributing to the realization of economic growth and the overarching transformation envisaged in Kenya Vision 2030 and the Kenya Kwanza Bottom-Up Economic Transformation Agenda.

**Dr. A. Korir SingOei**  
**Principal Secretary**

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## COUNTRY FACT SHEET

<b>Official Name:</b>	<b>Republic of Kenya</b>
<b>Capital:</b>	<b>Nairobi.</b> Nairobi is also Kenya's largest city. The next largest city is the coastal town of Mombasa, followed by Kisumu city. The oldest city in Kenya is Mombasa.
<b>Size, Location, Position and Shape</b>	<ul style="list-style-type: none"> <li>- 582,646 Sq. Km (of which land covers 571,416 sq. km and Water 11,230 sq. km.</li> <li>- National Parks Covers 25,334 sq. km</li> <li>- Kenya is found in the Eastern part of Africa.</li> <li>- Kenya's shape can be described as being broad to the North and narrow to the South.</li> <li>- The equator almost divides Kenya into two equal parts.</li> <li>- The countries neighboring Kenya are <b>Tanzania, Uganda, Somalia, Ethiopia</b> and <b>South Sudan.</b></li> <li>- To the South-East, Kenya is bordered by the Indian Ocean.</li> <li>- Kenya lies between latitudes <b>4 1/2°N</b> and <b>4 1/2°S</b> and longitudes <b>34°E</b> and <b>42°E.</b></li> </ul>
<b>Currency</b>	Kenyan shilling (KSH.)
<b>Official Languages</b>	Kiswahili and English
<b>Religion</b>	Christians, Muslims, Hindus and Traditional Beliefs
<b>Population:</b>	51,526,000* (population growth rate of 1.7%)
<b>Life expectancy</b>	67.47 years
<b>People and Culture</b>	Kenya has more than 60 languages are spoken and there are more than 40 ethnic groups. The most common way to greet people is to say 'Jambo!'
<b>Independence</b>	12 <sup>th</sup> December, 1963
<b>Form of Government:</b>	<p>The Republic of Kenya is a unitary State. The country has a multi-party political system whose hallmark is parliamentary democracy. The Parliament of Kenya is a bicameral house consisting of the National Assembly and the Senate. The National Assembly has in total 349 members plus the Speaker who is an ex-officio member. The Senate consists of 67 members plus the Speaker, who is an ex-officio member.</p> <p>The members of the National Assembly are referred as Members of Parliament (MP) while the Members of the <b>Senate</b> are referred as Senators. Both the MPs and Senators serve a 5-year term.</p> <p><b>Current and former Presidents of Kenya:</b>            Current: H.E. Dr. William Samoei Ruto            2013 – 2022 : Hon. Uhuru Muigai Kenyatta            2002 – 2013 : Hon. Mwai Kibaki            1978 – 2002 : Hon. Daniel Arap Moi            1963 – 1978 : Hon. Mzee Jomo Kenyatta</p>
<b>Former Ministers of Foreign affairs</b>	Provided as Annex II.
<b>Administrative Structure</b>	National Government and 47 County Governments that are distinct and independent.
<b>Kenya Missions, Consulates and Honorary Consuls, their address and phone numbers</b>	Provided as Annex III and IV.
<b>Main sub-sector of the</b>	Agriculture Sector is the mainstay of the economy. Others include Tourism,

<b>economy</b>	Manufacturing, Transport and Infrastructure, Information & Communications Technology and Building & Construction.
<b>Commercial advantage</b>	Kenya is a market-based economy; it is the economic, commercial, financial, and logistics hub of East Africa; has a tech-savvy youth, and educated population; and has built strong bilateral and multilateral trade relationships with many countries.
<b>Nature resources</b>	<p>Natural resources include limestone, soda ash, salt, gemstones, fluorspar, zinc, diatomite, gypsum, wildlife, geothermal power and hydropower among others.</p> <p>Its mountain range includes Aberdare Range, and Mau Escarpment</p> <p>Its major rivers include Tana and Galana in the east, and the Kerio, Turkwel, and Nzoia in the west</p> <p>Its forests cover 5,226.2 Thousand hectares, representing a national forest cover of 8.8 per cent.</p> <p>The geography of Kenya is diverse. Kenya has a 536KM coastline on the Indian Ocean, which contains swamps of East African mangroves. Inland are broad plains and numerous hills.</p> <p>Central and Western Kenya is characterized by the Kenyan Rift Valley home to Kenya's highest mountain, Mount Kenya and Mount Elgon on the border between Kenya and Uganda. The Kakamega Forest in western Kenya is a relic of an East African rainforest. Much bigger is Mau Forest, the largest forest complex in East Africa.</p> <p>Kenya's lowland savanna and highland forests are home to many animals including elephants, lions, cheetahs, giraffes, zebras, hippos, rhinos, and more.</p> <p>The Kenyan government has set up more than 50 reserves and parks to protect these animals. Kenya's ecosystems include deserts, swamps, mountains, and forests and each region has its mix of plants and animals that are suited to the area's particular conditions.</p> <p>Maasai Mara Nature Reserve is best-known for the Great Wildebeest Migration when, every year, more than a million wildebeest, zebra and antelope migrate clockwise around the Serengeti-Maasai Mara ecosystem.</p> <p>Mount Kenya is the highest mountain in Kenya and the second-highest (after Mt Kilimanjaro) in Africa. Maasai Mara is also where the Maasai people call home. The Maasai occupy a total land area of 160,000sq kilometers, with a population of approximately half a million people! They are well-known for being great warriors, the way they dress and their incredible jumping dance skills.</p> <p>Lake Turkana is also the largest lake in Kenya and the world's largest desert lake.</p> <p>Diani Beach, Malindi and Watamu are just a handful of the hot picks when it comes to beach destinations included in Kenya's vast stretch of coastline.</p> <p>The World Travel Awards recognized Kenya as the World's Leading Safari Destination in 2017, winning the award three years in a row.</p>

## KEY ECONOMIC AND SOCIAL INDICATORS

INDICATOR	2018	2019	2020	2021	2022	2023*	2024*
<b>Total population (million)</b>	46.4	47.6	48.8	49.7	50.6	51.5	52.4
<b>Population growth (Annual %)</b>	-0.4	2.6	2.5	1.8	1.8	1.7	1.7
<b>GDP current (Billion Ksh.)</b>	9,199	10,074	10,530	11,862	13,163	13,676	14,386
<b>GNI per capita (Current Kshs.)</b>	198,263.5	211,639.7	215,707.9	237,861.2	260,023.6	287,851.8	304,573.6
<b>GDP per capita (Kshs.)</b>	201,299.7	215,078.3	220,132.2	245,062.9	*	*	*
<b>GDP Growth (Annual %)</b>	5.1	-0.3	7.6	4.8	5.1	5.5	5.9
<b>Economic Growth Rate (%)</b>	5.6	5.1	0.3	7.6	4.8	*	*
<b>Inflation (annual) %</b>	4	4.7	5.2	6.1	7.7	6.6	6.1
<b>Mobile cellular subscriptions (per 100 people)</b>	106.51	114.70	126.85	130.90	143.12	155.41	165.95
<b>Internet users (per 100 people)</b>	98.34	83.38	91.70	93.23	106.26	117.38	129.63

\*projected figure

## DEFINITION OF TERMS

**Baseline:** A description of the initial state of an indicator before the start of a project/programme, against which progress can be assessed or comparisons made.

**Indicator:** An indicator is a sign of progress/change that results from a project. It measures a change in a situation or condition and confirms progress towards achievement of a specific result. It is used to measure a project impact, outcomes, outputs and inputs that are monitored during project implementation to assess progress.

**Key Activities:** Actions taken or work performed, through which inputs are mobilized to produce outputs

**Key Results Areas:** They are the broad areas in which you are expected to deliver results. This is an outline of the organization's areas of focus. It also refers to the general areas of outputs or outcomes for which an organization's role is responsible e.g. Bilateral Agreements & MoUs.

**Outcome:** The intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation as a result of an intervention output(s) such as changed practices as a result of a programme or project.

**Outcome Indicator:** This is a specific, observable, and measurable characteristic or change that will represent achievement of the outcome. Outcome indicators include quantitative and qualitative measures. Examples: Enrolment rates, transition rates, mortality rates etc.

**Output:** Products, services or immediate results, tangible or intangible resulting directly from the implementation of activities or applying inputs

**Performance Indicator:** A measurement that evaluates the success of an organization or of a particular activity (such as projects, programmes, products and other initiatives) in which it engages.

**Programme:** A grouping of similar projects and/or services performed by an organization to achieve a specific objective; the programmes must be mapped to strategic objectives.

**Project:** A project is a set of coordinated activities implemented to meet specific objectives within defined time, cost and performance parameters.

**Strategies:** Broad abstractions, which are descriptive of the means for achieving the strategic objectives.

**Strategic Issues:** These are problems or opportunities emanating from situational analysis that an organization has to manage in order to be able to fulfil its mandate and mission. They are fundamental policy choices, critical challenges/gap or opportunities that must be addressed or tapped in order for the organization to achieve its vision. They are the foundation upon which strategies are developed. Example: regional insecurity, unemployment

**Strategic Goal:** General qualitative statements on what an organisation is hoping to achieve in the long term. Each strategic goal is linked to a strategic issue. Goals are the foundations of your plan and need to be set at the start of the planning process. Example: Improve Kenya Anchor State Status in the region,

**Strategic Objectives:** These are what the organization commits itself to accomplish in order to achieve strategic goals. Strategic objectives should be SMART; they establish performance levels to be achieved on priority issues and measures of success in fulfilling critical mission statement elements. Example: To expand Kenya's Diplomatic Footprint.

**Target:** A result to be achieved within a given time frame through application of available inputs.

**Top Leadership:** Individuals or groups of people who carry the Vision of an organization and are responsible for achieving its mandate. For Ministries top leadership includes Cabinet Secretary and Principal Secretary, and respective CEOs.

**Value Chain:** A description of the production-to-market linkages, generating value to the customer through efficient processes and procedures. Value chains are about understanding how creation of value is distributed along the chain.

## ACRONYMS AND ABBREVIATIONS

ACP	-	African, Caribbean and Pacific Group of states
AGOA	-	African Growth and Opportunity Act
AIDS	-	Acquired Immune Deficiency Syndrome
AIE	-	Authority to Incur Expenditure
AIR	-	African Institute for Remittances
AMISOM	-	African Union Mission to Somalia
ASEAN	-	Association of Southeast Asian Nations
AU	-	African Union
AU-PSC	-	African Union Peace and Security Council
BETA	-	Bottom-Up Economic Transformation Agenda
BRIC	-	Brazil, Russia, India and China
CBOs	-	Community Based Organizations
CFTA	-	Continental Free Trade Agreement
COMESA	-	Common Market for East and Southern Africa
CoP	-	Conference of Parties
CPPMD	-	Central Planning and Project Monitoring Department
DRC	-	Democratic Republic of Congo
EAC	-	East Africa Community
EDMS	-	Electronic Document Management System
EMCA	-	Environmental Management and Co-ordination Act
EPAs	-	Economic Partnership Agreements
ERS	-	Economic Recovery Strategy
EU	-	European Union
FBOs	-	Faith Based Organizations
FDI	-	Foreign Direct Investment
FOCAC	-	Forum on China-Africa Cooperation
FSA	-	Foreign Service Academy
FSI	-	Foreign Service Institute
GDP	-	Gross Domestic Product
HIV	-	Human Immunodeficiency Virus
GHRIS	-	Government Human Resource Information System
GPCIS	-	Government Performance Contracting Information System
HLM	-	High Level Meetings
HQs	-	Headquarters
HRM&D	-	Human Resource Management and Development
ICC	-	International Criminal Court
ICGLR	-	International Conference on the Great Lakes Region
ICT	-	Information and Communication Technology
IFMIS	-	Integrated Financial Management Information System
IGAD	-	Intergovernmental Authority on Development
IGOs	-	International Governmental Organizations
IORA	-	Indian Ocean Rim Association
IPPD	-	Integrated Payroll and Personnel Database
IPMIS	-	Integrated Protocol Management Information System
JBC	-	Joint Border Commission meetings
JCCs	-	Joint Commission for Cooperation
JEC s	-	Joint Economic Committees
JMCs	-	Joint Military Committees
JPCs	-	Joint Permanent Commissions

JTCs	-	Joint Technical Committees
KPIs	-	Key Performance Indicators
LAPSSET	-	Lamu Port & Lamu-Southern Sudan-Ethiopia Transport
M & E	-	Monitoring and Evaluation
MDAs	-	Ministries, Departments and Agencies
MDACs	-	Ministries, Departments, Agencies and Counties
MDGs	-	Millennium Development Goals
MOUs	-	Memorandum of Understandings
MPER	-	Ministerial Public Expenditure Review
MTEF	-	Medium Term Expenditure Framework
MTP	-	Medium Term Plan
NADICOK	-	National Diaspora Council of Kenya
NGOs	-	Non-Governmental Organizations
NMARRT	-	National Multi-Agency Refugee Repatriation Team
NSAC	-	National Security Advice Centre
NSC	-	National Security Council
NTBs	-	Non-tariff barriers
PABX	-	Private Automatic Branch Exchange
PAS	-	Performance Appraisal System
PC	-	Performance Contract
PESTEL	-	Political, Economic, Sociological, Technological, Environmental and Legal
PMS	-	Performance Management System
PWDs	-	People with Disabilities
RECs	-	Regional Economic Communities
SACCOs	-	Savings and Credit Cooperative Organizations
SADC	-	Southern African Development Community
SDGs	-	Sustainable Development Goals
SSAs	-	Special Status Agreement
SWOT	-	Strength, Weaknesses, Opportunities and Threats
TFTA	-	Tripartite Free Trade Area
TICAD	-	Tokyo International Conference on African Development
TTIP	-	Transatlantic Trade and Investment Partnership
TTP	-	Trans-Pacific Partnership
UK	-	United Kingdom
UN	-	United Nations
UNEA	-	United Nations Environment Assemblies
UNEP	-	United Nations Environment Programme
UNESCO	-	United Nations Educational, Scientific and Cultural Organization
UN-HABITAT	-	United Nations Human Settlement Programme
UNON	-	United Nations Office at Nairobi
USA	-	United States of America
VLANs	-	Virtual Local Area Networks
VSAT	-	Very Small Aperture Terminal
WTO	-	World Trade Organization



## EXECUTIVE SUMMARY

This Strategic Plan sets out the framework within which the State Department for Foreign Affairs will discharge its mandate in the next five-year planning period; 2023/24 –2027/28 in line with the Constitution of Kenya, the Executive Order No. 2 of 2023 and the Kenya Foreign Policy. It outlines the key objectives of the State Department during the Plan period and strategies that will be employed to pursue the key strategic issues identified.

The Strategic Plan provides an overview of the Kenya Foreign Policy, the aspirations of Fourth Medium Term Plan 2023 – 2027 (MTP4) of the Kenya Vision 2030, the Bottom-Up Economic Transformation Agenda and the State Department's priority MTP4 Programmes. It highlights the current global, regional and national challenges that Kenya faces in pursuing its development agenda, which include deterioration in global economic growth, growing insecurity and transnational crimes, regional instability, evolving geopolitics and climate change, among others. It also outlines the State Department's achievements and lessons learnt from the implementation of the previous Strategic Plan, 2018/19 – 2022/23.

The State Department's mandate is to lead in the execution of the nation's Foreign Policy and advise the Presidency on regional, continental and global affairs as drawn from the Executive Order No. 2 of 2023. The mandate broadly relates to the management of Kenya's Foreign Policy at the bilateral and multilateral level, regional peace and security, sustainable management of natural resources and environmental issues and provision of consular services. This also includes oversight of the functions of Kenya's Diplomatic Missions spread across the globe and facilitation of Diplomatic Missions and inter-Governmental and International Organizations hosted Kenya.

Aspirations of the State Department are captured in its vision and mission statements. The Vision statement is; **"A peaceful, prosperous, and globally competitive Kenya"**. The Mission Statement is **"Projecting, promoting and protecting Kenya's interests and image globally through innovative diplomacy, and contribute towards a just, peaceful and equitable world"**. The State Department will further be guided by the following core values: Patriotism, national unity, rule of Law, non-discrimination, integrity, transparency, accountability, sustainable development, good governance, social Justice, inclusiveness, professionalism and innovativeness.

Under this Strategic Plan, the State Department has identified seven (7) strategic areas of focus around which the objectives have been derived, and implementation strategies formulated. These are: Promotion of Kenya's interests globally; Safeguarding Kenya's sovereignty and territorial integrity; Global and regional Peace, Security and Stability;

Economic cooperation, international trade and investment; Public Diplomacy, Cultural Heritage and Stakeholder Engagement; Provision of Consular Services; and Policy, Legal and Institutional Capacity.

To pursue these areas of focus, the State Department has formulated seven strategic objectives with corresponding strategies. In the first objective of promoting Kenya's interests globally, the State Department seeks to organize and coordinate state and official high-level visits to create political goodwill and momentum for cooperation. The State Department will also continue to strategically expand its diplomatic footprint in key regions across the globe through multiple accreditations and opening of new missions, consulates, liaison offices and appointment of honorary consuls. It will also promote international cooperation within a rules-based multilateral system, while at the same time strengthening Kenya's presence and influence in international organizations.

In the second objective of Safeguarding Kenya's Sovereignty and Territorial Integrity, Kenya's engagement in both bilateral and multilateral peace and security initiatives is guided by the need to protect its sovereignty and territorial integrity as well as enhance regional peace and security. Indeed, Kenya's prosperity is inextricably linked to peace, security and stability in the region.

In the third objective of promoting global and regional peace, security and stability, Kenya will remain a champion for peace, security and stability in the region, continent and the rest of the world. It will therefore leverage its regional pivotal position in brokering peace and security interventions, and continue to engage regional and global stakeholders to promote peace, security and stability.

Under the fourth objective of promoting Economic Cooperation, International Trade and Investment, Kenya will undertake deliberate and concerted efforts to pursue bilateral, regional and multilateral economic cooperation frameworks as well as trade and investment promotion. The State Department will therefore, upscale economic and commercial diplomacy as a means of driving the growth of Kenya's economy and adopt strategies that will facilitate and enhance access to foreign markets for Kenyan products, attract inward foreign direct investment and negotiate favourable trade frameworks at both multilateral and bilateral fora. Kenya will implement measures aimed at transforming its diplomatic missions into hubs for promotion of economic diplomacy.

In the fifth objective, Public Diplomacy is a crucial tool for Kenya's engagement with global audiences to shape perceptions and foster international cooperation and collaboration. In promoting, projecting and protecting Kenya's national interests, public diplomacy plays a critical role in informing and engaging both domestic and international audiences. Kenya will seek to strengthen its global influence, and enhance its reputation and recognition by developing mutually beneficial global relations.

Under the sixth objective, Provision of Consular Services play a pivotal role in supporting Kenyan nationals living abroad. Enhancing consular services ensures that the Kenyan Diaspora have access to essential support and assistance whenever needed, fostering a sense of belonging and connection to their homeland. This Strategic Plan therefore, sets out strategies to strengthen the provision of consular services to the Kenyan Diaspora in order to foster their engagement in national development efforts and ensure their well-being while residing outside Kenya's borders.

In the seventh strategic objective of Strengthening Policy, Legal and Institutional Capacity, the State Department will enhance implementation and reporting of the current legislative and regulative policies of the Government, ensure speedy finalization and implementation of internal policies, identify areas with policy gaps and develop related enabling policies. The State Department will also make deliberate efforts to improve the working environment through the development and maintenance of its facilities, backed by a modern, reliable and secure ICT infrastructure.

The pursuit of these seven strategic objectives is geared towards the achievement of the following Strategic Goals within the Plan period: pursue Kenya's interests globally; protect Kenya's sovereignty and territorial integrity; enhance global and regional peace, security and stability; enhance economic cooperation and commercial diplomacy; strengthen public diplomacy, cultural heritage and stakeholder engagement; enhance provision of consular services; and strengthen policy, legal and institutional capacity.

The Strategic Plan will be implemented through an implementation plan that provides the actions that will be undertaken to ensure the key delivery targets are achieved.

Finally, the Plan entails a systematic approach for monitoring and reviewing the progress of implementation, including the monitoring and evaluation frameworks to be employed.

## **CHAPTER ONE: INTRODUCTION**

### **1.0 Overview**

This chapter describes the pivotal role of a Strategic Plan in driving organizational success, emphasizing the dynamic context and environment within which it is formulated. It underscores the importance of aligning with national development priorities, regional and international development frameworks, and pertinent provisions of the Constitution, such as BETA, the Kenya Vision 2030 and its MTP IV.

The chapter outlines the State Department's adoption of the value chain approach within the BETA and MTP IV frameworks. It further outlines the integration of sector-specific policies, laws, and international treaties and conventions into the Department's programs, ensuring coherence and relevance. A brief history of the State Department, its functions as per Executive Order No. 2 of 2023, legal Instruments, the Constitution and other relevant Acts of Parliament is also provided.

Finally, the chapter describes the methodological framework employed in crafting this Plan, including its inception, development, validation, and finalization stages, thereby ensuring a consultative and participatory approach to strategic planning and implementation.

### **1.1 Strategy as an Imperative for Organizational Success**

Strategic planning serves as a cornerstone within the results-based management framework, ensuring that public sector institutions meticulously define their strategic directions and make well-informed decisions regarding resource allocation to effectively implement priority policies and programs. Its significance lies in its catalytic role in driving the entire results-based management ecosystem towards achieving desired outcomes, including prudent public finance management, effective performance monitoring, citizen-centric service delivery, and integrated payroll and personnel database management. This necessitates a collective commitment from all stakeholders to fulfil the State Department's corporate objectives, which are rooted in its strategic issues. Moreover, it underscores the importance of clear, proactive, and meticulously crafted strategies to guide the State Department towards goal attainment, optimal performance levels, and the realization of its vision.

Strategic Planning encompasses the formulation, implementation, and evaluation of cross-functional decisions aimed at guiding an organization towards the attainment of its overarching objectives. It comprises a series of systematic processes designed to assess an organization's strategic landscape and chart a course for the future, with the

primary aim of enhancing performance, service delivery and governance effectiveness. These processes are centred around the development and execution of Strategic Plans, establishment of service delivery standards, creation of citizen service delivery charters, formulation of annual work plans, negotiation of performance contracts, and conducting staff performance appraisals. Together, these components form the foundation upon which organizations navigate complexities, adapt to changing environments, and strive for continuous improvement and excellence.

Strategic plans play a vital role in guiding organizations to align their strategies, activities, and budgets with the overarching national development priorities. These priorities are articulated in various strategic frameworks including the Kenya Vision 2030 and its Medium-Term Plans, the Bottom-Up Economic Transformation Agenda (BETA), the East African Community Vision 2050, the African Union Agenda 2063, the United Nations (UN) 2030 Agenda for Sustainable Development, as well as other pertinent international and regional treaties and conventions.

Strategic plans are intricately linked to the Medium-Term Expenditure Framework (MTEF) budget process, ensuring a cohesive approach to resource allocation. They are informed by national and international best practices and recognize the interdependencies between national and county government levels. Furthermore, strategic plans serve as the cornerstone for setting targets within the Performance Contracting and staff appraisal system, fostering accountability and driving organizational performance towards the achievement of shared developmental goals

### **1.1.1. State Department for Foreign Affairs inception, mandate, and growth trajectory**

The State Department for Foreign Affairs was established by Executive Order No. 2 of 2023 with the objective of advancing the country's Foreign Policy objectives while upholding constitutional values. In executing its mandate, the State Department is supported by sixty-one (61) fully-fledged diplomatic Missions, four (4) Consulates, and one (1) Liaison Office spread across the globe. The State Department also facilitates ninety-three (93) resident Foreign Diplomatic Missions, along with thirty-six (36) non-resident ones. Kenya hosts forty-eight (48) UN Agencies and one hundred and thirteen (113) Inter-Governmental and International Organizations, underlining its role as a significant player in global affairs. To enhance its effectiveness as an anchor state, the State Department aims to expand its diplomatic presence by establishing 10 new Missions, 15 Consulate Generals, 9 Honorary Consuls, and 2 Liaison Offices in the medium term.

Kenya operates in a dynamic foreign policy landscape influenced by evolving global geopolitics and regional conflicts. The nation faces growing pressure to align its strategic engagements with shifting global interests and safeguard its national security amidst regional instabilities, particularly in neighboring states and the Middle East.

In response to these challenges, Kenya must adapt its foreign relations strategy to uphold its development agenda and elevate its status as an anchor state. This entails implementing sustainable initiatives that project Kenya as a reliable partner at regional, continental, and international levels while modernizing its diplomatic infrastructure. At the regional level, Kenya must lead initiatives for peace, security, and transboundary resource management in the Great Lakes region. As an anchor state in Eastern Africa, Kenya holds significance in global affairs, serving as a diplomatic hub, a key player in peace initiatives, and the only UN headquarters in the Global South.

To navigate the complex global environment successfully, the State Department must develop strategies that ensure sustained success and transformation amid volatility and ambiguity. These strategies should deepen Kenya’s relations with longstanding partners while also fostering mutually beneficial relationships with emerging nations.

In line with these objectives, the Strategic Plan aims to strengthen friendly relations with neighboring countries, assume leadership roles in regional and Pan-African affairs, collaborate with international partners, and fulfill Kenya’s commitments to the global community through innovative and robust foreign policy initiatives.

## 1.2 The Context of Strategic Planning

This Strategic Plan is developed in consideration of national development priorities, as well as regional and international development frameworks.

### 1.2.1. United Nations 2030 Agenda for Sustainable Development

The Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. These aspirations are aligned with the Kenya Vision 2030, which the Government is actively pursuing. The State Department plays a key role in overseeing coordination and implementation of Sustainable Development Goals.

This Strategic Plan aligns with specific SDGs as summarized below:

S/No.	Goal Description	Strategic Response by SDFA
1.	<b>Goal 10.</b> “Reduce inequality within and among countries”.	The SDFA will support achievement of the SDG goal by advocating for fair trade agreements, promoting inclusive development and facilitating international cooperation to address economic disparities among countries.
2.	<b>Goal 11.</b> “Make cities and human settlements inclusive, safe, resilient and sustainable”.	The SDFA will support initiatives focusing on affordable housing and green spaces (clean cities) by facilitating partnerships for urban resilience settlements and mitigating climate change impacts.
3.	<b>Goal 14.</b> “Conserve and	The SDFA will manage treaty development, ratification and

	sustainably use the oceans, seas and marine resources for sustainable development.”	implementation of treaties that Kenya is party to in line with Treaty Making and Ratification Act, 2012 (Revised 2018).
4.	<b>Goal 13.</b> “Take urgent action to combat climate change and its impacts”	The SDFA will promote environmental diplomacy by advocating for implementation of international agreements and commitments aimed at decreasing greenhouse gas emissions and limiting global warming.

### 1.2.2. African Union Agenda 2063

The AU Agenda 2063 serves as Africa’s comprehensive roadmap for catalysing the continent's transformation into a leading global force of the future. It is Africa’s strategic framework that aims to deliver on its goal for inclusive and sustainable development towards a united and prosperous Africa.

This Strategic Plan aligns with the following key aspirations:

S/No.	Aspiration Description	Strategic Response by SDFA
1.	<b>Aspiration No.1</b> “A prosperous Africa based on inclusive growth and sustainable development”	The Strategic Plan provides an inclusive coordination framework for development and oversight of policies, legislations and national development programmes and projects towards attaining a diversified, transformed economy with sustained growth thereby stimulating economic growth and enhancing Kenya's position in the global market.
2.	<b>Aspiration No.3</b> “An Africa of good governance, democracy, respect for human rights, justice and the rule of law”	The SFDA will focus on strengthening collaboration and partnership with the continental regional and sub-regional organisations to achieve this aspiration.
3.	<b>Aspiration No.4</b> “A peaceful and secure Africa”	The SDFA will prioritise engagements with Africa nations and organizations by coordinating bilateral and multilateral relations with African countries on matters pertaining to the AU, regional peace and security.
4.	<b>Aspiration No. 7</b> “Africa as a strong, united, resilient and influential global player and partner”	The SDFA will steer the development of policy and legal frameworks to collaborate with continental peers in defining unified management of global affairs and improving common African markets such as the African Continental Free Trade Area (AfCTA).

### 1.2.3. East Africa Community Vision 2050

The EAC Vision 2050 outlines a transformative path for the East African Community, envisioning a future where per capita incomes soar ten-fold to \$10,000 by 2050, propelling the region into the upper-middle-income category. At its core, the Vision aspires to cultivate a prosperous, equitable, and peaceful region where the interests of

all citizens are effectively represented, positioning the EAC as a formidable and respected player in both regional and global arenas. Comprising six foundational pillars, the Vision articulates the following objectives: political federation; sustainable development; socio-economic transformation; peace and security; infrastructure development and environmental sustainability.

In alignment with the EAC Vision, the State Department is entrusted with the responsibility of formulating and articulating policies, programs, and projects aimed at advancing Kenya's interests within the framework of deepening integration within the EAC. Specifically, the State Department's functions are geared towards safeguarding national interests by fostering regional trade, stability, and peace. These functions encompass active participation in EAC Heads of State Summits and Sectoral Councils, contribution to policy formulation processes within the EAC, engagement in national dialogues and roundtable meetings, finalization of EAC protocols, and facilitation of depository of instruments with the EAC Secretary-General.

By actively engaging in these processes, the State Department plays a pivotal role in promoting Kenya's strategic objectives within the EAC, fostering cooperation, and contributing to the realization of the shared aspirations outlined in the EAC Vision 2050.

#### **1.2.4. Constitution of Kenya 2010**

The Fourth Schedule of the Constitution of Kenya 2010 identifies Foreign Affairs and Foreign Policy as a function of the National Government. In adherence to its constitutional mandate, the State Department remains committed to transparent governance practices and accountability measures. To uphold this commitment, the State Department will continue its efforts by publishing Presidential Annual Reports, detailing the progress made in fulfilling the international obligations of the Republic of Kenya. Additionally, it will submit the Cabinet Secretary's Annual Report to the National Assembly, providing comprehensive insights into treaties ratified by Kenya.

Moreover, the State Department will offer technical expertise throughout the negotiation process, encompassing training initiatives and the drafting of Convention instruments in alignment with the Treaty Making and Ratification Act, 2012 (Rev. 2018). To bolster capacity-building efforts, the Department will conduct training sessions for focal points within Government Ministries, Departments and Agencies (MDAs) on the Law of Treaties.

Recognizing the importance of coordinated efforts, the State Department will establish a cooperation framework, engaging representatives and focal points from all MDAs. This initiative aims to ensure the seamless monitoring and reporting of Kenya's Multilateral and Bilateral Agreements and International Commitments, promoting efficiency and effectiveness in implementation. Furthermore, the State Department extends technical



support to various County Governments in matters related to foreign affairs, fostering collaboration and harmonizing efforts across all levels of governance.

Through these initiatives, the State Department remains dedicated to upholding Kenya's international obligations, fostering collaboration, and enhancing capacity-building initiatives to navigate the complexities of foreign affairs effectively.

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

Kenya's development trajectory is currently shaped by the Kenya Vision 2030 alongside its five-year medium-term plans, in addition to the Government's Bottom-up Economic Transformation Agenda (BETA) immediate priorities and actions. In response, the State Department is committed to elevating Kenya's Anchor State Status, as a reliable and influential actor on regional, continental, and international platforms. To achieve this, the State Department is committed to strengthening foreign relations, expanding Kenya's presence in international organizations, fostering international cooperation, and championing initiatives for peace and security. Additionally, the State Department is working towards promoting Nairobi as a global diplomatic hub.

The State Department is also committed to improve and modernize its diplomatic infrastructure. This initiative encompasses branding and upgrading government-owned properties in diplomatic missions abroad, establishing a Diplomatic Enclave, and enhancing ICT infrastructure to facilitate real-time and secure communications. Furthermore, upgrade of the Treaty Database including development of a dashboard of cooperation frameworks and the enhancement of diplomatic and consular services are prioritized to ensure efficient and modernized diplomatic operations.

In line with the country's economic goals, the State Department seeks to transform Kenya Missions abroad into economic and commercial diplomacy hubs. These will serve as catalysts for unlocking the full potential of Kenya's commercial and trade relations, particularly focusing on the pillars of BETA namely: Agricultural Transformation, Micro, Small, and Medium Enterprise (MSME) Economy, Healthcare, Housing and Settlement, and Digital Superhighway and Creative Industry. Kenya aims to drive sustainable economic growth and prosperity both domestically and internationally by fostering robust economic cooperation among nations and regions.

### 1.2.6 Sector Policies and Laws.

The operations of the State Department are governed by a comprehensive framework of policies, regulations, and legislations that uphold the principles of good governance, efficiency, and effectiveness. These key documents include:

S/No.	Document Name	Purpose
1.	Constitution of Kenya, 2010	The supreme law of the land, which identifies Foreign Affairs and Foreign Policy as functions of the National Government, providing the foundational framework for the State Department's mandate.
2.	Foreign Service Act, 2021	Enacted to establish the Foreign Service of the Republic of Kenya, facilitating the management of the Service and the establishment of the Foreign Service Academy.
3.	Public Service Commission Act, 2017	Governs matters related to the Public Service Commission, ensuring proper administration and oversight of public sector personnel.
4.	Treaty Making and Ratifications Act, 2012	Provides guidelines and procedures for the making and ratification of treaties, ensuring compliance with international obligations.
5.	Kenya Foreign Policy, 2014	Outlines Kenya's foreign policy objectives, priorities, and strategies in engaging with the international community.
6.	Administrative Rules Governing the Service of Kenya Missions, July 2022	Establishes administrative rules for Kenya Missions and their staff, facilitating smooth operations and coordination.
7.	Executive Order No. 2 of 2023	Organizes the Government of the Republic of Kenya, delineating functions and responsibilities, including those of the State Department.
8.	Human Resource Policies and Procedure Manuals, May 2016	Guides the administration of State Department staff, supporting capacity development and career progression.
9.	Vienna Convention on Diplomatic Relations, 1961; Vienna Convention on Consular Relations, 1963	Provide guidelines on privileges, immunities, and reciprocal treatment of diplomats and consular officials.
10.	Public Service (Performance Contracting) Regulations, 2021	Facilitates the preparation of strategic plans, performance contracts, and work plans, enhancing performance management within the State Department.
11.	Kenya Vision 2030; Bottom-Up Economic Transformation Agenda (BETA) 2022 — 2027; Fourth Medium Term Plan (MTP IV) 2023 - 2027 and its Sector Plans	Provide overarching development frameworks that guide Kenya's national development agenda, aligning with the State Department's objectives.
12.	Circulars and Directives	Issued from time to time, these provide further guidance and directives on specific matters relevant to the operations of the State Department

Collectively, these policy and legal documents form the cornerstone of the State Department's operations, ensuring adherence to legal requirements, fostering efficiency, and advancing Kenya's strategic interests both domestically and internationally.

### **1.3. History of the Ministry of Foreign Affairs**

The Ministry of Foreign Affairs traces its origins back to the year 1963, following Kenya's attainment of independence, when it was initially established as the External Affairs Department under the Office of the Prime Minister. Subsequently, in 1964, it underwent a transformation and was renamed the Ministry of State for Foreign Affairs, operating under the auspices of the Office of the President.

A significant milestone occurred in 1969 when the Department transitioned into a fully-fledged Ministry, comprising three distinct divisions: Political/Economic, Protocol, and Administration. This structural enhancement marked a pivotal moment in the Ministry's evolution.

In the year 2023, recognizing the evolving dynamics of global diplomacy and the growing importance of Diaspora engagement, the Ministry underwent a strategic restructuring, leading to the establishment of two distinct State Departments: the State Department for Foreign Affairs and the State Department for Diaspora Affairs. Currently, the State Department is under the Office of the Prime Cabinet Secretary and Ministry of Foreign and Diaspora Affairs.

In its relentless pursuit of establishing a robust diplomatic presence worldwide, the Government embarked on a proactive initiative by setting up Diplomatic Missions in key locations globally. Initially, these Embassies were established in prominent cities such as London, Moscow, Bonn, Peking (now Beijing), Cairo, and Washington/New York (UN), among others. Over time, additional Embassies were established, including Addis Ababa, Lusaka, New Delhi, and Tokyo, starting from 1969. Subsequently, from 1978 onwards, the Ministry continued to expand its global footprint, establishing more Embassies across diverse regions.

Presently, the State Department oversees the management of a comprehensive network comprising 61 fully-fledged Missions with multiple accreditations, complemented by 4 Consulates, 1 Liaison office, and 30 Honorary Consulates strategically distributed across the globe.

Moreover, the State Department plays a pivotal role in facilitating diplomatic relations, as it serves as the host to ninety-three (93) resident Foreign Diplomatic Missions, and thirty-six (36) non-resident Diplomatic Missions. Additionally, Kenya is home to forty-eight (48) UN Agencies and hosts one hundred and thirteen (113) Inter-Governmental

and International Organizations, further underscoring the country's commitment to global cooperation and diplomacy.

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

The development of this Strategic Plan commenced with the receipt of guidelines from the State Department for Economic Planning. Under the directive of the Principal Secretary, a senior staff meeting was convened to articulate the strategic direction and trajectory expected of the State Department.

To operationalize the process, a Technical Committee was formed by the Principal Secretary, tasked with developing an action plan aligned with the provided guidelines. Internal directives were subsequently issued to departments within the State Department and Kenya Missions abroad to provide the requisite information as per the guidelines. Simultaneously, the State Department actively engaged in the preparation of the Fourth Medium Term Plan (MTP IV) at the national level, reflecting its commitment to synchronized planning efforts.

A comprehensive review of previous strategic plans was conducted, documenting achievements, challenges, lessons learned, and emerging issues. Inputs from all Departments and Missions were collated by the Central Planning and Project Monitoring Department, serving as the Secretariat to the Strategic Plan Preparation Technical Committee, to draft the initial plan. The resultant draft integrated priority areas outlined in the MTP IV for the State Department. Subsequently, stakeholders were invited to a retreat in Mombasa, where the draft underwent thorough discussion and refinement, resulting in the development of the first draft. The State Department further held a retreat bringing together all the Heads of Directorate, Department and Division to validate the Plan.

The initial draft was circulated to all stakeholders for feedback and comments, which were duly incorporated to finalize the Plan. Concurrently, revised guidelines were issued by the State Department of Planning, necessitating adjustments to align the plan accordingly. Stakeholders were once again engaged for final comments before the plan was concluded. Lastly, the plan underwent review by the State Department for Planning to solicit additional inputs and comments before being submitted to the Cabinet Secretary for endorsement. Following approval, the plan underwent printing and dissemination.

It is noteworthy that the entire development process was executed in-house by dedicated State Department staff, underscoring the department's commitment to self-reliance and strategic foresight.

## **CHAPTER TWO: STRATEGIC DIRECTION**

This chapter highlights the State Department's Mandate, Vision Statement, Mission Statement, Strategic Goals, Core values and quality Policy Statement.

### **2.1 Mandate**

The mandate of the State Department for Foreign Affairs as drawn from the Executive Order No. 2 of 2023 is to lead in the execution of the nation's Foreign Policy and advise the Presidency on regional, continental and global affairs, with the following functions and responsibilities: -

1. Management of Kenya's Foreign Policy;
2. Projection, Promotion and Protection of Kenya's Interest and Image globally;
3. Management of Kenya's Missions, Embassies and High Commissions Abroad;
4. Co-ordinating Regional Peace Initiatives;
5. Ratifications/Accession to, Depository and Custodian of all International Treaties, Agreements and Conventions where Kenya is a Party;
6. Co-ordinations of Matters Relating to IGAD and Association of Regional Cooperation (ARC);
7. Liaising and Co-ordinating with World Trade Bodies and UN Agencies;
8. Promotion of Nairobi as a Hub for Multilateral Diplomacy;
9. Lobbying for Kenya Candidature in the International Governance System;
10. Liaison with the Ministry of Labour in the implementation of the Labour Migration Policy;
11. Through Kenya's Missions abroad, support the State Department for Diaspora Affairs in harnessing Kenya's Diaspora for national development;
12. Negotiation and Conclusion of Headquarters and Host Country Agreements with International Organizations and Agencies;
13. Liaison with International and Regional Organizations;
14. Liaison with Foreign Missions in Kenya;
15. Administration of Diplomatic Privileges and Immunities;
16. Co-ordination of State and Official Visits;
17. Protocol and State Courtesy;
18. Provision of Consular Services;
19. Management of Joint Commissions with other Countries;
20. Management of Bilateral and Multilateral Relations; and
21. Official Communications on Global Foreign Relations.

### **2.2 Vision Statement**

A peaceful, prosperous, and globally competitive Kenya

## 2.3 Mission Statement

To project, promote and protect Kenya's interests and image globally through innovative diplomacy, and contribute towards a just, peaceful and equitable world.

## 2.4 Strategic Goals

- (i) Pursue Kenya's interests globally;
- (ii) Protect Kenya's sovereignty and territorial integrity;
- (iii) Enhance global and regional peace, security and stability;
- (iv) Enhance economic cooperation, international trade and investment;
- (v) Strengthen public diplomacy, cultural heritage and stakeholder engagement;
- (vi) Enhance provision of consular services; and
- (vii) Strengthen policy, legal and institutional capacity.

## 2.5 Core Values

In its administration and implementation of its programmes, and in the course of service delivery, the State Department pledges unwavering allegiance to both the letter and spirit of the national values and principles as provided for in Article 10(2) and Article 232 of the Constitution. These principles serve as guiding beacons, shaping the Department's attitude, actions, and conduct in the following manner:

S/No.	Core Value	Explanation
1.	<b>Patriotism</b>	Leveraging its staff, customer base, and diplomatic networks both domestically and internationally, the State Department, is committed to actively fostering, advocating, and embodying love, loyalty, and dedication to its beloved nation, Kenya. This dedication is demonstrated through conscientious tax compliance, vigilant protection of national interests and resources, diligent efforts aimed at advancing Kenya's development, nurturing its brand, and steadfastly safeguarding its integrity and sovereignty.
2.	<b>National Unity</b>	The State Department will actualize the clarion call of "One Kenya, One People, One Destiny" by upholding Kenya's shared values, vision, purpose and aspirations irrespective of the ethnic, cultural, economic, religious or any other super visual status in a unitary state. While celebrating diversity, the department is dedicated to fostering a spirit of collaboration and teamwork, essential for addressing the challenges that confront the nation as a whole.
3.	<b>Rule of Law</b>	The State Department will observe the rule of law in all its undertakings for an orderly society.
4.	<b>Non-discrimination</b>	The State Department is committed to providing services and caring for all persons without prejudice or bias.
5.	<b>Integrity</b>	The State Department will champion integrity by steadfastly adhering to virtuous moral and ethical principles, including honesty, truthfulness, consistency, and moral character, both in private and public spheres. It commits to unwavering consistency in upholding what is right.

<b>6.</b>	<b>Transparency and Accountability</b>	The State Department is dedicated to upholding transparency and accountability by proactively sharing information and operating in an open manner. It willingly subjects itself to scrutiny and acknowledges responsibility for its actions, conduct, and management of resources.
<b>7.</b>	<b>Sustainable Development</b>	In its programs, operations, and networks, the State Department is committed to supporting and facilitating a pattern of resource use that meets the needs of the present without jeopardizing the ability of future generations to meet their own needs.
<b>8.</b>	<b>Good Governance</b>	The State Department will purposefully cultivate and oversee systems and structures designed to regulate the exercise of power and authority, holding individuals accountable. It will ensure judicious management of institutions and resources by those entrusted with overseeing them, fostering accountability and transparency in governance.
<b>9.</b>	<b>Social Justice</b>	The State Department is committed to embodying the ethos of "Huduma Bora Ni Haki Yako" by guaranteeing fairness in service delivery, opportunities, and privileges for all individuals.
<b>10.</b>	<b>Inclusiveness</b>	The State Department is dedicated to fostering inclusivity by providing all its customers, staff, and stakeholders with the opportunity to participate in its activities, including decision-making processes that directly impact their lives.
<b>11.</b>	<b>Professionalism</b>	The State Department is dedicated to developing a professional staff that is adequately skilled to facilitate efficient execution of its mandate.
<b>12.</b>	<b>Innovativeness</b>	The State Department will promote creativity and agility in operations for effective and efficient service delivery.

## 2.6 Quality Policy Statement

At the State Department for Foreign Affairs, we are steadfast in our commitment to excellence and quality in all facets of our operations. We pledge to uphold the highest standards of professionalism, integrity, and efficiency in our diplomatic endeavors and services to the clients.

We are dedicated to:

1. Delivering timely and accurate diplomatic services that promote Kenya's interests and strengthen international relations.
2. Providing effective support and assistance to Kenyan nationals living abroad, ensuring their welfare and protection.
3. Fostering collaboration and partnerships with other nations and international organizations to address global challenges and opportunities.
4. Embracing innovation and continuous improvement in our processes to enhance service delivery and responsiveness.
5. Ensuring transparency, accountability, and ethical conduct in all our interactions and decision-making processes.

Through these commitments, we strive to build trust, inspire confidence, and make meaningful contributions to Kenya's standing on the global stage and the well-being of its citizens.

## CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSES

### 3.0 Overview

This section provides an overview of the situation and stakeholder analyses. 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 Situational 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
<b>Political</b>	Foreign policy dynamics	Kenya operates in a dynamic foreign policy environment influenced by global geopolitics, requiring strategic alignment at bilateral, regional, and multilateral levels.
	The Constitution of Kenya	The creation of the National and County Governments has widened the mandate of the Ministry to engage with the latter on trade, training and other relevant areas.
	Membership to regional and international organizations	Kenya is a member of regional and international organizations which shape Kenya's political space and influence the country's day to day actions based on the organizations' protocols and principles. Developments in these organizations continue to impact on the implementation of this strategic plan.
	Regional peace, security and stability and International crime	Regional peace, security and stability are key to Kenya's development agenda. Kenya is situated within the conflict prone region of the Great Lakes and Horn of Africa. The spill over effects of instability in the region affects Kenya in many ways such as influx of refugees, proliferation of small arms and light weapons thereby escalating the security situation in the country. International crimes such as terrorism, piracy, cybercrime among others affect the operations of the country. The on-going efforts to fight terrorism and to stabilize Kenya's neighbouring governments such as Somalia and South Sudan are



		positive developments for Kenya's overall prosperity.
	Regional and International conflicts	Existing regional and international conflicts posing national security challenges to Kenya.
<b>Economic</b>	Financial Resources	Budgetary constraints could lead to low level of implementation of planned activities
	Globalization	Globalization presents both opportunities and threats for Kenya. As part of a global village, Kenya can benefit from the global economic opportunities. However, the nation needs to be conscious that it is equally susceptible to the global dynamics like international business trends and competition.
	Regional and international Economic cooperation	<ul style="list-style-type: none"> <li>• Concerted efforts have been made by countries to form regional and economic blocs to maximize on economic benefits. These blocs include EAC, COMESA, and EU among others. These blocs have the potential to significantly impact on the economy either positively or negatively through expansion of markets for goods and services and flow of the same or dumping of substandard goods or creating trade imbalances.</li> <li>• The proposal to merge COMESA, EAC and SADC will expand the free trade area to cover more than 527 million people with a combined estimated gross domestic product of about \$624 billion. This will indeed boost Intra-Africa trade.</li> </ul>
	Shifting economic interests	Economic interests for countries are dynamic and vary in accordance with changes in the international economic arena. Many countries have multiple memberships in the economic blocs and developments in each of them trigger realignment of strategic cooperation and shifting economic relations which could significantly affect the cooperation and the benefits. It is envisaged that Tripartite FTA (EAC, COMESA, and SADC) will establish a larger market and addresses the challenges of overlapping membership. The AfCFTA present another framework resolution.
	Major Regional Trading Agreements (MRTAs)	Kenya faces considerable modifications in the world trade landscape due to the envisaged MRTAs such as US-EU TTC, IPEF, and RCEP, impacting multilateral trading systems and negotiations.
	Exchange rate fluctuations	Fluctuation in foreign exchange affects remittances
	Unemployment and inequality	Despite economic initiatives, unemployment and inequality persist, along with challenges like over-reliance on traditional markets, narrow exports basket, inadequate infrastructure, and high energy costs.
	Cultural diplomacy	Cultural diplomacy can promote economic benefits and positive relations, leveraging Kenya's diverse cultures and heritage.
<b>Social</b>	Political instability	Eastern Africa faces political instability, cross-border disagreements, and protracted conflicts, hindering regional development.
	Culture	Culture can be used to promote friendship and mutual understanding among peoples of different countries as well as to promote positive economic and trade relations. Encouraging patenting of some of Kenya's cultural products for example <i>Kiondo</i> is one way of promoting and safeguarding Kenya's heritage. Kenyans in the Diaspora can equally position themselves to draw gains from culture.
	Population growth	Population growth rate in the world and age distribution among others are factors that will determine the way the country will engage other

		countries across the globe. Kenya stands to reap demographic dividend from its predominantly young population since it is skilled and can be employable at a cost that makes our products and services globally competitive
	Unemployment and poverty levels	The unemployment levels especially amongst the youth and overall poverty pose a threat to stable development of the country. The idle and poor population is at risk to engage in illegal and criminal activities and is also prone to human trafficking in the guise of looking for jobs abroad where they end up stranded and distressed requiring the intervention of the Ministry.
	Human capital capacity	Challenges include inadequate human capital capacity, low technological and infrastructural investment, and underdeveloped industrial and service sectors.
<b>Technological</b>	Cybercrime and tech-related crimes	Kenya grapples with cybercrime and technology-related crimes, which may pose barriers to trade and require monitoring of global tech developments.
	Environmental technology	Technological advancements and environmental policies play roles in Kenya's response to global warming and climate change, aiming for sustainable development.
	Digitalization of Consular services	Digitalization of consular services is key in enhancing provision of consular services
	Technological advancements	Technological advancements impact global trade and communication but also present challenges such as technology-related crimes and trade barriers.
<b>Environmental</b>	Environmental conservation programs	<ul style="list-style-type: none"> <li>• The presence of UNEP and consequently the UN Environment Assembly headquarters in Nairobi the world's highest-level decision-making body on the environment presents an opportunity for Kenya to take up an influential role in environmental conservation matters.</li> <li>• The green economy has been proposed as a means for catalysing renewed national policy development and international cooperation and support for sustainable development. The push for a greener economy has been further entrenched in the SDGs</li> </ul>
	Climate change and global warming	<ul style="list-style-type: none"> <li>• Global warming and adverse climate have negatively affected Kenya's productive sectors. There is need to enhance capacity for environmental policy planning to mitigate the effects</li> <li>• Kenya faces adverse effects from global warming and climate change, affecting productive sectors and necessitating enhanced environmental policy planning.</li> </ul>
	Green economy initiatives	The push for a greener economy aligns with sustainable development goals and offers opportunities for policy development and international cooperation.
	UN HABITAT	The presence of the UN HABITAT in Nairobi presents opportunities for Kenya's influential role in framing the global urbanization agenda, developing norms and standards related to sustainable urbanization and human settlements.
<b>Legal</b>	Treaty domestication delays	Delays in domesticating treaties affect the realization of intended impacts, while legal frameworks for engagement with county governments influence the State Department's activities.

	Legislation and policy framework	<p>The constitution expanded the Ministry’s mandate and today it works to support the relevant activities of various county governments when required. However, the lack of legislation or framework to guide the engagement of county governments with the Ministry has a bearing on the extent to which the Ministry can engage with them. The Foreign Service Act 2021 and the Kenya Foreign Policy will impact on the manner this plan will be implemented.</p> <p>The development and adoption of international laws will also impact positively or negatively on how the plan will be implemented. Specifically, the proposed reforms under ICC will have some impact on the Kenya’s foreign policy.</p>
	International law enforcement	International and transnational crimes challenge Kenya's stability, necessitating diplomatic collaboration and efforts to combat them.
<b>Ethical</b>	Respect for Sovereignty and International Law	The State Department will avoid engaging in activities that violate the sovereignty of other nations or disregard international legal frameworks.
	Transparency and Accountability	Transparency in decision-making processes and accountability for actions taken should be emphasized by providing clear and accurate information to stakeholders, ensuring fairness and avoiding conflicts of interest.
	Fairness and Equity	Issues of fairness and equity in all aspects of the State Department’s operations need to be continually addressed. This involves treating employees, customers, suppliers, and other stakeholders with fairness and respect, and avoiding discrimination or favouritism.
	Ethical Leadership	Ethical leadership and behaviour should be promoted at all levels of the State Department. This includes fostering a culture of integrity, providing ethical training and guidance to employees, and holding leaders accountable for their actions.
	Privacy and Data Protection	As organizations collect and use large amounts of data, it is crucial to prioritize the privacy and protection of personal information. In this regard, data security measures, compliance with relevant regulations, and responsible data handling practices should be addressed.
	Conflict Resolution and Peacekeeping	Kenya’s effort in conflict resolution, peacekeeping, and peacebuilding initiatives should be done ethically and aimed at promoting peace and stability in the region and globally.

### 3.1.1.2 Micro-environment

The micro-environment analysis looks at the fundamental factors within the immediate operating environment that exert influence over the optimal functioning and execution of the State Department’s mandate. Key among them include delayed Exchequer Releases, which have limited the State Department’s ability to implement its programs within the planned timelines. Many of the State Department’s programs and activities are largely dictated by external calendars and schedules, while project contracts are implemented under foreign laws and regulations, some of which are very strict. Therefore, payment delays have far-reaching implications. Additionally, late receipt of

exchequer funds leads to low budget absorption and huge pending bills in the State Department.

The introduction of e-Citizen as a platform for collecting immigration and other consular fees in Missions and direct remittance of the collections to the National Treasury Account has resulted in a decrease in the amount of AIA collected in Missions. Consequently, Missions are unable to meet their obligations as they do not receive an equivalent exchequer amount to supplement Exchequer Provision. Foreign Exchange Losses also pose a challenge as the State Department’s Budget is formulated in Kenya Shillings, while the spending units utilize currencies in the host Countries. In transferring the funds to the Missions, multiple transactions are conducted, leading to significant foreign exchange losses that reduce the actual amounts available for spending.

Further, the incompatibility of the Public Procurement and Assets Disposal Act, 2015 with procurement procedures and practices in foreign countries affects the implementation of capital projects in Kenya’s foreign missions. Areas of incompatibility include different procurement practices in host countries, varied financial years, high advertisement costs, non-recognition of Kenya’s contractual documents in other countries, as well as requirements for advance payments for construction and maintenance. In some countries, quotations/tenders are submitted in a foreign language, and inconsistencies in the translation cause delays in procurement, leading to slow absorption of allocated funds.

Finally, delays or lack of feedback from MDAs regarding Kenya's position on major matters of national importance result in the inability of the State Department to articulate Kenya’s position in international fora.

**3.1.2 Summary of Opportunities and Threats**

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

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

Environmental factor	Opportunities	Threats
Political	<ul style="list-style-type: none"> <li>• Kenya’s strong diplomatic presence across the globe</li> <li>• The presence of Diplomatic Missions, UN Agencies and Inter-Governmental and International Organizations hosted in Kenya.</li> <li>• Implementation of Sustainable Development Goals (SDGs) Goal 17 - Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.</li> </ul>	<ul style="list-style-type: none"> <li>• Regional insecurity and instability, international crime and porous borders;</li> <li>• Delays in domestication of treaties;</li> <li>• Limited stakeholder knowledge on Kenya’s Foreign Policy;</li> <li>• Political dynamics in the country;</li> <li>• Fluid diplomatic environment, emergence of new geopolitical</li> </ul>

Environmental factor	Opportunities	Threats
	<ul style="list-style-type: none"> <li>• Political stability and goodwill in Kenya;</li> <li>• Membership to regional, continental and international organizations</li> <li>• Evolving strategic geo-political situation;</li> <li>• UN headquarters in Nairobi</li> <li>• Existence of bilateral and multilateral cooperation frameworks;</li> <li>• Deepened democratization</li> <li>• Harmonized EAC protocols with national legislation.</li> </ul>	<p>landscape and alignments which have distorted global economic order, nearshoring, friend shoring and development of economic blocks.</p> <ul style="list-style-type: none"> <li>• Differences in host country and Kenyan laws across foreign jurisdictions where Kenyans reside;</li> <li>• Emergence of new geopolitical landscape and alignments which have distorted global economic order, nearshoring and friend shoring among others.</li> </ul>
Economic	<ul style="list-style-type: none"> <li>• The proposed merger of economic blocks such as COMESA, EAC and SADC to Tripartite Free Trade Area (TFTA) will expand the free trade area;</li> <li>• Large population of young and skilled Kenyans;</li> <li>• Evolving status of Nairobi as a hub of multilateral diplomacy;</li> <li>• Deepening regional integrations;</li> <li>• Vibrant private sector;</li> <li>• Regional &amp; international markets for Kenyan products and services;</li> <li>• Availability of Innovative ways of funding such as Public Private Partnerships in development or redevelopment of the diplomatic infrastructure properties;</li> </ul>	<ul style="list-style-type: none"> <li>• Globalization and fragmentation of economies and emergence of nationalistic tendencies.</li> <li>• Multiple memberships in the economic blocs and realignment of strategic cooperation and shifting economic relations.</li> <li>• Cybercrime; International and transnational Crime (terrorism, piracy, money laundering, human trafficking).</li> <li>• Low competitiveness Kenyan products and services and over reliance on traditional exports.</li> <li>• Effects of globalisation – unfair competition, dumping, change in foreign policy objectives of major international players.</li> </ul>
Social	<ul style="list-style-type: none"> <li>• Kenya’s diverse and rich cultures that can be tapped to increase the economic benefits</li> <li>• Unique cultures and heritage (game parks, culture, artefacts, sports);</li> <li>• Education Scholarships and training opportunities</li> <li>• Kenya demographic dividend from its predominantly young and skilled population that can be employable at a cost that makes our products and services globally competitive</li> <li>• Implementation of Sustainable Development Goals (SDGs) targets Goal 11 - Make cities and human settlements inclusive, safe, resilient and sustainable;</li> </ul>	<ul style="list-style-type: none"> <li>• High unemployment and poverty levels</li> <li>• Illegal and criminal activities such as human trafficking.</li> </ul>
Technological	<ul style="list-style-type: none"> <li>• Tremendous technological development in information and communications technology which has reduced the world into a global village.</li> <li>• Potential of social media platforms in</li> </ul>	<ul style="list-style-type: none"> <li>• Technology related crimes remain a challenge in the usage of electronic mode of communication.</li> <li>• Technology is likely to become a barrier to trade. Kenya needs to</li> </ul>

Environmental factor	Opportunities	Threats
	<p>diplomatic engagements, public diplomacy and crisis response</p> <ul style="list-style-type: none"> <li>• Technological Advancements such as artificial intelligence (AI) and automation.</li> </ul>	<p>monitor the ongoing tech war among the world super powers.</p> <ul style="list-style-type: none"> <li>• Cybersecurity and Espionage: Cyber threats and espionage have grown to be serious problems. Issues such as cyber-attacks and disinformation campaigns can have profound impacts on international relations.</li> <li>• Inadequate frameworks to guard against negative effects of rapid technological advancements like artificial intelligence (AI)</li> </ul>
Legal	<ul style="list-style-type: none"> <li>• Expanded Ministry’s mandate following enactment of the Constitution of Kenya, 2010.</li> <li>• Operationalization of the Foreign Service Act, 2021</li> <li>• Strengthening the State Department’s Policy, Legal and Institutional Capacity to effectively deliver its mandate</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of legislation or framework to guide the engagement of County Governments with the State Department has a bearing on the extent of engagement.</li> </ul>
Ecological	<ul style="list-style-type: none"> <li>• Implementation of The Sustainable Development Goals (SDGs) targets Goal 14 - Conserve and sustainably use the oceans, seas and marine resources for sustainable development; Goal 13 - Take urgent action to combat climate change and its impacts;</li> <li>• Enhancing capacity for environmental policy planning to mitigate the global warming effects</li> <li>• The presence of UN Environment Assembly headquarters in Nairobi the world's highest-level decision-making body on the environment presents an opportunity for Kenya to take up an influential role in environmental conservation matters.</li> <li>• Adoption of the green economy a means for catalysing renewed national policy development and international cooperation and support for sustainable development.</li> <li>• The push for a greener economy has been further entrenched in the SDGs</li> </ul>	<ul style="list-style-type: none"> <li>• Global warming and adverse climate have negatively affected Kenya’s productive sectors.</li> <li>• Low capacity for environmental policy planning to mitigate the effects</li> </ul>

**3.1.3 Internal Environment**

**3.1.3.1 Governance and Administrative Structures of the State Department for Foreign Affairs**

For the successful implementation of this strategic plan, the State Department for Foreign Affairs has been reorganized to establish operational relations within the

hierarchy, optimizing human resource skills and competencies. Specifically, the State Department has been organized into three (3) Directorates, nineteen (19) Departments, fifty-three (53) Divisions, and sixty-six (66) Missions as outlined below. The three (3) Directorates are: Political and Diplomatic Affairs; Protocol; and Foreign Service Administration for Missions. The Foreign Service Academy will be operationalized into a Semi-Autonomous Government Agency.

The structure also retains the Office of the Chef de Cabinet charged with the management of the office of the Cabinet Secretary and the Chief Administrative Secretary. The functions of the Directorates, Departments, Divisions, and Kenya Missions are as follows:

## Political and Diplomatic Affairs Directorate

### a. Multilateral Affairs Department

S/No.	Division	Responsibility
1.	<b>UN and Other International Organizations Division</b>	Co-coordinating development of Kenya's position and participation in meetings of the United Nations, its agencies and other multilateral institutions; the activities of the UN Host Country Liaison Committee; and multilateral engagement with Kenya Missions to the UN in New York, Geneva, Vienna, Rome and Nairobi; and facilitates engagements on sustainable development at International level.
2.	<b>Environment and Climate Division</b>	Coordinating and facilitating multilateral engagements on environmental matters and promotion of global environmental governance. It also liaises with relevant MDAs and UN Food Agencies on following up all environmental issues including the three planetary crises of climate change, nature and biodiversity loss, pollution and waste.
3.	<b>International Candidatures and Strategic Placement Division</b>	Lobbying for Kenya and/ or Kenyan candidatures for positions in the United Nations and its agencies and other international organizations; facilitating attachments/internships programmes for Foreign Service officers in international organizations; disseminating International job vacancies to Kenyans; preparing and keeping updated database (matrix) on information concerning candidatures and support from foreign countries; facilitating secondment of civil servants to international organization and re-integration upon completion of tour of duty/ contract and accreditations and recognition of Kenya qualifications and professional bodies by relevant international bodies.
4.	<b>International Peace and Security Division</b>	Coordinating IGAD led peace initiatives; facilitation of EAC-Led Peace Processes, including in Eastern Region and Great Lakes Region; facilitation of peace processes in Ethiopia, Somalia, South Sudan, Sudan, and participate in preventive measures; facilitation of regional communities' sectoral councils on interstate security and Cooperation in Defence in EAC, ICGLR, COMESA. It also facilitates participation at the UN Security Council and other UN related bodies on matters of Peace and Security; follows up on global conflict resolutions; facilitate intervention on cyber & technology crimes and intervention on global maritime security issues; follows up on transnational criminal activities in liaison with MDAs; and participates in counter-terrorism related programs in liaison with MDAs.

## b. Africa Department

S/No.	Division	Africa	Responsibility
1.	<b>Northern Division</b>	<b>Africa</b>	Coordination of bilateral relations with countries in Northern Africa, including joint border commissions and joint commissions for co-operation; Analysis of emerging issues within Northern Africa region and their impact on Kenya's Foreign Policy; preparation of political briefs, reports and statements; and coordination of bilateral activities of the Kenya diplomatic Missions within the Northern African countries
2.	<b>Western Division</b>	<b>Africa</b>	Coordinates the formulation/ preparations of Kenya's position on engagements with countries in Western Africa and bilateral relations with countries in Western Africa, including joint border commissions and joint commissions for co-operation; prepares briefs, statements, talking points; analyses emerging issues within Western Africa region and their impact on Kenya's Foreign Policy and coordinates bilateral activities of the Kenya diplomatic Missions within the Western African countries.
3.	<b>Southern Division</b>	<b>Africa</b>	Conducts research, drafts, review and regularly updates briefs on Kenya's relations with countries in Southern Africa; prepares talking points, statements, messages and reports of meetings and follow-up with countries within Southern Africa; coordinates the formulation/ preparations of Kenya's position on engagements with countries in Southern Africa and bilateral relations with countries in Southern Africa, including joint border commissions and joint commissions for co-operation. It also analyses emerging issues within Southern Africa region and their impact on Kenya's Foreign Policy; prepares political briefs, reports and statements; and coordinate bilateral activities of the Kenya diplomatic Missions within the Southern African countries.
4.	<b>Eastern Division</b>	<b>Africa</b>	Management of Joint Commissions for Cooperation and Joint Boarder Commissions with East African Countries; conducting research, drafting, reviewing and regularly updating briefs on Kenya's relations with countries in Eastern Africa; preparations of talking points, statements, Interventions, messages and reports of meetings and follow-up with countries within Eastern Africa; coordination of the formulation/ preparations of Kenya's position on engagements with countries in Eastern Africa; coordination of bilateral relations with countries in Eastern Africa, including joint border commissions and joint commissions for co-operation; analysis of emerging issues within Eastern Africa region and their impact on Kenya's Foreign Policy; preparation of political briefs, reports and statements; and coordination of bilateral activities of the Kenya diplomatic Missions within the Eastern African countries.
5.	<b>Central Division</b>	<b>Africa</b>	Conducting research, drafting, reviewing and regularly updating briefs on Kenya's relations with countries in Central Africa; preparations of talking points, statements, Interventions, messages and reports of meetings and follow-up with countries within Central Africa; coordination of the formulation/ preparations of Kenya's position on engagements with countries in Central Africa; coordination of bilateral relations with countries in Central Africa, including joint border commissions and joint commissions for co-operation; analysis of emerging issues within Central Africa region and their impact on Kenya's Foreign Policy; preparation of political briefs, reports and statements; and coordination of bilateral activities of the Kenya diplomatic Missions within the Central African countries.



### c. African Union, Regional & Continental Organizations Department

S/No.	Division	Responsibility
1.	<b>AU &amp; Regional Economic Communities (RECs)- Division</b>	Processing and transmission of correspondences from the African Union Commission, its organs and various departments to relevant Ministries, Departments and Agencies in Kenya as well as follow-ups and timely updates on the same; facilitation and participation in the AU Ordinary and Extra-ordinary Sessions; facilitation negotiations and lobbying for the endorsement of Kenya and/ or Kenyan Candidatures for available positions in the AU and international positions; processing and transmission of official correspondences; facilitating liaison services with AU and RECs; facilitation and coordination of negotiations and follow up on issues of interest to Kenya within AU and RECs; and consultation and provision of advice on common Kenyan positions on issues of interest in the AU and RECs.
2.	<b>Continental Organizations Division</b>	Responsible for liaison with Economic Social and Cultural Council (ECOSOCC; African Union Development Agency (AUDA NEPAD); Pan African Institute for Education for Development (IPED)/African observatory for Education; International Centre for Girls' and Women's Education in Africa (CIEFFA); Scientific, Technical and Research Commission (STRC); African Scientific Research and Innovation Council (ASRIC); African Observatory of Science, Technology and Innovation (AOSTI); AU Institute for Statistics, Pan African Training Centre on Statistics (STATAFRIC); African Civil Aviation Commission (AFCAC); African Airlines Association (AFRAA); African Telecommunications Union (ATU); Pan African Postal Union (PAPU); African Energy Commission (AFREC); African Commission on Nuclear Energy (AFCONE); African Minerals Development Centre (AMDC); African Union-Inter-African Bureau for Animal Resources (AU-IBAR); Inter-African Phytosanitary Council (IAPSC); Semi-arid Food Grain Research and Development (SAFGRAD); Pan African Veterinary Vaccine Centre (PANVAC); Pan African Tsetse and Trypanosomiasis Eradication Campaign (PATTEC); African Risk Capacity (ARC); Committee of Intelligence and Security Services of Africa (CISSA); African Centre for the Study and Research on Terrorism (ACSRT); African Union Mechanism for Police Cooperation (AFRIPOL); Africa Centres for Disease Control and Prevention (AFRICA CDC); Centre for Linguistic and Historical Studies by Oral Tradition (CELHTO); African Academy of Languages (ACALAN); African Institute for Remittances (AIR); African Union Sports Council (AUSC); and the Pan African University (PAU). It is also responsible for lobbying, facilitating and negotiation for Kenya strategic host for the aforementioned institutions and upcoming ones; and timely follow-up on pending matters relating to the institutions; and preparing respective briefs of the agencies and institutions.

#### d. Europe Department

S/No.	Division	Responsibility
1.	<b>Commonwealth Division</b>	Coordination of Kenya's engagement with the Commonwealth; analysis of emerging issues within Commonwealth and their impact on Kenya's Foreign Policy; and preparing political briefs, reports and statements.
2.	<b>Western Europe and European Union Division</b>	Coordination of bilateral relations with countries in Western Europe; analysis of emerging issues within Western Europe and EU and their impact on Kenya's Foreign Policy; preparation of political briefs, reports and statements; coordination of bilateral activities of the Kenya diplomatic Missions within the Western Europe; coordination of Kenya's engagement with the European Union; and promotion of bilateral relations with countries within Western Europe, including implementation of framework agreements for co-operation.
3.	<b>Eastern &amp; Central Europe Division</b>	Coordination of bilateral relations with countries in Eastern & Central Europe; analysis of emerging issues within Eastern & Central Europe and their impact on Kenya's Foreign Policy; preparation of political briefs, reports and statements; coordination of bilateral activities of the Kenya diplomatic Missions within the Eastern and Central Europe; coordination of Kenya's engagement with countries in Eastern and Central Europe; and promotion of bilateral relations with countries within Eastern and Central Europe, including implementation of framework agreements for co-operation.

#### e. Americas & The Caribbean Department

S/No.	Division	Responsibility
1.	<b>North America Division</b>	Promotion of bilateral relations with USA and Canada, including implementation of Joint Commissions for Co-operation; coordination of Kenya's engagement with regional organizations in North America; analysis of emerging issues within North America and their impact on Kenya's Foreign Policy; co-ordination of the political aspects of the partnership between Kenya and countries of North America; and Preparing political briefs, reports and statements and coordination of the activities of Kenya Diplomatic Missions within the Americas.
2.	<b>The Caribbean Division</b>	Promotion of bilateral relations with the Caribbean including implementation of Joint Commissions for Co-operation; coordination of Kenya's engagement with regional organizations in the Caribbean; analysis of emerging issues within the Caribbean and their impact on Kenya's Foreign Policy; co-ordination of the political aspects of the partnership between Kenya and countries of the Caribbean; and preparing political briefs, reports and statements and coordination of the activities of Kenya Diplomatic Missions within the Caribbean.
3.	<b>The Latin and South America Division</b>	promotion of bilateral relations with the Latin and South American countries, including implementation of Joint Commissions for Co-operation; coordination of Kenya's engagement with regional organizations in the Latin and South America; analysis of emerging issues within the Latin and South America and their impact on Kenya's Foreign Policy; co-ordination of the political aspects of the partnership between Kenya and countries of the Latin and South America; and preparing of political briefs, reports and statements and coordination of the activities of Kenya Diplomatic Missions within the Latin and South Americas.

## f. Middle East Department

S/No.	Division	Responsibility
1.	<b>Middle East Central Region Division</b>	Promotion of bilateral relations including implementation of Joint Commission for Cooperation in the Middle East; Analysis of emerging issues and their impact on Kenya's Foreign Policy; coordination of activities of the diplomatic Missions in Kenya; coordinating, participating in meetings, writing reports and briefs on Humanitarian projects in conjunction with line Ministries, Departments and Agencies funded by the respective countries; and facilitating trade and investment in conjunction with Economic and Commercial Affairs Directorate, and Ministry of Investment, Trade and Industry.
2.	<b>Middle East Northern Region Division</b>	Promotion of bilateral relations including implementation of Joint Commission for Cooperation with the Islamic Republic of Iran, The Republic of Iraq, the State of Qatar, Palestine Authority, Lebanon, and Syrian Arab Republic; analysis of emerging issues in the region and their impact on Kenya's Foreign Policy; and coordination of activities of the diplomatic Missions in Kenya from the region.
3.	<b>Middle East Southern Region Division</b>	Promotion of bilateral relations including implementation of Joint Commission for Cooperation with the State of Kuwait, Sultanate of Oman, Hashemite Kingdom of Jordan, the League of Arab States; analysis of emerging issues and their impact on Kenya's Foreign Policy; coordination of activities of the diplomatic Missions in Kenya from the region; dissemination of information on Trade and investment fora from the region to relevant stakeholders; facilitating trade and investment in conjunction with Economic and Commercial Directorate, and Ministry of Investment, Trade and Industry; and coordinating projects funded by the Kuwait Development Fund, the Arab Development Fund in liaison with the National Treasury and relevant MDA's.

## g. Asia, Australasia and Pacific Islands Department

S/No.	Division	Responsibility
1.	<b>Southeast Asia Division</b>	Advancing Kenya's Foreign Policy in South East Asia countries (Brunei, Myanmar, Cambodia, Timor-Leste, Indonesia, Laos, Malaysia, the Philippines, Singapore, Thailand and Vietnam). Promotion of bilateral relations between Kenya and South East Asia countries including implementation of joint commissions for co-operation. Analysis of emerging issues within South East Asia and their impact on Kenya's foreign policy. Coordination of Kenya's participation in multilateral engagement with South East Asia, including ASEAN; and Co-ordination of the activities of Kenya Diplomatic Missions within South East Asia.
2.	<b>East Asia Division</b>	Promotion of bilateral relations between Kenya and countries in East Asia, including Japan, Republic of Korea, China, Mongolia and Peoples Democratic Republic of Korea. Advance Kenya's Foreign Policy in East Asia countries; promotion of bilateral relations between Kenya and East Asia countries including implementation of joint commissions for co-operation; analysis of emerging issues within East Asia and their impact on Kenya's Foreign Policy; coordination of Kenya's participation in multilateral engagement with East Asia, including TICAD and FOCAC; and co-ordination of the activities of Kenya Diplomatic Missions within East Asia.

3.	<b>Central and South Asia Division</b>	Promotion of bilateral relations between Kenya and countries in Central and South Asia regions (Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan and Sri Lanka) and the Central Asian states (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan). Advance Kenya's Foreign Policy in Central and South Asia countries; promotion of bilateral relations between Kenya and Central and South Asia countries, including implementation of joint commissions for co-operation; analysis of emerging issues within Central and South Asia countries and their impact on Kenya's foreign policy. Coordination of Kenya's participation in multilateral engagement with Central and South Asia countries, including India-Africa Forum Summit (IAFS); and co-ordination of the activities of Kenya Diplomatic Missions within Central and South Asia countries.
4.	<b>Australasia &amp; Pacific Islands Division</b>	Spearheading Kenya's Foreign Policy in Australia, New Zealand and Pacific Island Countries; promotion of bilateral relations between Kenya and countries in Australia, New Zealand and Pacific Island Countries; Analysis of emerging issues within Australia, New Zealand and Pacific Island Countries and their impact on Kenya's foreign policy; coordination of Kenya's participation in multilateral engagement with Australia, New Zealand and Pacific Island Countries; and co-ordination of the activities of Kenya Diplomatic Missions within Australia, New Zealand and Pacific Island Countries.

## **h. Economic & Commercial Affairs Department**

S/No.	Division	Responsibility
1.	<b>Bilateral Economic Division</b>	Facilitation of bilateral economic and trade relations in Africa, Europe, Middle East, Asia, and Americas in liaison with relevant MDAs. Facilitate bilateral meetings including Joint Commissions for Cooperation (JCCs), Joint Economic Commissions (JECs), Joint Trade Committees (JTCs) & JPCCs; facilitation of formulation and negotiation of trade agreements at the bilateral level; facilitation of follow-up on various international economic and trade issues relating to bilateral cooperation frameworks; preparation of briefs, statements, intervention notes and talking points on economic, trade and investment issues; and facilitation of business forums during inbound and outbound state visits.
2.	<b>Multilateral and Regional Integration Division</b>	Facilitation of multilateral and regional trade and economic relations on a wider range of issues related to economic and sustainable development of the country at regional and global levels in conjunction with relevant MDAs; co-ordination of Kenya's position for and participation in regional economic integration and negotiations of the EAC, COMESA, AfCFTA, AUDA-NEPAD, COMESA-EAC-SADC Tripartite Free Trade Area; co-ordination of economic cooperation frameworks within WTO, Organization of African, Caribbean and Pacific States (OACPS), European Union (EU), WIPO, International Trade Center (ITC), UNIDO, Commonwealth and the UN Agencies such as UNCTAD and UN Economic Commission for Africa (UNECA), in liaison with relevant MDAs; coordination of Kenya's participation/position at the multilateral trade, investment and economic fora including, TICAD, Forum on China-Africa Cooperation (FOCAC), and Japan-Africa Economic Forum (JAEF); co-ordination of Kenya's position for and participation in regional economic integration and negotiations of the Indian Ocean Rim Association for

		Regional Cooperation (IORARC). It is also responsible for coordination of Kenya's participation in meetings of the United Nations and its principal organs such as Economic & Social Council (ECOSOC) as well as United Nations High-level Political Forum on Sustainable Development; facilitation of Kenya's participation in World Expositions, exhibitions, trade fairs and investment forums; provision of technical and advisory support in the formulation and negotiation of trade agreements at multilateral and regional level in liaison with relevant MDAs; and preparation of Kenya's positions papers on key multilateral trade and economic related issues in international trade organizations in liaison with relevant MDAs.
<b>3.</b>	<b>International Economic Research Division</b>	Policy analysis on international economic affairs; facilitation of implementation of Kenya Vision 2030 priorities, AU Agenda 2063, Sustainable Development Goals (SDGs) and other projects/activities to foster economic cooperation, trade and investment; undertaking research and policy analysis focusing on promotion of international economic diplomacy; facilitation of bilateral and multilateral economic cooperation; coordination of the promotion of Kenya's economic interests at the global level in liaison with relevant MDA's; and analyzing global trends and emerging economic issues and provide policy briefs.

### **i. Public Affairs and Communication Department**

The Department is responsible for developing public affairs strategies to further the aims and objectives of the State Department for Foreign Affairs; development of appropriate tactics for effective engagement with the Media; increasing the State Department visibility; strengthen media partnership and relations; enhancement and promotion of public diplomacy; planning and overseeing State Department's Information Education Communication (IEC) materials; dissemination of information on Kenya's Foreign Policy; expansion of communication channels to enhance and maintain a positive image of the State Department; and developing strategic communication and publicity for international conference and events to be held in Kenya.

### **j. Cultural Affairs Department**

<b>S/No.</b>	<b>Division</b>	<b>Responsibility</b>
<b>1.</b>	<b>International Cultural Diversity and Partnership Division</b>	Enhancing respect and recognition of cultural diversity and heritage; promotion of cultural exchanges and partnerships, global intercultural dialogue and recognition of Kiswahili as a continental and global language.
<b>2.</b>	<b>International Arts and Sports Division</b>	Facilitation of promotion of sports and art diplomacy, including advancing the role of Kenyan artists, athletes and other sportsmen and women as global Ambassadors and Kenya's participation and representation in international conferences/conventions where cultural issues are being discussed.

### **k. Parliamentary and County Liaison Affairs Department**

<b>S/No.</b>	<b>Division</b>	<b>Responsibility</b>
1.	<b>Parliamentary Affairs Division</b>	Coordination and facilitation of engagements between the Parliament and foreign entities, State Department and Parliament, and visits abroad by the Parliament.
2.	<b>County Affairs Division</b>	Coordination and facilitation of engagements between Counties and foreign entities and visits abroad by County Governments.

### **l. International Conferences and Events Department**

The Department provides advisory services to the Government on hosting conferences, including budgeting and customizing requirements in coordination with relevant MDAs; coordinates logistics and management of administrative arrangements for hosting of international conferences/ events in Kenya; Develop and implement strategy to identify, bid and lobby to host major international conferences and events in Kenya; develops guidelines for planning, management and provision of services for international conferences; facilitates Cabinet Decisions on hosting international conferences/ events in Kenya and coordinates bidding and lobbying for hosting conferences/ events in Kenya. It also prepares documentations for Kenya's participation in International Conferences and events; facilitate registration and accreditation of participants to international conferences and events held in Kenya and provides and oversees management of conference services, including simultaneous interpretation, translation, documentation and related services.

### **m. Eastern Africa Affairs and ICGLR Department**

The Department is responsible for Collaboration and coordination with relevant MDAs to advance Kenya's interests in EAC; Coordination of the Participation in EAC Heads of State and Government Ordinary and Extra Ordinary Summit, Council of Ministers, Sectoral Committees on Finance, Economic, Trade and Industry; Coordinating and participating in EAC Technical and Sectoral Council on Foreign Policy; collaborating with relevant MDAs on participation in Peace and Security Meetings, Defense Committees, EAC Command Post /*Ushirikiano Imara* Exercises; collaborating with relevant MDAs on participation in Meetings of Focal Points on Elimination of Non -Tariff Barriers to advance trade integration; participation in Bilateral meetings and programs between Kenya and EAC Partner States to engage on EAC matters; analyzing economic and security situation in EAC, prepare briefs and documentation for meetings; identification, dissemination and Lobbying for positions in EAC Secretariat; and collaborating with relevant MDAs and participate in Africa Continental free Trade Area (AfCFTA) and EAC-COMESA-SADC Tripartite to advance Kenya's interest and continental integration.

## n. Peace and Security Department

The Department is responsible for Coordination of IGAD led peace initiatives; facilitation of EAC-Led Peace Processes, including in Eastern Region and Great Lakes Region; facilitating peace processes in Ethiopia, Somalia, South Sudan, Sudan, and participating in preventive measures; facilitating Regional communities' sectoral councils on interstate security and Cooperation in Defense in EAC, ICGLR, COMESA; facilitating participation at the UN Security Council and other UN related bodies on matters of Peace and Security; following up on global conflict resolutions; facilitating intervention on cyber and technology crimes; facilitating intervention on global maritime security issues; following up on transnational criminal activities in liaison with Ministries Department Agency's; and Participating in Counter-terrorism related programs in liaison with MDAs.

### Protocol Directorate

#### a. Protocol Service Department

S/No.	Division	Responsibility
1.	<b>State and Diplomatic Protocol</b>	Coordination of State and Official Visits, State functions, exchange of official gifts; responsible for VIP Lounges; processing of letters of credence/letters of recall for Kenya's diplomatic representatives; preparations of credentials for Kenya delegation attending meetings abroad; coordination of appointments for foreign missions, regional and international organizations; coordination of presentation of credentials by Ambassadors/ High Commissioners accredited to Kenya; provision of protocol services to foreign missions, regional and international organizations; preparation of diplomatic directory; preparation of rules manual observed by foreign envoys during the presentation of credentials ceremony as well as rules observed by all Missions; liaising with relevant MDAs in providing Kenya Missions abroad with updated watch list of prohibited and/ or wanted persons; facilitating clearance of agreement for Heads of Foreign Missions and International Organizations accredited to Kenya. It is also responsible for provision of consular services in the issuance of visas for Kenya delegations and/ or officials travel abroad for official duties; facilitation of distressed Kenyans with travel documents.
2.	<b>Diplomatic Privileges and Immunities Department</b>	Facilitation of issuance of airport passes to diplomatic missions and international organization and security clearance of civil, diplomatic and military aircrafts and vessels; facilitation of clearance of firearms and related security equipment for foreign government and international organization; facilitation of installation of communication systems by diplomatic/ consular missions and international organizations; coordination of security for diplomatic missions and international organizations; processing authority for acquisition of assets for diplomatic missions and organizations; management of claims for tax and duty refunds for diplomatic staff Processing and Issuance of Diplomatic ID cards; coordination of registration of vehicles and issuance of diplomatic number plates, and driving licenses; management of protocol registry and documentations;

		provision of Consular Services for foreign nationals in Kenya; and in liaison with the relevant MDAs, facilitation of issuance of diplomatic passports to staff and families as provided for by law.
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## Foreign Service Administration Directorate

### a. Kenya Foreign Missions Management Department

S/No.	Division	Responsibility
1.	<b>Africa, Asia and Middle East Division</b>	Addressing all administrative issues emanating from Missions in Africa, Asia and Middle East; and Liaising with different MDAs on issues affecting their operations in Missions.
2.	<b>Europe, Americas and the Caribbean Division</b>	Addressing all administrative issues emanating from Missions in Europe, Americas and the Caribbean; and Liaising with different MDAs on issues affecting their operations in Missions.

### b. Global Assets Department

S/No.	Division	Responsibility
1.	<b>Property Acquisition and Development Division</b>	Formulation of policies and strategies for acquisition of properties at the Headquarters and Missions; and coordination of the acquisition/construction, contracting of development projects and supervision of contracted project management services.
2.	<b>Facilities Management Division</b>	Formulation of policies and strategies for leasing, maintenance and disposal of properties and assets at the Headquarters and Missions in liaison with the relevant MDA's; establishment and management of a comprehensive database on all properties and land assets at Headquarters and Missions; ensuring safe custody at Headquarters of all original documents of title to property held by Kenya Missions; ensuring optimal use of assets and space, and renting out excess space; coordination and supervision of contracted property management services; in liaison with other departments within the State Department, provide advice to Missions on matters relating to leasing (new leases, lease renewal, rents etc.), providing guidance on management, maintenance, repairs and alterations; reviewing annual returns and ensuring compliance with requirements for the management and utilization of all government assets in the Headquarters and Missions; and management of Asset Information Management System.

### c. Welfare and Wellness Department

S/No.	Division	Responsibility
1.	<b>Welfare Division</b>	Facilitation of reporting of officers to Missions abroad, coordination of sports day/team building; and coordination of bereavements.
2.	<b>Wellness Division</b>	Coordination of rehabilitation and treatment of staff (HIV, Counselling Services, Alcohol and Drug Abuse); mainstreaming of gender, youth and disability; and coordination of health checks for officers.



## General Administration Services Department

S/No.	Division	Responsibility
1.	<b>Telephone Services Unit</b>	Ensuring timely receipt and connection of telephone calls, coordinating maintenance of telephone lines and extensions; coordinating service of the Private Automatic Branch Exchange {PABX, Scrutinizing and initiating payments of telephone bills, preparation and provision of Internal and Postal Directory; and advising the State Department on Telephone matters and provision of Telephone facilities as need arises.
2.	<b>Transport Services Unit</b>	Provision of efficient and effective transport services, provision of appropriate transport, and Management of fuel consumption; coordinating repair and maintenance of government vehicles; and developing comprehensive transportation strategy for the State Department.
3.	<b>Office Services Unit</b>	Overseeing overall cleanliness of the building and offering gardening services at the Headquarters; and facilitation of all meetings and conferences taking place within the Headquarters.
4.	<b>Information Communication Technology Division</b>	Implementation of the Headquarters ICT strategy, management of the Headquarters information and communication infrastructure, provision of technical support services; designing, implementing and maintenance of secure ICT systems at the Headquarters; provision of secure telecommunications to the Headquarters; provision of advice to the Headquarters management on current ICT options and solutions; updating the SDFA's website; maintaining and updating the inventory on ICT equipment; facilitating proper maintenance and support of all ICT equipment and facilitating basic training for staff on the use and handling of ICT equipment.
5.	<b>Records Management Division</b>	Ensuring efficient and effective management of the SDFA records, both manual and digital from creation, maintenance, use and disposal through a continuum of care; ensuring accountability and compliance by creators and users of records; maintaining a reliable, authentic and usable records to support the State Department's business; deploying new technology in the management of records; developing a suitable File Index and Classification Scheme; creating appropriate records' storage facilities and conditions to ensure records security and accessibility; and identifying and protecting records of enduring value for preservation and transferring records of enduring value to Kenya National Archives and Documentation Service.
6.	<b>Management of diplomatic bags Unit</b>	Management of diplomatic bags in line with the established international norms and practices; facilitating incoming and outgoing mails between the State Department and MDAs including the specialized agencies; management of correspondences and communication through the State Department bulk mailing system; receiving and circulating mails to relevant offices and custody of all security office keys at the Headquarters.

## Central Planning and Project Monitoring and Coordination Department

S/No.	Division	Responsibility
1.	<b>Economic Development and Planning</b>	Coordination of <b>formulation</b> , implementation and review of national and sectorial development plans, policies and strategies; ensuring linkage between the national and sectorial policies, plans and budgets;

	<b>Division</b>	development, coordination, implementation and reporting on the State Department strategic plan; provision of technical advice on planning and economic policy issues; ensuring conformity to norms and standards on economic development planning; coordination of preparation of PPRs, PBBs and sub-sector reports during the MTEF budget process; preparation of periodic sector-specific progress reports, including quarterly performance reports for Controller of Budget; and Monitoring and reporting on implementation of international commitments, regional integration issues including Sustainable Development Goals (SDG's) and African Agenda 2063 and Economic Partnerships.
2.	<b>Project Monitoring and Evaluation Division</b>	collecting and analysing data for public expenditure tracking surveys, programmes and projects evaluation; Monitoring, evaluation and reporting of progress on implementation of the national development blueprints, policies, programmes and projects; Uploading, updating information and generating State Department/State Department projects/programme reports in the Electronic National Integrated Monitoring and Evaluation System (e-NIMES); coordinating preparation of Annual M&E Schedule, tools and management reports; Secretariat to Project Committees and enforcing compliance to Public Investment Management (PIM) Guidelines; and ensuring timely, efficient and effective implementation of programmes and projects.
3.	<b>Performance Management Division</b>	Coordinating preparation, vetting and alignment of Ministerial, Missions and Departmental work plans; coordination of preparation of Cabinet Secretary's Department and Missions Performance Contracts; coordination of negotiating, vetting and evaluation of Performance Contracts; coordination of uploading of evidence in PMS and PSPCMS and submission of quarterly implementation reports to PSPMMU; and preparing periodic sector-specific progress reports.
4.	<b>Research and Development Division</b>	Coordination of prefeasibility and feasibility studies of projects and conducting impact assessment of programmes and projects in the State Department; conducting sector-specific economic analysis and research on topical and emerging socio-economic issues to inform policy formulation and planning; updating and maintaining a Knowledge Management Repository; and preparing periodic sector-specific progress reports.

## Legal Department

The Department is responsible for providing legal advice on matters pertaining to Kenya's Foreign Policy and international relations; preparations of Kenya's position on international law issues in liaison with relevant MDAs; coordination with the Office of the Attorney General and Department of Justice on implementation of Kenya's commitments under international law; preparation and vetting of instruments of ratification, accession, full powers and notifications; preparation of Letters of Commission and Exequatur for Honorary Consuls; participation in bilateral and multilateral negotiations, bilateral agreements, MOUs, and other legal instruments; provision of consular services including authentication/ legalization of Kenya legal documents intended for use abroad; preparation and negotiations of Host Country Agreements with resident international organizations; monitoring and ensuring compliance with signed host country instruments; and provision of consular services in

resolution of disputes of cases involving Kenyans and foreign missions/international organizations.

### **Registry of Treaties Department**

The Department is responsible for maintaining a record of the treaties to which Kenya is a signatory, record of the treaties proposed for ratification by Kenya, a record of treaties that Kenya has ratified and a record of Kenya's reports to any treaty body and the recommendations and concluding observations from any treaty body on Kenya's report; Monitoring the implementation of the treaties ratified by Kenya; informing lead State Departments to observe and uphold the obligations of the respective lead State Department under the respective treaties; advising any citizen of Kenya on the rights and obligations of Kenya under the treaty; maintaining a website of treaties to which Kenya is a signatory; keeping copies of the published reports of proceedings of the negotiations that led to the adoption of the treaties ratified by Kenya; and facilitating public access to treaties that Kenya has ratified and responding to public inquiries on any treaty ratified by Kenya.

### **Human Resource Management and Development Department**

The Department is responsible for management of State Department of Foreign Affairs human resources; Liaising with Ministry of Public Service, Youth and Gender Affairs and the Public Service Commission on Human Resource Management (HRM) issues; management of payroll and HRM records through IPPD system; coordination and implementation of employee performance appraisal system; coordination of declarations of income, assets and liabilities by officers; interpretation and implementation of human resource policies and regulations, labour laws and other statutes on human resource matters; deployment of staff; updating staff skills inventory of the State Department; implementation of the Public Service Training Policy; and management of staff welfare.

The Department is responsible for management of State Department of Foreign Affairs human resources; Liaising with the Public Service Commission on Human Resource Management (HRM) issues; management of payroll and HRM records; coordination and implementation of employee performance appraisal system; guiding on compliance with statutory requirements on labour; facilitating human resource planning and succession management; facilitating recruitment and placement of staff in the State Department; providing a conducive environment for motivation, bonding, cooperation and productivity; updating staff skills inventory of the State Department; implementing and promoting best human resource development practices;

### **Finance Division**

The Division is responsible for coordinating preparation of the SDFA's budget; preparation of Authority to Incur Expenditure (AIEs); ensuring effective implementation and utilization of budgetary funds; coordinating and preparing responses to audit queries from the Auditor General; ensuring financial compliance on all financial

transactions through issuance of circulars, orders and guidelines in conformity with the National Treasury directives and Government Financial Regulations; and advising the Accounting Officer on financial matters.

### **Supply Chain Management Division**

The Division is responsible for Advising the Accounting officer on the procurement of goods, works and services for the State Department including the diplomatic missions spread across the globe; interpretation, implementation and enforcement of the government procurement regulations, systems and procedures in conformity with the Public Procurement and Asset Disposal Act, 2015; Contract management and monitoring, inventory and stock control, including stock taking and supplies management inspections; preparation and consolidation of SDFA Annual Procurement Plans and coordinating the establishment of Boards of Survey and disposal of surplus and unserviceable stores.

### **Accounts Division**

The Division is responsible for advising the Accounting Officer on all accounting matters; provision of accounting services at headquarters and in Kenya diplomatic missions abroad; development and management of internal accounting control systems, including issue of accounting instructions in liaison with Accountant General; preparation of annual accounts and collection of Appropriations-in Aid and ensuring compliance with Government financial policies, regulations and other instructions.

### **Internal Audit Unit**

The Division is responsible for reviewing and evaluation of budgetary performance, financial management, transparency and accountability mechanisms and processes within the State Department to; contributing to the improvement and giving reasonable assurance through the Audit Committee on the state of risk management, internal controls and governance processes within the State Department and reviewing the effectiveness of the financial and non-financial performance management of the State Department.

### **Kenya Missions**

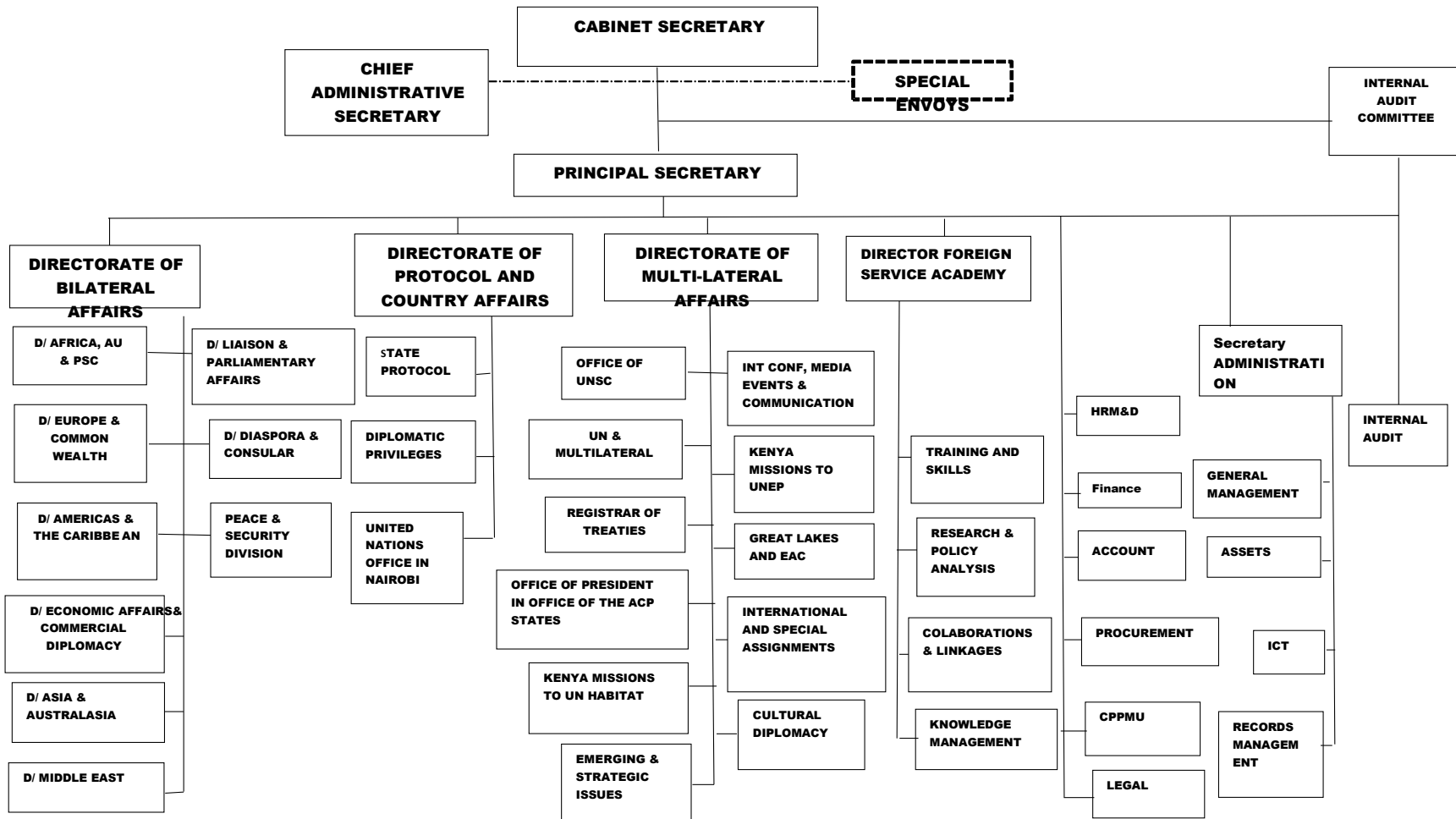
**The Kenya Missions abroad, the Kenya Missions in Nairobi and the Kenya consulates across the globe** are responsible for representing, promoting, projecting and safeguarding Kenya's interests and image abroad; promote Kenya's values and principles; protect Kenya's sovereignty and territorial integrity abroad; undertaking diplomatic engagement to promote peace, security, stability and economic and commercial cooperation; and provision of consular services. List of Missions and Consulates is given in Annex IV and V.

Operationalization of the Foreign Service Act, 2021 and the proposed review of Kenya Foreign Policy will impact on the manner in which the State Department programmes will be implemented. In addition, the development and adoption of international laws

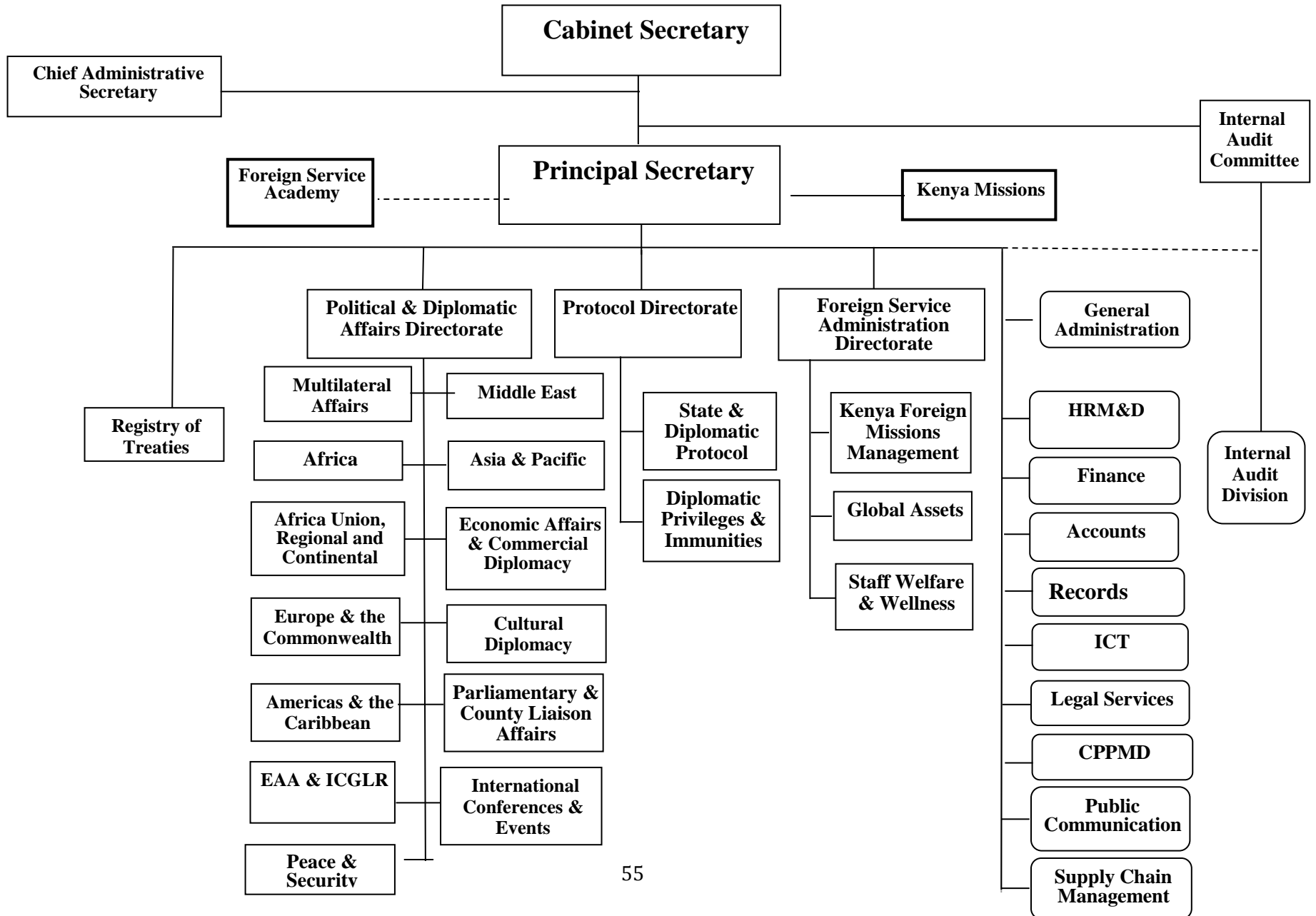
will also impact positively or negatively on how the plan will be implemented. Specifically, the proposed reforms under ICC will have some impact on the Kenya's foreign policy.

# Organizational Structure

**FIGURE 3-1: CURRENT APPROVED ORGANIZATIONAL STRUCTURE FOR THE MINISTRY OF FOREIGN AFFAIRS**



**Figure 3.2 Proposed Organogram for the State Department for Foreign Affairs**







### 3.1.3.2 Internal Business Processes

The State Department operate within the existing policies, laws, regulations, manuals, and circulars such as those guiding procurement, finance, accounting and human resource functions. It will prioritize documentation and digitalization of internal processes and procedures including the following.

1. **Digitization of all records:** Record Management involves providing access to records/files for actioning officers. The challenge has been delays in decision making when multiple departments request the same file simultaneously, as the requesting department may delay in returning the file to the records division. To address this, the State Department will re-engineer the process by digitizing all records. This is expected to improve the effectiveness and efficiency of the service to internal clients. Digitization will allow for concurrent accessibility and facilitate easy referencing of documents. Ultimately, this will save time that would otherwise be spent on manual retrieval of documents.
2. **Registrar of Treaties Portal:**
3. **Cooperation frameworks Portal/Dashboard:**
4. **Candidature identification:** This involves identifying suitable candidates from relevant MDAs to compete for international positions that are advertised. The objective is to position Kenya strategically in decision-making roles within international organizations. Challenges include the lack of established criteria for candidate identification, failure to meet timelines, and political interference. To overcome these challenges, the State Department intends to re-engineer the process by developing clear criteria for candidate identification and digitizing/automating the process. A database of upcoming vacancies, accessible to both the state and citizens will also be developed.
5. **Authentication of Certificates of Birth and Death:** The State Department plans to enhance the authentication process for Birth and Death documents to curb fraud, safeguard against identity theft, and ensure accurate and verifiable information for crucial transactions. The need for verification arises from an increasing incidence of forgery. Currently, payment for authentication documents is made in cash, and manual records are kept for the funds received. The "As-is Process Map of the Authentication of Certificates of Birth and Death" takes 8 days, but the State Department aims to reduce this period to 5 days by automating the payment system through the e-citizen framework. To improve efficiency, additional clerks will be recruited to support the preparation of documentation at the Legal Department, as well as for the collection and return of authenticated documents at the Huduma Centre. The State Department will also collaborate with the Registrar of Births & Deaths to designate an officer for liaison purposes.

6. **Budget planning and execution.** The allocation of budgets to ministerial level departments lacks a participatory approach, and departments have limited control over both the allocation and expenditure of funds due to a centralized budget system. Consequently, departments often struggle to carry out all planned activities. The State Department is committed to addressing this issue.
7. **Imprest and payment voucher processing.** The manual process currently takes 14 days and is hindered by delays in receiving memos, clearance and expenditure forms approval. Poor planning by user departments and the absence of user departmental heads as approvers in the IFMIS system further contribute to the slow processing. To enhance efficiency, the State Department plans to re-engineer the process, reducing the processing time to 3 days for imprest and 5 days for payment vouchers/claims. This will involve merging steps, ensuring adherence to annual work plans, timely submission of memos and forms, faster approval from the SFSA and Head of Finance, initiating imprest processing six days before the activity, mapping user departmental heads as the first approvers in the IFMIS system, and delegating approval level II to the Finance Department to expedite payment document processing.
8. The Administration Directorate currently serves as the AIE holder for all administrative votes in the State Department. However, this leads to inefficiencies in online approvals because AIE holders in the Administration Directorate are not on the IFMIS system. Additionally, when memos for approvals are submitted late, it often causes delays in fund allocation by IFMIS approvers. To tackle these issues, the re-engineering process will involve allowing the AIE holder in the Administration Directorate to become an online IFMIS approver and enabling departments to submit their requests one week in advance of the event.

Several systems are used to dispense the mandates, including IFMIS, GHRIS, IPMIS, GPCIS, and PMS. However, there are issues of interoperability, occasional downtimes, incomplete system module operationalization and sub-optimal utilization that pose intermittent challenges within and among the systems. Further, SDFA has embraced a multi-disciplinary approach for efficient task execution, fostering a culture of productivity through a robust Results-Based Management Framework

### **3.1.3.3 Resources and Capabilities**

The State Department of Foreign Affairs operates in a dynamic diplomatic environment, facing evolving capacity needs in analytical, negotiation, communication, and foreign language skills. However, limited resources make it difficult to keep pace with these needs. The Department has a strong global presence but lacks sufficient diplomatic properties. A significant amount of resources are spent on leasing properties for Chanceries and residences. To ensure effective representation, modern, secure, and

cost-effective infrastructure is necessary. Additionally, the department lacks clear structures for succession, knowledge, and information management, and has weak coordination with other MDAs.

Most missions rely on leasing since they do not own properties. Rents and leases account for approximately 20 percent of the total budget for Kenya Missions. Inadequate funding for maintenance and repairs has led to the deterioration of government-owned properties. Further, most missions lack the necessary infrastructure to provide all consular services, resulting in delays. The State Department also faces bureaucracy in the provision of consular services.

The proposed restructured formation of the State Department aims to establish 1,744 staff members. The current number of staff in post is 976, resulting in a variance of 768. The organizational previous structure allowed for multiple report lines, duplication of functions, and inadequately resourced departments, which affected service delivery.

In spite of these challenges, the State Department maintains a strong diplomatic presence and representation worldwide. It possesses competent and experienced human resources, enabling it to excel in international negotiations and conflict resolution.

The State Department also has a Foreign Service Academy responsible for capacity building. It utilizes ICT and digital media in its operations and maintains close collaboration with the Diplomatic Corps in Kenya.

Furthermore, the State Department collaborates with other MDAs in the negotiation and implementation of treaties, development of position papers, and facilitation of international meetings, which gives it an advantage in international relations.

Due to the large amount of data collected and used, data security, compliance with regulations, and responsible data handling practices are major concerns for the State Department. Therefore, prioritizing privacy and information protection is crucial.

### 3.1.4 Summary of Strengths and Weaknesses

The emergent strengths and/or weaknesses for State Department for Foreign Affairs is summarised in Table 3.2 below.

**Table 3.2: Summary of Strengths and Weaknesses**

Factor	Strengths	Weaknesses
<b>Governance Administrative Structures</b>	<ul style="list-style-type: none"> <li>Strong diplomatic presence and representation in the various regions of the world;</li> </ul>	<ul style="list-style-type: none"> <li>Lack of clear structures on succession, knowledge and information management;</li> </ul>

	<ul style="list-style-type: none"> <li>Operationalization Foreign Service Act, 2021, and the Treaties Ratification Act 2012(Rev 2018)</li> <li>A revised structure with clear demarcation of functions and lines of reporting.</li> <li>Well-developed administrative rules</li> <li>Government owns more than 100 properties in Missions abroad and is therefore saving on rent</li> </ul>	<ul style="list-style-type: none"> <li>Government does not own in some of the most strategic missions such as New Delhi, residences in Kampala and New York, Kigali, and UNEP/UN HABITAT.</li> <li>Most of the properties are in very poor condition</li> <li>Both acquisition and maintenance budgets are inadequate, and are often subjected to austerity measures</li> </ul>
<b>Internal Business Processes</b>	<ul style="list-style-type: none"> <li>Well embraced and supported business process re-engineering culture</li> <li>Strong ICT connectivity and use of digital media</li> <li>Close liaison with Diplomatic Corps in Kenya and MDAs.</li> </ul>	<ul style="list-style-type: none"> <li>Weak linkages between Planning, execution of budgets and implementation of programmes;</li> <li>Weak linkages with other MDAs in development of country position papers</li> <li>Lack of clear policy framework to assist distressed Kenyans abroad;</li> <li>Delay in implementation of treaties and MOUs;</li> </ul>
<b>Resources and Capabilities</b>	<ul style="list-style-type: none"> <li>Competent human resources;</li> <li>Rich diplomatic experience in international negotiations and conflict resolution;</li> <li>A Foreign Service Academy charged with the responsibility of capacity building of staff on diplomacy;</li> <li>Several own diplomatic properties abroad</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate financial, human and material resources;</li> <li>Inadequate own properties abroad hence incur high rental costs for Chanceries and residential houses</li> <li>Poor infrastructure for consular services abroad.</li> <li>Lacks clear policy framework to assist distressed Kenyans abroad</li> <li>Shortage of staff who are proficient in analytical, negotiation, communication and foreign language skills</li> <li>Low establishment with a staff shortage of 768 (50% of current level).</li> </ul>

### 3.1.5 Analysis of Past Performance

#### 3.1.5.1 Key Achievements

Within the implementation period 2018/19-2022/23 Strategic Plan, the State Department recorded the following key achievements:

#### **KRA 1: Promote Kenya's Interests globally**

The State Department has continued to enhance Kenya's global presence, profile, and influence by strategically placing Kenyans in key international organizations. It has successfully advocated for Kenya's membership in critical decision-making organs and bodies of various intergovernmental organizations. During the review period, the State

Department spearheaded efforts to secure elections for Kenyan candidatures into international policy-making organs, including the UNSC, United Nations Committee for Programme and Coordination (UN-CPC), UNCPC, UNESCO, UNWTO, IMO, ECOSOC, UN-Habitat, and CND. Additionally, it lobbied elections of Kenyans into international policy-making organs, such as Executive Secretary of the ICGLR, Member of ICH, Fisheries Expert of ACP, Political Expert of ACP, Executive Secretary of EAKC, Vice President of UNWTO, and Member of CRPD. Notably, Kenya's nominees were appointed to serve as the Secretary-General to the Africa Telecommunication Union (ATU) and a Board member of the AU Advisory Board.

The State Department has strengthened Kenya's bilateral engagements through the conclusion of pending agreements, initiation of new ones, and monitoring the implementation of existing ones. Throughout the review period, the State Department facilitated the signing of various frameworks of cooperation, including Joint Commissions on Cooperation (JCCs), Joint Economic Commissions (JECs), Political, Labor, and Consular Consultations, Joint Permanent Commission for Cooperation, Joint Ministerial Frameworks, Bilateral Strategic Dialogues (BSDs), Bi-national Commissions, Agreements, and Memoranda of Understanding (MoUs), among others. These frameworks are currently at different stages of implementation and are expected to significantly contribute to Kenya's development agenda, as well as the rapid attainment of goals and objectives as outlined in the Kenya Vision 2030 and BETA.

The State Department has consistently coordinated and facilitated Kenya's participation in various regional, continental, and global meetings to ensure that Kenya's positions are effectively communicated and its interests are safeguarded. It played a crucial role in Kenya's active involvement in events such as the Africa Climate Summit, United Nations General Assembly, African Union Summits, IGAD Summits, EAC Summits, CoP, UNFCCC, Commonwealth Heads of Government Meeting (CHOGM), ICGLR, EU-AU Ministers of Foreign Affairs Meeting, CGPCS Ministerial Meeting, Women Deliver Conference, Africa Caribbean and Pacific (ACP-EU Conference), ICGLR Regional Inter-Ministerial Meeting, Nile Basin Council of Ministers Meeting, Forum on China Africa Cooperation, and TICAD, to name but a few. The State Department also prepared 102 Country position papers to provide valuable insights and inform Kenya's interests in international forums. Furthermore, it actively promoted multilateralism, a rule-based international system, and the pivotal role of the United Nations in addressing global challenges. The State Department collaborated bilaterally and multilaterally with other UN and AU member states, leveraging its multilateral Missions in various cities, to advance Kenya's agenda and advocate for its interests. The frameworks aim to enhance partnerships, strengthen international solidarity, expand development cooperation, enhance rule-based multilateralism, and address critical issues such as drug trafficking, diseases, pandemics, cybercrime, terrorism, maritime security, climate change, human rights, women and youth empowerment, sustainable development, and global conflicts.

In the evolving global landscape, Kenya has actively positioned itself as a preferred destination for major conferences and events, striving to compete with other nations.

The State Department has effectively utilized conferences to bolster diplomatic engagements and relationships with regional, continental, and international partners. Notably, the department successfully advocated for and hosted 12 international conferences, yielding significant outcomes.

During this period, the State Department significantly expanded Kenya's diplomatic presence by establishing new Diplomatic Missions, Consulates, and Liaison Offices. Notable additions include six (6) diplomatic missions located in Accra (Ghana), Bern (Switzerland), Dakar (Senegal), Djibouti (Djibouti), Jakarta (Indonesia), and Maputo (Mozambique), two (2) consulates in Goma (DRC) and Arusha (Tanzania), and one (1) liaison office in Hargeisa (Somalia). Moreover, the Department facilitated the appointment of Honorary Consuls in various cities, including Jerusalem (Israel), Monaco (France), Toronto (Canada), Kolkata (India), Lahore (Pakistan), and Istanbul (Turkey).

Throughout the review period, the State Department facilitated high-level exchange visits, providing a platform for strengthening bilateral and multilateral relations whilst asserting Kenya's position on international matters. Additionally, the State Department also offered protocol services for discussions encompassing political, economic, social, security, and cultural domains, closely aligned with Kenya's foreign policy priorities. Furthermore, the State Department expertly organized quarterly presentations of credentials for newly appointed Heads of Mission and facilitated the presentation of credentials by Heads of International Organizations such as UNAIDS, FAO, UN Women, World Bank, IFAD, League of Arab States, Shelter–Afrique, UN Resident Coordinator, and International Federation of Red Cross and Red Crescent Societies (IFRC).

Among other notable achievements, the State Department extended protocol services to the Diplomatic Corps, orchestrated meetings between new envoys and government officials, coordinated Diplomatic Corps' participation in significant national events, conducted briefings with Diplomatic Corps members, and facilitated the attendance of government agencies at regional and international meetings, workshops, seminars, and forums to assert Kenya's national interests.

## **KRA 2: Promote regional and global peace, security and stability**

During the review period, the State Department focused on conflict resolution, mediation, and peacebuilding efforts. This included engaging in conflict mediation and monitoring peace processes within organizations such as the East Africa Community (EAC), the African Union (AU), the Intergovernmental Authority on Development (IGAD), and the International Conference on the Great Lakes Region (ICGLR).

The State Department played a pivotal role in coordinating Kenya's involvement in various peace and security frameworks. For instance, it successfully advocated for Kenya to become a Non-Permanent Member of the UNSC for 2021-22 term, enabling the country to represent Africa and promote international peace and security. Additionally, Kenya was a member of the African Union Peace and Security Council

(AUPSC), and the State Department ensured that Kenya's actions aligned with its strategic security objectives in addressing global security challenges.

The State Department provided support for peacebuilding in the Democratic Republic of Congo (DRC). As Chair of the EAC Summit, Kenya organized the Nairobi Peace Process in May 2022. The EAC Summit adopted Political and Military tracks for the Peace Process, incorporated the Nairobi Peace Process into the EAC Protocol on Peace and Security, and established a special fund to facilitate implementation and deploy a joint regional force in the Eastern DRC. The State Department emphasized Kenya's leadership in the peace process due to the DRC's significance as a trading partner.

Furthermore, the State Department furnished situational briefs and talking points for high-level meetings with the President, Cabinet Secretary (CS), Principal Secretary (PS), and Director-General (DG) of Bilateral and Political Affairs. It also prepared necessary briefs outlining Kenya's position at the UNSC on regional and global issues, such as the Ukraine-Russia conflict and Climate Security in the Horn of Africa.

### **KRA 3: Safeguard Kenya's Sovereignty and Territorial Integrity**

Kenya believes that its prosperity is intricately linked to peace and stability in the region. In this regard, the State Department continued to articulate the country's position in its engagements on both bilateral and multilateral peace and security platforms. Furthermore, it played a key role in coordinating the delimitation, demarcation, affirmation, and ratification of Kenya's borders with our neighbouring countries in a bid to enhance the protection of Kenya's sovereignty and territorial integrity. During the period under review, the border demarcation, delimitation, and reaffirmation process began at the Kenya-Tanzania border in 2022. A section of the Kenya-Ethiopia border was also demarcated and ratified in 2022 through a bilateral arrangement. In April 2023, the State Department participated in a Joint Technical Committee meeting on the reaffirmation and demarcation of the International Boundary between Kenya and Uganda. There also exist tripartite arrangements between Kenya, Uganda, and South Sudan, as well as Kenya, Ethiopia, and Somalia, which are underway. The State Department also coordinated regional maritime security conferences such as the Association of African Maritime Administration (AAMA) Conference held in 2018 and 2023.

### **KRA 4: Promote Economic Cooperation and Commercial Diplomacy**

**Promotion of Economic and Trade Cooperation:** The State Department's objective was to enhance market access in the EAC and COMESA regions, as well as across Africa, through implementing the AfCFTA Agreement, which took effect in January 2021. Key initiatives focused on addressing trade barriers and non-tariff obstacles that impeded the entry of Kenyan products into the market. Regional initiatives within the EAC/COMESA framework were being utilized to tackle these challenges, ultimately

strengthening market integration and expanding market access for Kenyan goods within the region.

Furthermore, the State Department played a facilitating role in the conclusion of various trade and investment agreements, as well as Memoranda of Understanding (MoUs), with countries including South Africa, Portugal, Singapore, Japan, China, Cuba, Egypt, the UAE, Saudi Arabia, Mozambique, Ethiopia, Sudan, Ghana, Nigeria, Israel, Sweden, and Tanzania. In addition, negotiations for bilateral trade agreements were initiated with Botswana, Zambia, Senegal, Iran, Mozambique, Russia, Belgium, India, and the Kenya-United Kingdom (UK) Economic Partnership Agreement, among others.

To enhance the implementation of bilateral trade/investment agreements, the State Department organized Joint Trade Committee (JTC) sessions. These included the Kenya-Jordan Joint Trade Committee, Kenya-Israel Joint Trade Committee, Kenya-Egypt Joint Trade Committee, Kenya-Tanzania bilateral meeting, Kenya-Mauritius JCC, Kenya-Sri Lanka JTC, Kenya-South Africa JTC, Kenya-Uganda JCC, Kenya-Israel Joint Bilateral Political Consultations held in July 2021, Kenya-Pakistan JTC in April 2021, Kenya-India Joint Commission Meeting (JCM), Kenya-Botswana Joint Permanent Commission on Cooperation (JPCC) in July 2019, Joint technical experts meeting of the Kenya-Ethiopia Special Status Agreement (SSA), Kenya-India JTC, and monitoring agreements through the Joint Technical Committee Meetings in South Africa, Ethiopia, and Sudan, as well as the Norway, Sweden, and Kenya Forum held in November 2022, among others.

**Investments promotion:** The State Department coordinated bilateral Business forums/Investment missions in both traditional and emerging markets. This was through coordinating business forums, inbound and outbound trade and investments forums, trade fairs as well as other forms of engagements. Some of the key forums organized include: Kenya – Botswana Business Forum which took place on the side-lines of the State visit to Kenya in July 2019; United Kingdom (January 2020 ) in London, Russia Economic Forum (October 2019); Tunisia in 2019; Japan TICAD 7 (August 2019); Barbados State visit (December 2019 in Nairobi); China (2019 in China); Botswana in July 2019; the Kenya -Tanzania business forum during the state visit in February 2021 and May 2021; Kenya – Burundi Business Forum which took place on the side-lines of the State visit to Kenya in June, 2021; Kenya- Burundi Roundtable (May 2021), and the Sustainable Blue Economy and Investment Forum (SBEIF) on the side lines of the 2nd United Nation Oceans Conference in June, 2022 in Lisbon Portugal among others. All these activities helped to link potential investors, as well as buyers in international markets with investors and Kenyan exporters respectively.

**Cooperation Frameworks:** In order to promote bilateral cooperation, the State Department coordinated and participated in several cooperation fora. These are: Russia – Africa in 2019, Afro-Asia Fintech Festival held in Nairobi in July 2019; TICAD 7 held in August 2019 in Japan; the 1st Saudi – African Summit and the 3rd Session of the Global Forum for Public Investment Fund in Saudi Arabia in October 2019; Singapore Summit in September 2019; Pakistan-Africa Trade Development Conference in January 2020 in



Nairobi; Zambia National Economic Summit on the future of Economic Diplomacy in July 2019 among others. The cooperation deepened economic engagement between Kenya and Africa with the involved foreign parties. The frameworks provided mechanisms for addressing key development issues like the digital transformation, investment, trade, implementation of Economic Partnership Agreements among others.

**Private Sector Engagement:** The State Department has continued to support the business community in their quest to secure Kenya's market share in the African region, by including them in various bilateral and regional activities through various private sector engagements. It is with this in mind that the State Department held various consultative engagements with the private sector and business organizations. At national level, the State Department held consultative engagements with Kenya Association of Manufacturers (KAM), Kenya National Chamber of Commerce and Industry (KNCC&I), Kenya Private Sector Alliance (KEPSA) among others where a strategy was developed on galvanizing the synergy with the private sector in promoting economic and commercial diplomacy. Internationally, the State Department facilitated OACPS private sector engagement with the European Union and other development partners held in December 2019 in Nairobi; visit to Kenya by the Vice Chancellor of the University of West Indies and other University officials in January 2020; visit to Kenya by Austrian business executives in February 2020; visit to Kenya by the US Business Council for International Understanding (BCIU) in August 2019; visit by Canadian business executives in January 2020, visit by Germany business executives lead by the President of Germany in February 2020 and Norway Business Executives in January 2020 among others.

The State Department participated in coordination and participation of other economic cooperation meetings, conferences and forums. Such meetings included; in the collaboration with the State Department for Planning, the State Department coordinated the Annual ECOSOC High Level Political Forum (HLPF) for follow up and review of the implementation of the 2030 Agenda (note: Kenya is a member of the national task team on the implementation of the 2030 Agenda for sustainable Development). The State Department also participated in the national stakeholder engagement forum in the production of Voluntary National Review (VNR) report for the global HLPF and Lamu Port and Lamu-Southern Sudan-Ethiopia Transport (LAPSSET) Corridor implementation meetings in 2019.

#### **KRA 5: Enhance Provision of Consular Services and Diaspora Engagement**

The State Department recognizes the significant role the Diaspora play in national development and deliberate efforts have been made to fully integrate them into the national development agenda. In the period under review, the State Department engaged the Kenyan Diaspora through conferences and side events during major international meetings such as during TICAD 7 – Diaspora Forum in Japan 29<sup>th</sup> August 2019. These events also provided an avenue of private sector engagement to promote socio – economic development partnerships.

The State Department also facilitated the registration of Kenyans abroad under National Integrated Information Management System (NIIMS) as well as registration and strengthening of Kenyan Diaspora Umbrella Associations in all countries and regions where Kenya has diplomatic presence. It also worked closely with the Independent Electoral and Boundaries Commission (IEBC) in ensuring Kenyan Diaspora participation in the 2022 Presidential Elections.

The State Department also carried out awareness creation campaigns against irregular labor migration/human trafficking in collaboration with the State Department of Interior and Coordination of National Government, and the National Employment Authority in Kilifi and Muranga Counties in November 2019. To expand Kenya's Diplomatic presence and enhance provision of Consular services, the State Department facilitated the appointment of two Honorary Consuls in Lahore (Pakistan) and Istanbul (Turkey) in 2019. Other key achievements included facilitation of: The Central Bank of Kenya to conduct the first ever Diaspora Remittances Survey in March – May 2021; repatriation of over 5000 distressed Kenyans from various countries; repatriation of mortal remains of over 250 Kenyans; as well as undertook consular visits to the Kenyan Diaspora in various countries.

#### **KRA 6: Strengthen Public Diplomacy and Stakeholders Engagement**

To increase its visibility, enhance Kenya's profile and dissemination of information, the State Department has consistently developed and published monthly diplomacy e-newsletters as well as hosted national days' celebrations in Kenya Missions abroad. It also enhanced engagement and collaboration with members of Diplomatic Corps and media by holding quarterly briefings. Further, the State Department has extended capacity building to MDCAs and Parliamentary staff on protocol etiquette and Foreign Policy related issues where 249 staff were trained. It also enhanced collaboration with Parliament by organizing annual briefings/retreats for Parliamentary Committee on Defence, Intelligence and Foreign Relations. Deliberate efforts were also made to publicize State Department's programmes and activities through the media, both at the State Department Headquarters and Kenya Missions abroad. In addition, Regular updates on the State Department's and Missions' websites and all social media sites were undertaken.

The State Department has also lobbied for the adoption of Kiswahili as a UN language. To this end, Kiswahili day was established and the state parties are in the process of adopting Kiswahili as the 7<sup>th</sup> official language of the UN and several cultural and sports exchanges programmes were performed.

#### **KRA 7: Strengthen Policy, Legal and Institutional Capacity**

In order to enhance Foreign Service management, the State Department spearheaded the development of the Foreign Service Act which was enacted in 2021 and its

implementation is ongoing. The State Department also maintained and updated a database of treaties to improve access to information on treaties.

**Management of International Treaties, Agreements and Conventions:** The State Department managed the ratification of eleven (11) landmark Multilateral Treaties namely; African Continental Free Trade Area Agreement (AfCFTA), Tripartite Free Trade Area Agreement (TFTA), Beijing Treaty on Audio Visual Performances, Protocol to eliminate illicit Trade in Tobacco Products, Revised Constitution of the African Civil Aviation Commission, East African Community Protocol on Information, Communications and Technology Networks, East African Community Protocol on Cooperation in Meteorological Services, Convention on the International Hydrographic Organization, Economic Partnership Agreement between the Republic of Kenya and the United Kingdom, African Charter on Elections, Governance and Democracy and the Convention on Mutual Administrative Assistance in Tax Matters. These treaties are significant and beneficial in the achievement of Kenya Vision 2030 and other governmental priorities. Further, the State Department, sensitized stakeholders including MDAs on Kenya's Treaty Making and Ratification process and ensured that Stakeholders complied with the statutory procedures outlined in the Treaty Making and Ratification Act 2012 (Rev. 2018).

The State Department also fulfilled its constitutional mandate by publishing Presidential Annual Reports on progress made in implementing the international obligations of the Republic of Kenya, as well as the Cabinet Secretary's Annual report to the National Assembly on treaties ratified by Kenya. Further, it provided the technical capacity in the negotiation process in terms of training and drafting of the WHO Convention instrument in line with the Treaty Making and Ratification Act, 2012 (Rev. 2018). Other Key achievements include: training of MDAs focal points on the Law of Treaties; and establishment of a cooperation framework with representatives/focal point persons from all MDAs to ensure continuous, efficient and effective monitoring and reporting of the implementation of Kenya's Multilateral and Bilateral Agreements and International Commitments. The State Department also commenced the process of upgrading the treaty website with a view of ensuring Kenya has a comprehensive digital record of bilateral and multilateral treaties that have been concluded.

**Foreign Policy Research and Capacity Development:** The State Department continues to advance the human resource capacities of officers through continuous training in order to equip them with requisite skills, aptitude and knowledge for effective diplomatic engagement. In this regard, it organized and facilitated induction programme for the newly recruited cadets, and pre-departure trainings for newly posted officers, Ambassadors and High Commissioners.

In the area of collaboration, the State Department continued to cooperate and operationalize the existing MOUs with local and international universities. Additionally,

the State Department organized and facilitated Foreign Language training for officers in Spanish, French, Chinese and Portuguese.

The State Department also utilized the technical fund to organize the first Moot Court Africa Regional Rounds at Africa Nazarene University; supported the revival of the Amani Peace Forum in Counties. To strengthen diplomatic relations in the region, the State Department conducted training of regional diplomats on policy research and capacity development programmes.

**Infrastructure development and Maintenance in Kenya Missions:** The physical presentation of a country in foreign countries is through diplomatic properties which serve to support service delivery. Effective representation requires that the workforce is supported by modern, secure, and cost-effective infrastructure. To achieve this, the State Department continued to acquire more diplomatic properties mainly through purchase, construction and leasing and at the same time ensured that these properties are physically, functionally, and aesthetically kept to promote Kenya's image and prestige.

In addition, the State Department endeavored to enhance security of staff and all government owned properties in Kenya Missions abroad through installation of security infrastructure such as biometric control access systems, installation of CCTV cameras, luggage scanners and metal detectors. To further enhance management of State Department's assets, the State Department developed and finalized the Ministerial Asset Acquisition Management Plan.

**Improvement of work environment in the State Department Headquarters:** To improve work environment, the State Department leased one new office block where half of the State Department's staff, Directorates/divisions/Units were relocated to ease congestion at the State Department headquarters and to bring the previously scattered offices outside MFA headquarters under one roof. Alongside the lease of the new office block, the State Department also procured new assorted furniture including assorted ICT equipment for staff to enhance efficiency and performance. On transport and mobility, the State Department acquired new vehicles including two modern buses donated by a partner state. These new offices, furniture, ICT equipment and new vehicles motivated staff resulting into improved efficiency in service delivery.

### **3.1.5.2 Challenges**

The following challenges were faced during the implementation of 2018/19-2022/23 Strategic Plan:

- i. **The COVID-19 Pandemic:** The COVID-19 pandemic affected operations and hence performance of the entire State Department. The containment measures resulted in lockdowns which included closure of the airspaces for a period of time, resulting to stoppage of international travel, postponement and in some

- cases cancelation of international meetings; rapid shift to virtual/online digital platforms which exposed the gaps in technology; and working in shifts which interfered with the work flow.
- ii. **Non-release and Late Receipt of Exchequer:** Delayed exchequer releases limited the State Department's ability to implement its work programs within the planned timelines. Most State Department's programmes and activities are to a large extent dictated by external calendars and schedules, while projects contracts are implemented under foreign laws and regulations, some of which are very strict. Therefore, any delays in payment would result to far reaching consequences. In addition, late receipt of exchequer led to low budget absorption and huge pending bills in the State Department.
  - iii. **Reduction in Appropriation-In-Aid Collected by Missions:** Introduction of e-Citizen platform applied in the collection of immigration and other consular fees in Missions, and direct remittance of the collections to the National Treasury Account at the Central Bank coupled with the COVID -19 Pandemic resulted to a decrease in the amount of AIA collected in Missions. Therefore, missions were not able to meet their obligations as they did not receive an equivalent exchequer amount to supplement Exchequer Provision.
  - iv. **Foreign Exchange Losses/Gains:** The State Department's Budget is formulated/prepared in Kenya Shillings while the spending units utilize currencies in the host Countries. In transferring the funds to the Missions, multiple transactions are done that lead to huge foreign exchange losses which reduce the actual amounts available for spending.
  - v. **High rental/leasing costs in Kenyan Missions:** Most missions do not own properties, therefore end up leasing. Rents and leases account for approximately 20 per cent of the total budget in Kenya Missions abroad. In addition, inadequate funding for maintenance and repairs of government owned properties abroad resulted in gradual dilapidation of these properties and the need for redevelopment.
  - vi. **Incompatibility of the Public Procurement and Assets Disposal Act, 2015 with procurement procedures and practices in foreign countries:** This affected implementation of capital projects in Kenya's foreign missions. Areas of incompatibility include different procurement practices in host countries, varied financial years, high advertisement costs, non-recognition of Kenya's contractual documents in other countries as well as requirement for advance payments for construction and maintenance. In some countries, quotations/tenders are submitted in a foreign language, and inconsistencies in the translation causes delays in the procurement. This led to slow absorption of allocated funds.
  - vii. **Delayed Feedback from MDACs:** The State Department experienced delay or lack of feedback from the relevant MDAs regarding Kenya's position on major matters of national importance, which in some occasions resulted in inability for the State Department to articulate Kenya's position in the international fora.

- viii. **Bureaucracy in Provision of Consular Service:** Most Missions do not have the infrastructure to render all consular services especially National ID cards, Passports, and Birth Certificates. Processing of these documents is done in Kenya leading to delayed provision of consular services, promotion and protection of the interests of Kenyans abroad.
- ix. **Lack of Diaspora Welfare Fund:** The State Department does not have a Diaspora fund for use to assist Kenyans in distress as provided for in the Kenya Diaspora Policy of 2014.

In the period under review, the following unforeseen issues arose during implementation of the previous plan and hence affected achievements of the planned targets.

- i. **Cross-border conflicts and regional instabilities:** Ongoing conflicts in the Middle East, North Korea, Ukraine, the Great Lakes and Horn of Africa region pose challenges to international and economic stability. Resolving these conflicts, promoting peace and stability, strengthening territorial integrity, minimizing the number of refugees and immigrants, and preventing the proliferation of weapons of mass destruction remain pressing issues to the Country.
- ii. **Climate Change and Environmental Issues:** Climate change has gained prominence in recent years as a global challenge. For sustainable growth and stability, international collaboration is now essential to tackle issues like lowering greenhouse gas emissions, developing renewable energy, and adjusting to the effects of climate change.
- iii. **Cybersecurity and Espionage:** Cyber threats and espionage have grown to be serious problems for nations due to an increase in reliance on technology and the internet. Issues such as cyber-attacks and disinformation campaigns can have profound impacts on international relations.
- iv. **Global Health Crises:** The COVID-19 pandemic highlighted the interconnectedness of the world and the need for international collaboration in addressing health crises. The response to global health challenges has become an important aspect of international relations. Key concerns include equitable distribution of vaccines, preparedness for future crises, and cooperation in healthcare infrastructure among others.
- v. **Economic Inequality and Trade Disputes:** The foreign policy environment that Kenya operates in is dynamic, to the extent that global interests are constantly shifting and influencing decisions being made at bilateral, regional and multilateral levels. International relations may become strained as a result of trade conflicts and economic imbalances between nations. Tensions and conflicts between nations can result from problems with fair trade, protectionism, intellectual property rights, and economic development.
- vi. **Technological Advancements:** Rapid technological advancements like artificial intelligence (AI), automation and use of lethal autonomous weapons raise concerns about their ethical implications, accountability, and potential impacts on

international security. Developing a framework to govern their use is an important issue that needs attention at the international arena.

### 3.1.5.3 Lessons Learnt

In the period under review, the following key lessons were learnt:

- i. Information communication and technology plays a key role in enhancing service delivery. The outbreak of COVID 19 pandemic in 2020 illustrated that work can be done and objectives realized through virtual meetings;
- ii. Both financial and human resources are central in the realization of the objectives and targets of the State Department. In this regard, continuous capacity building of all staff and fostering partnerships with development partners is crucial in implementing State Department’s mandate;
- iii. To enhance bilateral cooperation between Kenya and other countries, there is need for continuous High-Level engagements to unlock the full potential benefits of the cooperation; and
- iv. Automation of services such as administration and assistance on matters of diplomatic privileges has ensured effective execution of the State Department’s mandate.
- v. Streamlining governance and administrative structure; and continuous review, compliance and implementation of legislative, policy and institutional frameworks is key in enhancing efficiency and effectiveness.
- vi. Resources are never enough for programmes and projects and the State Department must continuously innovate new ways of undertaking its activities in a cost-effective way.

### 3.2 Stakeholder Analysis

The State Department for Foreign Affairs recognizes the role of key stakeholders in implementation of this Strategic Plan. These stakeholders range from national government Ministries/Departments/ Agencies (MDAs), county governments, development partners, the private sector, research institutions and citizens, among others as shown in Table 3.3.

**Table 3.3: Stakeholders Analysis**

S/No	Stakeholders	Role	Stakeholders’ Expectations	SDFA Expectations
1.	State Department Staff	<ul style="list-style-type: none"> <li>• Implementation of the mandate of the State Department</li> </ul>	<ul style="list-style-type: none"> <li>• State Department to provide a conducive work environment</li> <li>• Personal development, training and mentorship and career progression</li> <li>• Equity and Fairness</li> </ul>	<ul style="list-style-type: none"> <li>• Professionally competent, committed, results oriented and motivated staff</li> </ul>
2.	Ministries, Departments and Agencies	<ul style="list-style-type: none"> <li>• Provide collaboration and partnership linkages</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate preparation of working documents for bilateral and multilateral engagements</li> </ul>	<ul style="list-style-type: none"> <li>• Timely requests, information and participation</li> </ul>

S/No	Stakeholders	Role	Stakeholders' Expectations	SDFA Expectations
	(MDAs)		<ul style="list-style-type: none"> <li>(country position papers, agreements, MOUs, Communiqués, etc)</li> <li>Coordinate preparation for holding of JCCs/JTCs</li> <li>Timely facilitation of engagements with foreign countries.</li> </ul>	<ul style="list-style-type: none"> <li>Identification of issues for engagements</li> <li>Cooperation and consultation.</li> </ul>
3.	Kenyan Missions	<ul style="list-style-type: none"> <li>Representation of Kenya's interest abroad</li> <li>Implementation of State Department's mandates.</li> <li>Provides collaboration and partnership linkages with regional and international organizations and between missions</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate preparation for holding JCCs/JTCs</li> <li>Timely Response to correspondences</li> <li>Timely release of funds</li> <li>Timely facilitation with procurement processes</li> <li>Timely guidance on government policy and positions on various issues</li> <li>Timely preparation of aide memoires</li> <li>Adequate and timely deployment of staff.</li> </ul>	<ul style="list-style-type: none"> <li>Timely submissions of reports.</li> </ul>
4.	County Governments/ Council of Governors /County Assemblies	<ul style="list-style-type: none"> <li>Provides linkages between the State Department and County Governments on bilateral and Multilateral engagements.</li> </ul>	<ul style="list-style-type: none"> <li>Timely facilitation of engagements with foreign countries (visas, appointments, and other logistics)</li> <li>Coordinate preparation of relevant working documents for bilateral and multilateral engagements (e.g. country position papers, agreements, MOUs, Communiqués, etc)</li> </ul>	<ul style="list-style-type: none"> <li>Timely requests, information and participation</li> <li>Identification of issues for engagements</li> <li>Cooperation and consultation.</li> </ul>
5.	The National Assembly & the Senate	<ul style="list-style-type: none"> <li>Provides liaison and facilitation of documents and frameworks for bilateral and Multilateral engagements</li> <li>Budgetary consideration for the State Department</li> </ul>	<ul style="list-style-type: none"> <li>Facilitation of engagements with foreign countries and adherence to travel guidelines (visas, appointments, and other logistics)</li> <li>Coordination and preparation of working documents for bilateral and multilateral engagements (relevant country position papers, agreements, MOUs, Communiqués, etc.)</li> <li>Timely preparation of reports and Parliamentary responses (budgets, sessional papers, Bills, ratification of treaties)</li> </ul>	<ul style="list-style-type: none"> <li>Processing of requests, information and participation</li> <li>Identification of issues for engagements</li> <li>Cooperation and consultation.</li> </ul>
6.	The Kenyan public and Foreign Nationals resident in	<ul style="list-style-type: none"> <li>Consumption of State Department's services</li> <li>Provision of feedbacks on and suggestions on State Department's</li> </ul>	<ul style="list-style-type: none"> <li>Timely delivery of services</li> <li>Timely Consular services</li> <li>Involvement in national development processes</li> <li>Provide information on national</li> </ul>	<ul style="list-style-type: none"> <li>Support, collaboration and cooperation</li> <li>Patriotism</li> <li>Cooperation,</li> </ul>



S/No	Stakeholders	Role	Stakeholders' Expectations	SDFA Expectations
	Kenya	programmes <ul style="list-style-type: none"> <li>Participate in State Department's open days</li> </ul>	opportunities	collaboration and partnership in nation building.
7.	Kenyan Diaspora	<ul style="list-style-type: none"> <li>Consumption of State Department's services</li> <li>Provision of feedbacks on and suggestions on State Department's programmes</li> <li>Participate in State Department's activities/national days</li> </ul>	<ul style="list-style-type: none"> <li>Timely delivery of services</li> <li>Timely Consular services</li> <li>Involvement in national development processes</li> <li>Provide information on national opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Support, collaboration and cooperation</li> <li>Patriotism</li> <li>Cooperation, collaboration and partnership in nation building.</li> </ul>
8.	Suppliers and merchants	<ul style="list-style-type: none"> <li>Supply of good and services in accordance with specification and laid down procedures</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance of good working relations</li> <li>Timely processing of payments for goods and services</li> <li>Adhere to the principles of good governance</li> </ul>	<ul style="list-style-type: none"> <li>Timely delivery of goods and services</li> <li>Professionalism and adherence to quality standards</li> </ul>
9.	Non-state actors (IGOs, NGOs, CBOs, FBOs)	<ul style="list-style-type: none"> <li>Support in policy formulation</li> <li>Collaboration and partnership in implementation of programmes</li> </ul>	<ul style="list-style-type: none"> <li>Provision of reports and briefs.</li> <li>Protection of national interests and socio-economic development</li> <li>Respond to communication</li> </ul>	<ul style="list-style-type: none"> <li>Input in the formulation of policies.</li> </ul>
10.	The Media	<ul style="list-style-type: none"> <li>Inform, educate and communicate on State Department's affairs and briefings</li> </ul>	<ul style="list-style-type: none"> <li>Receive timely information</li> <li>Access facts/information</li> </ul>	<ul style="list-style-type: none"> <li>Inform, educate and communicate on social, economic and political issues</li> <li>Factual reporting on State Department's affairs</li> </ul>
11.	Foreign Missions Accredited to Kenya	<ul style="list-style-type: none"> <li>Enable bilateral and diplomatic relationship and partnership</li> <li>Provides reciprocal treatment</li> </ul>	<ul style="list-style-type: none"> <li>Timely response to correspondences (letters, email and faxes)</li> <li>Support in facilitating enhancement of diplomatic relations and partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Timely response to correspondences</li> <li>Support in facilitating enhancement of diplomatic relations and partnerships.</li> </ul>
12.	Foreign Governments	<ul style="list-style-type: none"> <li>Enable bilateral and diplomatic relationship and partnership</li> <li>Provides reciprocal treatment</li> </ul>	<ul style="list-style-type: none"> <li>Support in facilitating enhancement of diplomatic relations and partnerships</li> <li>Protection of their interests.</li> <li>Respond to communication (letters, email and faxes)</li> <li>Timely facilitation of negotiations and agreements</li> </ul>	<ul style="list-style-type: none"> <li>Support in facilitating enhancement of diplomatic relations and partnerships</li> <li>Enhanced cooperation</li> </ul>
13.	UN and International organizations	<ul style="list-style-type: none"> <li>Enable diplomatic relationship and operations of UN bodies</li> <li>Technical Support</li> </ul>	<ul style="list-style-type: none"> <li>Support in facilitating and enhancing diplomatic relations and operations of UN bodies in Nairobi</li> <li>Adhering to the principles of</li> </ul>	<ul style="list-style-type: none"> <li>Technical support</li> <li>Resource mobilization</li> </ul>

S/No	Stakeholders	Role	Stakeholders' Expectations	SDFA Expectations
14.	Development partners	<ul style="list-style-type: none"> <li>Provide Mutual beneficial engagements.</li> </ul>	<p>good governance</p> <ul style="list-style-type: none"> <li>Mutually beneficial engagements</li> <li>Effective and efficient resource utilization</li> <li>Involve stakeholders in various aspects.</li> <li>Practice principles of good governance</li> </ul>	<ul style="list-style-type: none"> <li>Technical support</li> <li>Resource mobilization</li> </ul>

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

This chapter outlines strategic issues arising from situational and stakeholder analyses which forms the basis upon which the strategic goals presented in the chapter are formulated. The Chapter also outlines the Key Result Areas (KRAs) that are linked to the attainment of strategic goals.

### **4.1 Strategic issues**

From its situational and stakeholder analysis, the State Department has identified the following seven (7) strategic issues:

- (i) Kenya's interests globally;
- (ii) Kenya's sovereignty and territorial integrity;
- (iii) Global and regional peace, security and stability;
- (iv) Economic and Commercial Diplomacy;
- (v) Public diplomacy, cultural heritage and stakeholder engagement;
- (vi) Provision of consular services; and
- (vii) Policy, legal and institutional capacity.

Human rights are also an issue that cuts across all the above seven (7) strategic issues and indeed is increasingly taking centre stage both within the country as well as in the international context having been mainstreamed within the United Nations Sustainable Development Goals (SDGs). It is therefore important for Kenya to demonstrate adherence to human rights principles and practices, in its endeavour to achieve its strategic goals as well as contribute towards a just, peaceful and equitable society both internally and globally.

#### **Strategic Issue 1: Kenya's Interests Globally**

Countries across the globe have diverse interests abroad. Depending on the extent to which these interests are met, they shape and influence the direction of the respective country's development agenda. Kenya's development aspirations inform its interests at the bilateral, regional and multilateral levels. The State Department for Foreign Affairs recognizes that these interests are critical in the country's overall development and has therefore identified strategies to pursue secure and safeguard the interests for social, economic and political prosperity of the country

#### **Strategic Issue 2: Kenya's Sovereignty and Territorial Integrity**

Kenya's sovereignty and territorial integrity is paramount for national security and stability. This involves implementing comprehensive strategies to safeguard borders, prevent encroachment by neighbouring countries, and address any disputes or territorial claims diplomatically. Additionally, investing in defense capabilities, border

surveillance, and strategic alliances with regional and international partners can strengthen Kenya's ability to defend its sovereignty against external threats or aggression.

### **Strategic Issue 3: Global and Regional Peace, Security and Stability**

Kenya plays a pivotal role in promoting peace, security, and stability both regionally and globally. To address this strategic issue, Kenya must actively engage in diplomatic efforts, peacekeeping missions, and conflict resolution initiatives within the East African region and beyond. This includes collaborating with regional organizations such as the African Union and the Intergovernmental Authority on Development (IGAD), as well as participating in international peacekeeping operations under the auspices of the United Nations. Additionally, fostering dialogue, reconciliation, and mutual understanding among diverse ethnic, religious, and political groups within Kenya is essential for domestic peace and stability, which in turn contributes to the broader goals of regional and global peace.

### **Strategic Issue 4: Economic and Commercial Diplomacy**

This strategic issue aims at fulfilling the aspirations of the Kenya Vision 2030 and the Bottom-Up Economic Transformation Agenda (BETA) which envisages an average Gross Domestic Product (GDP) growth rate of up to 10% per annum and progressively attain sustainable economic development. This calls for deliberate and concerted efforts to pursue mutually beneficial bilateral, regional and multilateral economic cooperation frameworks as well as trade and investment promotion cooperation frameworks. The State Department will therefore, transform Kenya Missions abroad into economic and commercial diplomacy hubs and adopt strategies that will facilitate and enhance access to foreign markets for Kenyan products, attract inward foreign direct investment and negotiate favourable trade frameworks at both multilateral and bilateral fora.

### **Strategic Issue 5: Public Diplomacy, Cultural Heritage and Stakeholder Engagement.**

This strategic issue recognizes public diplomacy as a means to effectively engage the world. In promoting, projecting and protecting Kenya's national interests, public diplomacy plays a critical role in informing and engaging both domestic and international audiences. It is in view of this strategic issue that the State Department seeks to strengthen Kenya's global influence, and enhance its reputation and recognition by developing mutually beneficial global relations.

## **Strategic Issue 6: Provision of Consular Services**

The Constitution of Kenya acknowledges the potential of the Diaspora by granting dual citizenship and voting rights, thereby empowering them to actively participate in Kenya's growth and progress. Moreover, the constitution ensures the protection of Kenyans both within the country and beyond the borders, emphasizing the Government's commitment to safeguarding the interests of its citizens worldwide. The Kenya Vision 2030 and BETA initiatives underscore the critical role of the Diaspora in contributing to the country's economic growth and advancing its vision of becoming globally competitive and prosperous by 2030. In alignment with this Vision, the Kenya Foreign Policy outlines policies aimed at harnessing the immense potential of Kenyans living abroad.

Consular services play a pivotal role in supporting Kenyan nationals living abroad. Enhancing consular services ensures that Kenyan Diaspora members have access to essential support and assistance whenever needed, fostering a sense of belonging and connection to their homeland. This Strategic Plan therefore, sets out strategies to strengthen the provision of consular services to the Kenyan Diaspora with in order to foster their engagement in national development efforts and ensuring their well-being while residing outside Kenya's borders.

## **Strategic Issue 7: Policy, Legal and Institutional Capacity.**

The execution of the State Department's mandate is guided by the Constitution, Government of Kenya policy documents, circulars and executive orders. The key focus will be to strengthen the State Department's policy, legal and institutional capacity to effectively deliver its mandate. In this regard, the State Department will enhance implementation and reporting of the current legislative and regulative policies of the Government, ensure speedy finalization and implementation of internal policies, identify areas with policy gaps and develop related enabling policies. The State Department will further engage proactively in dealing with legal and policy issues that impact both its operations and those of Kenya Missions abroad in order to preserve Kenya's image. The State Department will endeavour to improve its institutional capacity to deliver on its expanded mandate. This will entail reviewing the organizational structure, strengthening its human resource management and development as well as enhancing the capacity of the Foreign Service Academy. The State Department will also make deliberate efforts to improve the working environment through the development and maintenance of its facilities, backed by a modern, reliable and secure ICT infrastructure. It will also pursue the Public Private Partnerships framework in the development of Kenya's diplomatic infrastructure abroad.

## 4.2 Strategic Goals

The State Department desires to achieve the following Goals within the Plan period:

- (i) Pursue Kenya’s interests globally;
- (ii) Protect Kenya’s sovereignty and territorial integrity;
- (iii) Enhance global and regional peace, security and stability;
- (iv) Enhance Economic and Commercial Diplomacy;
- (v) Strengthen public diplomacy, cultural heritage and stakeholder engagement;
- (vi) Enhance provision of consular services; and
- (vii) Strengthen policy, legal and institutional capacity.

## 4.3 Key Results Areas

To effectively achieve its set strategic goals, the State Department has identified the following seven (7) key results areas:

- (i) Project, promote and protect Kenya’s interests and image globally
- (ii) Safeguard Kenya’s Sovereignty and Territorial Integrity
- (iii) Promote regional and global peace, security and stability
- (iv) Promote Economic Cooperation and Commercial Diplomacy
- (v) Strengthen Public Diplomacy and Stakeholders Engagement
- (vi) Enhance Provision of Consular Services
- (vii) Strengthen Policy, Legal and Institutional Capacity

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

Strategic Issue	Goal	KRAs
<b>Kenya’s interests globally</b>	Pursue Kenya’s interests globally	KRA 1: Project, promote and protect Kenya’s interests and image globally
<b>Kenya’s sovereignty and territorial integrity</b>	Protect Kenya’s sovereignty and territorial integrity	KRA 2: Safeguard Kenya’s Sovereignty and Territorial Integrity
<b>Global and regional peace, security and stability</b>	Enhance global and regional peace, security and stability	KRA 3: Promote regional and global peace, security and stability
<b>Economic cooperation, international trade and investment</b>	Enhance economic cooperation, international trade and investment	KRA 4: Promote Economic Cooperation and Commercial Diplomacy
<b>Public diplomacy, cultural heritage and stakeholder engagement</b>	Strengthen public diplomacy, cultural heritage and stakeholder engagement;	KRA 5: Strengthen Public Diplomacy and Stakeholders Engagement

<b>Provision of consular services</b>	Enhance provision of consular services	KRA 6: Enhance Provision of Consular Services
<b>Policy, legal and institutional capacity.</b>	Strengthen policy, legal and institutional capacity	KRA 7: Strengthen Policy, Legal and Institutional Capacity

## Chapter Five: Strategic Objectives and Strategies

This chapter outlines the strategic objectives that the State Department will adopt and provides a 5-year projection of the same. The expected annual outcomes as well as the strategic choices that the State Department will pursue to achieve strategic objectives are also outlined.

### 5.1 Strategic Objectives

The following is a detailed description of the Strategic Issues, Strategic Objectives and Strategies: -

#### **Strategic Objective 1: To pursue, secure and safeguard Kenya's Interests Globally**

The objective will entail pursuing the following strategies:

Strategy		Strategic Thrust
1.	Strengthen Kenya's foreign relations and expand diplomatic footprint	The strategy aims at strengthening Kenya's engagement with its bilateral partners through development and implementation of cooperation frameworks as well as exchange of high-level visits. The strategy will further entail: opening new Embassies, Consulates and Honorary Consuls and enhancing multiple accreditations for wider and effective diplomatic representation.
2.	Promote international cooperation and a rule based multilateral system	The strategy aims at ensuring a coordinated, participatory approach at the UN, AU, EAC and other multilateral forums. This will essentially support and strengthen Kenya's role in enhancing international cooperation and a stronger, rule-based multilateral system. Preparations for international meetings will be predicated on thorough preparatory processes with clear objectives, and strategies so that the outcomes of such meetings are in line with the Kenya's Foreign Policy priorities.
3.	Strengthen Kenya's presence and influence in international organizations	This strategy aims at enhancing Kenya's presence and influence in the international system through lobbying for election or appointment of the country and its nationals into key policy and decision-making organs of the UN, AU and other inter-governmental and international organizations. This will entail the deliberate mapping of candidatures within the organizations to facilitate strategic projection and targeting of candidatures. It will also entail reviewing and finalizing of the draft Strategy on International Candidatures and Strategic Placements. The State Department will also conduct a cost-benefit analysis of Kenya's membership in international organizations.
4.	Enhance Kenya's leadership role in environmental issues	This strategy seeks to enhance Kenya's leadership role on critical decisions and resolutions on global environmental issues. This will be achieved by continuously championing the strengthening of UNEP and UN Habitat in Nairobi and their activities and effectively leveraging on their presence in



		Kenya's endeavor to promote Nairobi as the environmental, human settlement and sustainable urban development capital. The strategy will also entail effective participation in major international environmental forums. Kenya will continue to champion sustainable use of aquatic resources and develop strategies to tap into the full economic potential of marine resources. Further, Kenya will establish think-tanks on environmental diplomacy and sustainable human settlements to amplify her position as a leader on environmental issues and resilient affordable human settlements.
5.	Strengthen regional technical cooperation	This strategy seeks to reinforce Kenya's leadership role in the region through provision of technical assistance to countries within the region and beyond. The overarching goal is to promote political and socio-economic development within the region for shared prosperity. This will involve implementation of specific programs such as capacity building, trade & investment promotion, peace building and conflict resolution as well as support of high impact programs.
6.	Promote Kenya as a premier destination for tourists as well as international conferences and events	This strategy aims at raising the global profile and enhancing recognition of Kenya as a premier destination for tourists, major international conferences and events, which is the main theme of the Meetings, Incentives, Conferences and Events (MICE) Strategy for Kenya. In this regard, the State Department will coordinate and collaborate with relevant stakeholders to lobby, attract and host major international conferences and events in Nairobi and other parts of the country. It will also market Kenya as a premier destination for tourists through showcasing its diverse attractions, cultural heritage, wildlife, and unique experiences.

### **Strategic Objective 2: To Protect Kenya's Sovereignty and Territorial Integrity.**

This objective aims at safeguarding Kenya's sovereignty and territorial integrity. It will entail collaborating with relevant MDAs and other stakeholders to safeguard the country's right to make sovereign decisions and chart its own political and development path. Kenya will closely work with its immediate neighbors to demarcate its international and maritime boundaries and ensure their inviolability.

The objective will entail pursuing the following strategy:

Strategy		Strategic Thrust
1.	Strengthen Collaboration with relevant MDACs and other stakeholders to safeguard Kenya's sovereignty and territorial integrity	The strategy entails building strong partnerships with relevant MDACs and other key stakeholders to protect territorial integrity and safeguard Kenya's sovereignty. In addition, it will involve engagements at bilateral and multilateral levels to address actions that may amount to external interference with internal affairs of the Country. Diplomacy will be used as the preferred tool in the protection of sovereignty and territorial integrity

### **Strategic Objective 3: To Promote Regional and International Peace, Security and Stability.**

This objective aims at promoting national, regional and international peace, security and stability as a prerequisite for sustainable development. Peace, security and stability are essential to Kenya’s development goal of becoming a newly industrialized middle-income country as envisioned in the Kenya Vision 2030. Through this objective, the State Department aims to consolidate Kenya’s legacy in promoting peace, security and stability for socio-economic development. Regionally, the State Department will continue to support peace, security, and stability initiatives and contribute towards post-conflict reconstruction of countries emerging from conflict. At the national level, the State Department will participate in the national security mechanisms and initiatives aimed at promoting national cohesion, peace and stability.

The objective will entail pursuing the following strategies:

Strategy	Strategic Thrust
1. Enhance engagement in conflict prevention, resolution and peace building regionally and globally	This strategy is anchored on the Peace Diplomacy Pillar of Kenya’s Foreign Policy. It will focus on conflict prevention, resolution and peace building, and post-conflict reconstruction in collaboration with inter-governmental organizations and other relevant stakeholders.
2. Promote regional and international peace, security and stability	This strategy is premised on collaboration with relevant MDACs to implement initiatives aimed at maintaining regional peace, security and stability to buttress the country’s position as a critical player in the international arena. The strategy will also aim at engaging our partners at bilateral and multilateral levels to combat evolving and emerging threats including terrorism, transnational organized crime, cybercrime and maritime security threats.

#### **Strategic Objective 4: To promote Economic Cooperation, International Trade and Investment.**

This objective aims at advancing Kenya’s economic interests through robust engagement at bilateral, regional and multilateral levels to increase international trade and investments for sustainable economic development of the Country.

This will be achieved through the following strategies:

Strategy	Strategic Thrust
1. Transform Kenya's diplomatic Missions abroad into hubs for advancing economic agenda.	<p>This strategy aims at converting Kenya’s diplomatic Missions abroad into agents that actively promote the bottom-up economic transformation agenda, fostering inclusive growth, and improving the livelihoods of Kenyan citizens. This will be achieved through:</p> <p><b>Trade Promotion and Investment Facilitation:</b> This will focus on promoting Kenyan products to traditional and emerging potential markets by addressing issues of diversification of Kenya export products, value-addition on primary products and elimination of tariff and non-tariff barriers. Therefore, increasing Kenya’s investments abroad and attracting foreign investment.</p> <p>This will involve organizing Kenya trade/investment weeks in various countries to market and enhance the profile of Kenyan export products; organizing trade fairs, investment forums, and business matchmaking events to connect Kenyan businesses with international partners. The State</p>

		<p>Department will also closely work with the private sector and other stakeholders to disseminate investment opportunities as well as facilitate implementation of the National Trade Policy and National Export Promotion Strategy.</p> <p><b>Market Intelligence and Research:</b> It will aim at providing diplomatic Missions with the necessary resources for conducting market research. This research will facilitate the comprehension of market trends, consumer behavior, competition, and regulatory factors. By identifying opportunities and mitigating risks, it will enable strategic decision-making to maintain Kenya's competitiveness in the international arena.</p> <p><b>Capacity Building and Skills Development:</b> The State Department will ensure that the right Human Resource is deployed in Kenya Missions abroad to coordinate implementation of Economic Diplomacy Pillar of the Foreign policy. Further, will facilitate collaboration with international partners to provide training programs, technical assistance, and capacity-building initiatives for Kenyan entrepreneurs and SMEs. This will include workshops on business development, access to finance, technology adoption, and market expansion strategies.</p> <p><b>Public-Private Partnerships (PPP):</b> It will aim at forging partnerships with foreign governments, agencies, private sector entities, and civil society organizations to implement bottom-up economic initiatives. This will mobilize resources, expertise, and innovation to address development challenges and create sustainable economic opportunities at the grassroots level.</p> <p><b>Policy Advocacy and Representation:</b> The State Department will ensure that diplomatic missions actively advocate for policies that support bottom-up economic transformation in Kenya. This includes promoting policies that empower micro, small and medium-sized enterprises (MSMEs), enhance access to finance for grassroots entrepreneurs and facilitate trade agreements that benefit local producers.</p> <p><b>Cultural and Educational Exchanges:</b> This will entail fostering cultural and educational exchanges between Kenya and other countries to promote cross-cultural understanding and facilitate knowledge sharing. These exchanges will create opportunities for cultural tourism, sports, arts and crafts exports, contributing to local economic development.</p> <p><b>Digital Diplomacy and Innovation:</b> It will entail embracing digital diplomacy tools and platforms to enhance communication, collaboration, and outreach efforts. The State Department will leverage on technology and innovation to showcase Kenya's economic potential, highlight success stories of grassroots entrepreneurs and facilitate knowledge exchange with international stakeholders.</p> <p><b>Sustainable Development Goals (SDGs) Alignment:</b> This will aim at aligning diplomatic missions' activities with the SDGs, particularly goals related to poverty alleviation, inclusive economic growth, and sustainable livelihoods. This ensures that bottom-up economic transformation efforts contribute to broader development objectives and international cooperation agendas.</p>
2.	Strengthen bilateral, regional and multilateral economic cooperation	This strategy seeks to promote and consolidate Kenya's economic cooperation for the realization of socio-economic development. This will entail enhancing engagement at the bilateral, regional and multilateral levels to pursue and protect Kenya's economic interests. The State Department will therefore coordinate and participate in the initiation, negotiation and conclusion of economic cooperation frameworks at

		bilateral, regional and multilateral levels to improve trade and investment environment. These include JCCs/JECs/JTCs/SSAs, trade and investment agreements, TFTA, AfCFTA, EPAs, WTO and Post 2020 ACP-EU among others. The State Department will also monitor and evaluate the implementation of the already concluded economic cooperation frameworks in order to assess the benefits and ensure timely realization of the intended outcomes for Kenya's socio-economic development.
<b>3.</b>	Establish strategic partnership in implementation of the Bottom-Up Economic Transformation Agenda (BETA).	This strategy aims at establishing strategic partnerships and collaborations with Kenya's partners at the bilateral and multilateral arena and MDACs to support the implementation of the Bottom-Up Economic Transformation Agenda. In this regard, the State Department will map out countries and organizations in the five (5) continents in order to identify their respective comparative advantage that Kenya can leverage on. This initiative will assist in determining the specific areas of support, engagement and collaboration in each of the five (5) pillars: Agricultural Transformation; Micro, Small and Medium Enterprise (MSME) Economy; Healthcare; Housing and Settlement; and Digital Superhighway and Creative Industry.

### **Strategic Objective 5: To Enhance Public Diplomacy, Cultural Heritage and Stakeholder Engagement.**

This strategic objective aims at maximizing on public diplomacy to support the achievement of Kenya's Foreign Policy objectives in advancing the national interests through effective engagement with domestic and international stakeholders. This will be achieved through the following strategies:

This will be achieved through the following strategies:

<b>Strategy</b>		<b>Strategic Thrust</b>
<b>1.</b>	Strengthen public diplomacy	Public diplomacy is a public relations exercise aimed at shaping and influencing positive thinking. The strategy seeks to actively communicate Kenya's Foreign Policy and information on Kenya to shape a positive narrative and as a result generate interest, recognition and boost Kenya's profile and global image. This strategy will entail deployment of new information technologies to disseminate information through the use of digital tools like social media platforms and internet tools; enhance relationship with journalists and media outlets locally and internationally; promote strong partnership with key stakeholders, such as government, diplomatic corps and the media; coverage of State and Official Visits, host national day celebrations in Kenya Missions abroad, utilize publicity platforms including media interviews, press briefings, news conferences, publishing of bulletins and newsletters to raise awareness about Kenya; periodically review the communications strategy, monitor and analyse the effectiveness of public diplomacy and stakeholder engagements.
<b>2.</b>	Promote cultural and sports diplomacy	This strategy will mainly focus on taking advantage of Kenya's rich, diverse cultural heritage and sporting prowess in athletics and other sports disciplines to forge global alliances and foster people-to-people relations for mutual benefit. This will involve establishing cultural and sports exchanges as well as

		promotion of Kenya’s heritage and creative industries including film, visual arts, performing arts, music, language and sports. It will entail promoting Kiswahili as the continental and global language, branding Kenya Mission abroad and establishment of cultural centres in the Missions abroad. The strategy also seeks to increase global awareness and protection of Kenya’s cultural sites through robust engagement in UNESCO.
3.	Strengthen stakeholder engagement and collaboration	This strategy aims to promote collaborative engagement with both domestic and international stakeholders in order to develop partnerships of influence. This will entail cultivating partnerships with local and international institutions, private sector organizations, parliamentary friendship groups and individuals of good repute, the Kenyan Diaspora and expatriates living in Kenya. The partnerships will ensure that all stakeholders are proactively involved in the outreach programs that reinforce public diplomacy messaging and strengthen relations.

### **Strategic Objective 6: To enhance and scale up provision of Consular Services.**

This strategic objective aims at promoting, utilizing and enhancing the contribution of the Kenyan Diaspora to national development as well as strengthening the assistance and protection accorded to the Kenyans living abroad through the following strategy:

Strategy		Strategic Thrust
1.	Strengthen the provision of Consular Services	The strategy will seek to enhance consular capacity both at the headquarters and at Kenya Missions abroad to effectively deliver consular services to Kenyans. The strategy will also entail facilitating negotiation and conclusion of Bilateral Labour Agreements to regularize and strengthen protection of migrant workers.

### **Strategic Objective 7: To Strengthen Policy, Legal and Institutional Capacity.**

This objective aims to strengthen the State Department’s capacity to effectively deliver on its mandate. It will involve developing necessary policies and legal frameworks, building requisite skills, competences, as well as improving the work environment. The strategic objective will be achieved through the following strategies:

Strategy		Strategic Thrust
1.	Strengthen Policy and Legal Compliance	This Strategy seeks to ensure that the State Department complies with constitutional and statutory requirements related to public finance management, public procurement and asset disposal, as well as leadership and integrity, and building capacity in the same. Similarly, the State Department will implement the Foreign Service Act 2021 and develop and implement any other policies or regulations aimed at facilitating achievement of its mandate.
2.	Transform the Foreign Service Academy into a Centre of	This strategy seeks to facilitate transformation of the Foreign Service Academy into a Semi-Autonomous Government Agency

	Excellence in training and foreign policy research and analysis	(SAGA) and a center of excellence to enhance its capacity in training as well as conducting Foreign Policy research and analysis. This strategy will further entail strengthening and establishing strategic partnerships and collaborative frameworks between the Academy and think tanks to enhance its capacity.
<b>3.</b>	Enhance Asset Management	This strategy seeks to promote and enhance systematic processes in the acquisition, operation, maintenance, management, and disposal of movable and immovable assets to improve the work environment as well as efficiency in service delivery. This will entail the implementation of the Assets Acquisition and Management Plan (AAMP) that guides the acquisition, construction, modernization, maintenance, repairs, and disposal of State Department's assets.
<b>4.</b>	Strengthen Human Resource Management and Capacity Development	This strategy seeks to enhance professional management of human resources at the State Department Headquarters and Missions abroad through efficient management of career progression and succession planning; review of the requisite schemes of service, employee motivation, and development and execution of a Junior Professional Officers (JPO) program.
<b>5.</b>	Promotion of National Values and Principles of Governance	This Strategy aims to ensure that the State Department promotes and complies with the National Values and Principles of Governance enshrined in Article 10(2) of the Constitution and other legislations as well as sensitizes staff about them.
<b>6.</b>	Strengthen ICT Capacity and Security	The strategy seeks to enhance the use of ICT as a key enabler for effective and efficient service delivery. It will involve reviewing, upgrading, and acquiring new ICT infrastructure; automation of business processes; as well as increasing connectivity with Kenya Missions. The strategy will further entail building the capacity of State Department staff on both current and emerging technologies and enhancing ICT infrastructure security.
<b>7.</b>	Enhance Staff Wellness	This strategy aims to promote a healthy work force through improved staff wellness. This will entail the operationalization of the Staff Welfare Association, carrying out employee wellness activities, institutionalizing employee assistance programs, and sensitizing staff on cross-cutting issues such as gender-based violence, alcohol, drugs and substance abuse, and HIV/AIDS.
<b>8.</b>	Mainstream Gender, Youth and Disability Issues in the State Department	This strategy seeks to safeguard the interests of vulnerable groups. This will entail mainstreaming gender, youth, and Persons with Disabilities into State Department programs as well as implementing employee empowerment programs in collaboration with relevant MDAs.
<b>9.</b>	Strengthen Result Based Management.	The strategy aims to strengthen the capacity, efficiency, and accountability in the State Department's performance management and business processes to effectively deliver its mandate and achieve the set Strategic objectives. This will entail implementing a robust performance management framework, institutionalizing a culture of continuous performance improvement and management for results through the implementation of public sector performance management tools such as Strategic Plans, Performance

		Contracts, Annual Work Plans, and Performance Appraisal System. The strategy further aims to link policy planning and budgeting.
10.	Strengthen Public Financial Management and procurement procedures	This strategy aims at enhancing and strengthening business processes as well as internal controls to make public financial management process more transparent, effective, and accountable in line with the existing policy, legal, and institutional framework. The strategy will also involve enhancing the State Department's budgeting process and public procurement and asset disposal while ensuring that the procurement process is fair, equitable, transparent, competitive and, cost effective.
11.	Strengthen Management Records	This strategy aims to improve effective service delivery in the State Department Headquarters and Missions abroad. This will be achieved mainly through continuous appraisal of records in the State Department in line with the laid down laws and regulations, implementation of the revised Records Management Policy and the file index and classification scheme and development and operationalization of an Electronic Documents and Records Management System (EDRMS) to enhances efficiency, effectiveness, compliance, and risk reduction in maintenance, retrieval and use of records and information.

The projected outcomes are outline in Table 5.1 below.

**Table 5.1: Outcomes Annual Projections**

	Outcome	Outcome Indicator	Baseline 2022/23	Projection				
				2023/24	2024/25	2025/26	2026/27	2027/28
<b>KRA 1: Project, promote and protect Kenya's interests and image globally</b>								
<b>Strategic Objective 1:</b> To Pursue, Secure and Safeguard Kenya's Interests Globally	Kenya's Diplomatic Representation Globally Strengthened	No. of new Foreign Missions and Consulates operationalized	65	3	2	2	2	2
		(%) level of monitoring implementation of concluded bilateral cooperation frameworks	100	100	100	100	100	100
		(%) level of High Level state and official visits facilitated	100	100	100	100	100	100
		(%) level of Foreign Missions and International organizations administered with privileges and immunities	100	100	100	100	100	100
	Kenya's presence and influence in	(%) Level of successful lobbied	78	100	100	100	100	100

	Outcome	Outcome Indicator	Baseline 2022/23	Projection				
				2023/24	2024/25	2025/26	2026/27	2027/28
	international organizations strengthened	Kenya's Country and individual candidatures in the international governance system						
	Kenya as a preferred destination for International Conferences and Events promoted	(%) Level of major international conferences and events successfully lobbied and hosted	60	100	100	100	100	100
<b>KRA 2: Safeguard Kenya's Sovereignty and Territorial Integrity</b>								
<b>Strategic Objective 2:</b> To protect Kenya's sovereignty and territorial integrity	Kenya's sovereignty and territorial integrity safeguarded	Kenya's territory safeguarded (%)	100	100	100	100	100	100
<b>KRA 3: Promote regional and global peace, security and stability</b>								
<b>Strategic Objective 3:</b> To promote regional and international peace, security and stability	Enhanced engagement in conflict prevention, resolution and peacebuilding regionally and globally	% level of coordination of Kenya's participation in the regional and international meetings aimed at preventing conflict within the region	100	100	100	100	100	100
		% level of collaboration with regional and international partners to support conflict resolution processes in the region	100	100	100	100	100	100
<b>KRA 4: Promote Economic Cooperation and Commercial Diplomacy</b>								
<b>Strategic Objective 4:</b> To promote Economic Cooperation, International Trade and investment.	Foreign Direct Investment Increased	% increase in total FDI inflows	-	10	10	10	10	10
	Kenya's exports increased	% increase in total export value	-	10	10	10	10	10
<b>KRA 5: Strengthen Public Diplomacy and Stakeholders Engagement</b>								
<b>Strategic</b>	Improved visibility for the State Department	(%) level of visibility	-	100	100	100	100	100



	Outcome	Outcome Indicator	Baseline 2022/23	Projection				
				2023/24	2024/25	2025/26	2026/27	2027/28
<b>Objective 5:</b> To Enhance Public Diplomacy and Stakeholder Engagement	for Foreign Affairs							
<b>KRA 6: Enhance provision of Consular Services</b>								
<b>Strategic Objective 6:</b> To enhance and scale up provision of Consular Services	Provision of Consular Services Enhanced	(%) level of Kenyans in need assisted	100	100	100	100	100	100
<b>KRA 7: Strengthen Policy, Legal and Institutional Capacity</b>								
<b>Strategic Objective 7:</b> To Strengthen Policy, Legal and Institutional Capacity	Economic, efficient and effective utilization of financial resources	Absorption rate of allocated resources	98	100	100	100	100	100
	Safe and Secure work Environment	% of Missions with CCTV Cameras and security instruments installed	20	100	100	100	100	100
		100%of staff with adequate office facilities	-	100	100	100	100	100
	A cohesive and ethical work force	% of Corruption cases prosecuted.	100	100	100	100	100	100
		% of officers sensitized on National Cohesion & National Values	100	100	100	100	100	100
	Improved productivity	% of management audit recommendations implemented	-	100	100	100	100	100
		% level of implementation of the Career Progression Guidelines	-	100	100	100	100	100
		% level of officers annually appraised in GHRIS	100	100	100	100	100	100
	Fiscal Discipline enhanced	% level of financial reports unqualified		100	100	100	100	100
		% level of reports conforming to the financial reporting standards	100	100	100	100	100	100
	Improved digitalization in service delivery	% level of automation	-	100	100	100	100	100

## 5.2 Strategic Choices

The State Department will adopt the strategies outlined in table 5.2 to meet its strategic objectives

**Table 5.2: Strategic Objectives and Strategies**

Key Result Area (KRA)	Strategic Objectives	Strategies
KRA 1: Project, promote and protect Kenya's interests and image globally	To pursue, secure and safeguard Kenya's Interests Globally	Strengthen Kenya's foreign relations and expand diplomatic footprint.
		Promote international cooperation and a rule based multilateral system
		Strengthen Kenya's presence and influence in international organizations
		Enhance Kenya's leadership role in environmental issues
		Strengthen regional technical cooperation
		Promote Kenya as a premier destination for tourists as well as international conferences and events.
KRA 2: Safeguard Kenya's Sovereignty and Territorial Integrity	To protect Kenya's sovereignty and territorial integrity	Strengthen collaboration with relevant MDAs, Counties and other stakeholders to safeguard Kenya's sovereignty and territorial integrity
KRA 3: Promote regional and global peace, security and stability	To promote regional and international peace, security and stability	Enhance engagement in conflict prevention resolution and peace building regionally and globally
		Promote regional and international peace, security and stability
KRA 4: Promote Economic Cooperation and Commercial Diplomacy	To promote Economic Cooperation, International Trade and Investment.	Transform Kenya's diplomatic Missions abroad into hubs for advancing economic agenda.
		Strengthen bilateral, regional and multilateral economic cooperation
		Establish strategic partnership in implementation of the Bottom-Up Economic Transformation Agenda (BETA).
KRA 5: Strengthen Public Diplomacy and Stakeholders Engagement	To Enhance Public Diplomacy, Cultural Heritage and Stakeholder Engagement.	Strengthen public diplomacy
		Promote cultural and sports diplomacy
		Strengthen stakeholder engagement and collaboration:
KRA 6: Enhance Provision of Consular Services	To enhance and scale up provision of Consular Services	Strengthen the provision of Consular Services
KRA 7: Strengthen Policy, Legal and Institutional Capacity	To strengthen policy, legal and institutional capacity	Strengthen Policy and Legal Compliance
		Transform the Foreign Service Academy into a Centre of Excellence in training and foreign policy research and analysis.
		Enhance Asset Management.
		Strengthen Human Resource Management and Capacity Development

		Promotion of National Values and Principles of Governance
		Strengthen ICT Capacity and Security.
		Enhance Staff Wellness.
		Mainstream Gender, Youth and Disability Issues in the State Department
		Strengthen Result Based Management.
		Strengthen Public Financial Management and procurement procedures
		Strengthen Records Management.

## **Chapter Six: Implementation and Coordination Framework**

This chapter provides an implementation plan that provides the actions that will be undertaken to ensure that the key delivery targets are achieved. The action plan ties and links together in a synchronized manner the Strategic Issues, Strategic Goals, KRA, Outcomes, Strategic Objectives, Strategies, Key Activities, Expected Outputs, Output Indicators, Annual Targets, Annual Budgets and Responsibility for execution of the activities.

### **6.1 Implementation Plan**

#### **6.1.1 Action Plan**

The action plan is an elaborate matrix linking the strategic issues to activities through KRAs, Outcomes, Strategic Objectives and Strategic goals. For each activity, the expected outputs are clearly defined with corresponding output indicators, annual targets with budgets, and the responsible Directorate or Division to that specific activity as detailed in the implementation matrix Annex I

#### **6.1.2 Annual Work Plan and Budget**

The successive Annual Work Plans for the State Department will be derived from the Action Plan Implementation Matrices of the Strategic Plan. Additionally, the Annual Budgets will be informed by these Annual Work Plans.

#### **6.1.3 Performance Contracting**

The costed Annual Work Plans in Section 6.1.2 will constitute the Annual Performance Contracts.

### **6.2 Coordination Framework**

#### **6.2.1 Institutional Framework**

To implement this Strategic Plan, the State Department has evaluated its organizational structure and proposes that it should have only three Directorates to be headed by Director Generals at CSG 3, namely the Political and Diplomatic Affairs Directorate; Protocol Directorate and Foreign Service Administration Directorate. The three directorates should be headed by Political and Diplomatic Secretary (PDS), to provide strategic leadership to all technical departments and Missions for command and control; Secretary, Foreign Service Administration (SFSA) to provide strategic leadership in the management of Foreign Missions and Chief of Protocol to provide strategic leadership for Protocol and State Courtesy; and Administration of Diplomatic Privileges and

Immunities respectively. In addition, there is need for establishment of twenty-one (21) Departments, to be headed by Ambassador/ Senior Director Foreign Service to oversee the work of the Departments.

There should also be clear linkages between planning, budgeting and implementation. Directorates and Departments should be allowed to control their budget in line with their approved performance contracts/work plans. The current allocated budget is insufficient which hinders effective and efficient delivery of the SDFA’s mandate. There is, therefore, need to increase the Directorates’/Departments’ budgets. Further, there is need to shift the SDFA from the Public Administration and Internal Relations (PAIR) Sector to the Security Sector given the mandate of the State Department and engagements with foreign governments and other entities. The functions of the SDFA are exclusively security in nature.

To address staffing difficulties, the State Department proposes creation of a staff establishment up to the Unit level to guide future deployments while to improve work environment, additional and adequate working tools (furniture and ICT equipment) should be purchased immediately.

The State Department also proposals reviews of some of its policies and regulations including the Foreign Service Act, the Kenya Foreign Policy, and the Foreign Service regulations among others to address emerging issues and concerns and to make them up to date. The review of these policies will support implementation of various strategic initiatives such as strengthening the Foreign Service Academy, appointment of honorary consuls and matters to do with consular service.

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

The State Department for Foreign Affairs, in its restructured formation, has proposed the establishment of 1,526 staff positions, compared to the previously approved establishment of 1,497 positions. Presently, there are 1097 staff members in-post. This creates a variance of 400 positions as outlined in Table 4-1.

**Table 6.2: Staff Establishment of the State Department for Foreign Affairs**

Deployment Office	Cadre/Designation	CSG	Approved Establishment	In Post	Variance
Office of the Cabinet Secretary	Cabinet Secretary		1	1	0
	Advisor - Specialist[1b]		0	0	0
	Advisor - Specialist[1c]	CSG4	0	0	0
	Assistant Director, Office Administrative Services	CSG7	1	1	0
	Administrator Principal Office	CSG8	1	1	0
	Principal Driver	CSG11/10	1	1	0
	Chief Driver	CSG12	1	1	0
	Cleaning Supervisor I	CSG13	1	1	0

Deployment Office	Cadre/Designation	CSG	Approved Establishment	In Post	Variance
	Cleaning Supervisor II	CSG 14	1	0	-1
	<b>Total</b>		<b>7</b>	<b>6</b>	<b>-1</b>
<b>Office of the Chief Administrative Secretary</b>	Chief Administrative Secretary		1	0	1
	Personal Assistant[1] (Presidency)	CSG7	0	0	0
	Principal Office Administrative Services	CSG8	1	0	1
	Principal Driver	CSG11	1	0	1
	Cleaning Supervisor I	CSG13	1	0	1
	<b>Total</b>		<b>4</b>	<b>2</b>	<b>2</b>
<b>Office of the Principal Secretary</b>	Principal Secretary		1	1	0
	Deputy Director-Research	CSG6	0	1	1
	Ambassador/Policy Advisor	CSG4	0	0	0
	Assistant Director - Office Administrative Services	CSG7	1	2	1
	Principal Office Administrative Services	CSG8	1	2	1
	Principal Driver	CSG11	1	0	-1
	Chief Driver	CSG12	1	2	1
	Cleaning Supervisor I	CSG13	1	1	0
	Cleaning Supervisor II	CSG14/15	1	1	0
	<b>Total</b>		<b>7</b>	<b>10</b>	<b>3</b>
<b>Technical Services</b>	High Commissioner / Ambassador	CSG41	31	16	-15
	High Commissioner / Ambassador	CSG4	120	83	-37
	Director, Foreign Service	CSG5	100	42	-58
	Deputy Director/Foreign Service	CSG6	110	16	-94
	First Counsellor	CSG7	130	109	-21
	Second Counsellor	CSG8	140	5	-135
	Second Secretary	CSG9	160	85	75
	Third Secretary/Third Secretary Cadet	CSG10/11	300	250	-50
	<b>Total</b>		<b>1,094</b>	<b>606</b>	<b>-488</b>
<b>Support Services Accounts Division</b>	Senior Deputy Accountant General	CSG5	1	1	0
	Deputy Accountant General	CSG6	2	8	6
	Assistant Accountant-General	CSG7	12	13	1
	Principal Account	CSG8	18	42	24
	Senior Accountant	CSG9	17	16	-1
	Accountant II/I	CSG10	0	21	21
	<b>Total</b>		<b>50</b>	<b>101</b>	<b>51</b>

Deployment Office	Cadre/Designation	CSG	Approved Establishment	In Post	Variance
<b>Administration Division</b>	Secretary[2]		1	0	-1
	Director - Administration	CSG5	1	1	0
	Deputy Secretary	CSG6	2	1	-1
	Under Secretary	CSG7	2	1	-1
	Senior Assistant Secretary	CSG8	2	2	0
	Assistant Secretary II	CSG9	1	4	3
	Assistant Secretary[3]	CSG10	1	7	6
	<b>Total</b>		<b>10</b>	<b>16</b>	<b>4</b>
<b>Clerical Officer</b>	Principal Clerical	CSG11/10	6	11	5
	Chief Clerical Officer - General Office Ser	CSG10	8	16	8
	Senior Clerical Officer - HRM	CSG12	9	14	5
	Clerical Officer I/II	CSG13	14	6	-8
	<b>Total</b>		<b>37</b>	<b>47</b>	<b>10</b>
<b>Public Affairs &amp; Communication</b>	Director - Public Communications	CSG5	1	0	1
	Deputy Director - Public Communications	CSG6	1	0	-1
	Assistant Director - Public Communications	CSG7	1	0	-1
	Principal Information Officer	CSG8	0	0	0
	Principal Public Communications Officer	CSG8	0	1	1
	Senior Public Communications Officer	CSG10	1	3	2
	Principal Film Officer	CSG8	0	0	0
	Senior Film Officer	CSG9	0	1	1
	Film Officer	CSG10	1	0	-1
	<b>Total</b>		<b>4</b>	<b>5</b>	<b>1</b>
<b>Drivers</b>	Principal Driver	CSG11/10	10	6	-4
	Driver III/II/I/Snr/Chief Driver	CSG16/15 /14/13/12	25	20	-5
	<b>Total</b>		<b>35</b>	<b>26</b>	<b>-9</b>
<b>Central Planning &amp; PMU</b>	Director - Macro Planning	CSG5	1	1	0
	Chief Economist	CSG6	1	0	-1
	Principal Economist	CSG7	1	6	5
	Senior Economist[1]	CSG8	1	4	3
	Economist II/I	CSG9	2	6	4
	Statistical Assistant	CSG10	1	0	0
	<b>Total</b>		<b>7</b>	<b>17</b>	<b>10</b>
<b>Finance Division</b>	Senior Chief Finance Officer	CSG5	1	1	0
	Chief Finance Officer	CSG6	1	0	-1
	Assistant Director - Budget	CSG7	1	1	0

Deployment Office	Cadre/Designation	CSG	Approved Establishment	In Post	Variance
	Principal Budget Officer	CSG8	2	1	-1
	Senior Finance Officer	CSG9	1	0	-1
	Finance Officer III/II]	CSG11/10	2	3	1
	<b>Total</b>		<b>8</b>	<b>6</b>	<b>-2</b>
<b>HRM &amp; Dev DIVISION</b>	Director - HRM	CSG5	1	1	0
	Deputy Director - HRD	CSG6	1	1	0
	Assistant Director - HRD	CSG7	2	3	1
	Principal HRM Officer/Assistant	CSG8	3	3	0
	Senior HRM Officer/Assistant	CSG9	3	1	-2
	HRM Officer II/I	CSG10	2	4	-2
	HRM Assistant I	CSG10	1	0	-1
	HRM Assistant III/II	CSG12/11	1	1	0
	<b>Total</b>		<b>15</b>	<b>14</b>	<b>-1</b>
<b>Information Communication Division</b>	Deputy Director - ICT	CSG6	1	0	-1
	Assistant Director - ICT	CSG7	2	2	0
	Principal ICT Officer	CSG8	1	1	0
	Senior ICT Officer	CSG9	2	4	2
	ICT Officer II/I	CSG11/10	2	1	-1
	<b>Total</b>		<b>8</b>	<b>8</b>	<b>0</b>
<b>Librarian</b>	Principal Librarian	CSG8	1	1	0
	Senior Library Assistant	CSG11	1	0	-1
	Library Assistant II/I	CSG11/12	1	1	0
	<b>Total</b>		<b>3</b>	<b>2</b>	<b>-1</b>
<b>Supply Chain Management Division</b>	Senior Deputy Director - Supply Chain Manag	CSG5	1	0	-1
	Deputy Director - Supply Chain Manag	CSG6	1	1	0
	Assistant Deputy Director - Supply Chain Manag	CSG7	2	1	-1
	Principal Supply Chain Management Officer	CSG8	0	2	2
	Senior Supply Chain Management Officer	CSG9	2	4	2
	Supply Chain Management Officer II/I	CSG11/10	2	4	2
	Supply Chain Management Assistant[1]	CSG10	0	2	2
	Supply Chain Management Assistant[2]	CSG11	1	5	4
	Supply Chain Management Assistant IV/III	CSG13/12	2	1	-1
	<b>Total</b>		<b>11</b>	<b>20</b>	<b>9</b>
<b>Records Management</b>	Deputy Director - Records Management	CSG6	0	1	1



<b>Deployment Office</b>	<b>Cadre/Designation</b>	<b>CSG</b>	<b>Approved Establishment</b>	<b>In Post</b>	<b>Variance</b>
	Assistant Director - Records Management	CSG7	1	3	2
	Principal Records Management Officer	CSG8	4	3	-1
	Senior Records Management Officer	CSG9	4	2	-2
	Records Management Officer[1]	CSG10	3	9	6
	Records Management Officer II/III	CSG12/11	5	6	1
	<b>Total</b>		<b>17</b>	<b>24</b>	<b>7</b>
<b>Receptionist</b>	Senior Reception Assistant[1]	CSG11	2	0	-2
	Reception Assistant II/I	CSG13/12	2	3	1
	Reception Assistant III	CSG16	0	0	0
	<b>Total</b>		<b>4</b>	<b>3</b>	<b>-1</b>
<b>Office Administrators</b>	Deputy Director - Office Administrative Services	CSG6	0	6	6
	Assistant Director - Office Administrative Services	CSG7	5	14	9
	Principal Office Administrator	CSG8	10	1	-9
	Senior Office Administrator	CSG9	7	2	-5
	Office Administrator [1]	CSG11/10	7	1	-6
	Principal Assistant Office Administrator[1]	CSG10	35	52	17
	Senior Assistant Officer Administrator	CSG9	20	33	13
	Assistant Officer Administrator [1]	CSG10	15	2	-13
	Assistant Officer Administrator II/III	12/11	15	0	-15
	Senior Office Administrative Assistant	CSG10	5	0	-5
	Office Administrative Assistant[1]	CSG11	5	3	-2
	Office Administrative Assistant II/III	CSG13/12	10	0	-10
	Senior Office Assistant	CSG13/12	0	15	15
	Senior Administrative Assistant	CSG10	0	10	10
	Office Assistant I/II/II	CSG14/15	0	4	4
	<b>Total</b>		<b>134</b>	<b>143</b>	<b>2</b>
<b>Legal Directorate</b>	Deputy Solicitor General	CSG4	0	0	0
	Chief State Counsel	CSG5	1	4	3
	Deputy Chief State Counsel	CSG6	2	1	-1
	Principal State Counsel	CSG7	4	3	-1
	Senior State Counsel I	CSG8	3	1	-2

Deployment Office	Cadre/Designation	CSG	Approved Establishment	In Post	Variance
	State Counsel	CSG9	2	0	-2
	<b>Total</b>		<b>11</b>	<b>9</b>	<b>-2</b>
<b>Registrar of Treaties</b>	Deputy Solicitor General	CSG4	0	0	0
	Registrar of Treaties	CSG5	1	0	0
	Deputy Chief State Counsel	CSG6	1	0	0
	Senior State Counsel	CSG7	1	0	0
	State Counsel	CSG8	0	0	0
	Senior ICT Officer	CSG9	0	0	0
	<b>Total</b>		<b>3</b>	<b>0</b>	<b>0</b>
<b>Support Staff</b>	Cleaning Supervisor[1],(2a),(2b) Support Staff Supervisor & S. Staff Supervisor	CSG/17/1 6/15/14/1 3	20	17	3
	<b>Total</b>		<b>20</b>	<b>17</b>	<b>-3</b>
<b>Public Communications (Telephone Services)</b>	A/ Dir. - Public Communications (Telephone Services)	CSG7	1	0	-1
	Principal Public Communications (Telephone Services)	CSG8	2	0	-2
	Public Communications Assistant (Telephone Services)	CSG9	1	3	2
	Public Communications Assistant I (Telephone Services)	CSG10	1	7	6
	Public Communications Assistant II (Telephone Services)	CSG11	1	1	0
	Public Communications Assistant II (Telephone Services)	CSG12	1	0	-1
	<b>Total</b>		<b>7</b>	<b>11</b>	<b>-4</b>
<b>Security</b>	Security Officer[2]	CSG11	0	0	0
	Security Warden[2]	CSG15	0	2	2
	<b>Total</b>		<b>0</b>	<b>2</b>	<b>-2</b>
<b>Peace</b>	Director Peace Building and Conflict Management	CSG5	0	1	1
	<b>Total</b>		<b>0</b>	<b>1</b>	<b>-1</b>
<b>Assets Management Division</b>	Ambassador/Policy Advisor	CSG4	0	1	1
	Director- Asset Management	CSG5	1	0	-1
	Deputy Director-Land Surveys	CSG6	1	0	-1
	Assistant Surveys/Land Surveys	CSG7	3	0	-3
	Senior Superintending	CSG8	0	0	0

<b>Deployment Office</b>	<b>Cadre/Designation</b>	<b>CSG</b>	<b>Approved Establishment</b>	<b>In Post</b>	<b>Variance</b>
	Quality Surveyor				
	Assistant Quality Surveyor	CSG9	0	0	0
	Quality Surveyor Assistant II	CSG11	0	0	0
	<b>Total</b>		<b>5</b>	<b>1</b>	<b>-4</b>
<b>Grand Total</b>			<b>1,497</b>	<b>1097</b>	<b>-400</b>

The State Department for Foreign Affairs has formulated a comprehensive reorganization plan, outlining the proposed staffing levels for both technical and support services during the plan period. Upon approval by the PSC, the staffing levels are projected to be as follows:

**Table 6.3: Skills Set and Competence Development**

<b>Cadre</b>	<b>Skills set</b>	<b>Skills Gap</b>	<b>Competence Development</b>
<b>Technical Cadres</b>	<ul style="list-style-type: none"> <li>- Political Policy Advisors</li> <li>- Administration</li> <li>- Ambassadorial</li> <li>- Foreign Relations</li> <li>- Accounting</li> <li>- Public Communication</li> <li>- Information &amp; Communication</li> <li>- filming</li> <li>- Economists/Planners</li> <li>- Statisticians</li> <li>- Finance officers</li> <li>- Budget officers</li> <li>- Human resource Officers</li> <li>- Human resource Development Officer</li> <li>- Information Communication technologist</li> <li>- Supply Chain management officers</li> <li>- state counsel</li> <li>- Public Communication</li> <li>- Security officers</li> <li>- Land surveyors</li> <li>- Quality Surveyors</li> </ul>	<ul style="list-style-type: none"> <li>- Policy analyst</li> <li>- Legal &amp; State Counsels</li> <li>- Public relations</li> <li>- Cyber Security Skills</li> <li>- Negotiation Skills</li> <li>- Project Formulation and Project Planning</li> <li>- Public Policy</li> <li>- Records Management</li> <li>- Knowledge Management</li> <li>- Cyber Security Skills</li> <li>- Negotiation Skills</li> <li>- Project Formulation and Planning</li> <li>- Governance and Public Sector Management</li> <li>- Training needs Assessment and Evaluation of Skills</li> <li>- Monitoring and Evaluation</li> <li>- Report Writing</li> <li>- Government Protocol, Etiquette &amp; Events Management (PEEM)</li> <li>- Leadership Skills</li> <li>- Strategic intelligence and emotional skills</li> </ul>	<ul style="list-style-type: none"> <li>- Policy analysis</li> <li>- Legal knowledge</li> <li>- Knowledge Management</li> <li>- Research and report writing</li> <li>- Security Skills</li> <li>- Negotiation Skills</li> <li>- Project management</li> <li>- Public Policy Making Process</li> <li>- Records Management</li> <li>- Governance</li> <li>- HR development</li> <li>- Project Management</li> <li>- Report Writing</li> <li>- Protocol Management</li> <li>- Leadership Skills</li> <li>- Strategic intelligence</li> </ul>
<b>Support cadre</b>	<ul style="list-style-type: none"> <li>- Asset Managers</li> <li>- Records management</li> <li>- Receptionists</li> <li>- Office administrators</li> <li>- Librarian</li> <li>- Driving</li> <li>- Cleaning</li> <li>- Secretarial</li> <li>- Clerical</li> </ul>	<ul style="list-style-type: none"> <li>- Multi-skilling.</li> <li>- Data Security</li> <li>- Skills in diplomacy and international relations</li> <li>- Modern technology</li> </ul>	<ul style="list-style-type: none"> <li>- Information and Data Management and security</li> <li>- Safety and security</li> <li>- Housekeeping and management</li> </ul>

**Note. The skills set should be as per respective career progression guidelines**

### **6.2.3 Leadership**

Strategic Theme Teams comprising relevant Heads of Department will provide leadership for the implementation of this Strategic Plan. The teams, which are aligned to the strategic issues, will lead in coordinating the execution of planned activities for the purpose of responsibility and accountability. The teams and their terms of reference are listed in Annex I.

### **6.2.4 Systems and Procedures**

The State Department will utilize its existing and well-established internal systems, processes, and standard operating procedures to implement this Strategic Plan. The Central Planning and Project Monitoring Department (CPPMD) will continue, as part of its routine work, to develop Ministerial Work Plans based on this Plan. CPPMD will also ensure the cascading of Ministerial Work Plans to departments through Departmental and Individual Work Plans. Additionally, the already established Employee Performance Management Committee will appraise the staff based on the individual work plans.

The State Department, through its established Performance Management Committee and Performance Management System (PMS), will ensure compliance with performance guidelines and regulations by incorporating performance contract targets drawn from this Strategic Plan. This will entail uploading and managing targets and evidence of performance through the Government Human Resource Information System (GHRIS) and PMS, enabling real-time reporting and monitoring of the Strategic Plan's implementation.

CPPMD will collaborate with Finance Department to ensure that Ministerial and Departmental Work Plans form the basis for resource bidding at the sector level and allocation at the Ministerial level. Projects and programs will be managed, implemented, monitored, evaluated, and reported through the existing committees and systems provided for in the Public Finance Management Act and the Public Investment Regulations. These Committees include the Budget Implementation Committee, the Project Management Committee, the Assets Management Committee, and the Project Management Committee.

The State Department will also adhere to standard operating procedures regarding the accounting of allocated resources through annual accounting and reporting to various Parliamentary Committees. This includes the convening of the Human Resource Management Committee to address staff performance, development, and deployments, as well as holding senior staff meetings to brief on progress in the implementation of projects and programs and to provide policy guidance and solutions to any related issues.

The State Department's administrative rules, human resource manuals, financial regulations and procedures, and other guidelines issued from time to time will be followed and applied to ensure the effective implementation of the Strategic Plan.

### 6.3 Risk Management Framework

The State Department has identified the following categories of risks that may hinder the realization of the Strategic Plan. These risk categories are prioritized based on the likelihood of occurrence, expected impact, and proposed actions for mitigation, monitoring, and reporting, as outlined in Table 6.4 below.

**Table 6.4: Risk Management Framework**

S/ No	Risk	Likely hood L/H/M	Severity L/H/M	Overall Risk Level L/H/M	Mitigation Measure(S)
1.	<b>Hybrid threats:</b> The rise of information warfare and the spread of disinformation pose risks to public affairs and international relations. Manipulation of information, cyber propaganda, and fake news can shape public opinion, erode trust, and affect the credibility of the OPCS and MF&DA.	H	H	H	<ul style="list-style-type: none"> <li>• Develop robust monitoring and analysis capabilities in the State Department to identify disinformation campaigns in real-time. This can help understand their tactics, target audiences, and origins, enabling more effective responses.</li> <li>• Actively communicate accurate information and engage with the public to counter disinformation narratives.</li> <li>• Make use of both traditional and digital diplomacy tools to effectively communicate messages, build trust, and debunk false information.</li> </ul>
2.	Delayed exchequer releases which limit the State Department's ability to implement its planned programmes in good time leading to huge pending bills in the succeeding Financial Years	M	M	H	<ul style="list-style-type: none"> <li>• Budget implementation and control and early planning so that by the time exchequers are released the procurement is immediately effected.</li> </ul>
3.	Mismatch between the Kenya Procurement and	M	M	M	<ul style="list-style-type: none"> <li>• Pursue Procurement and Disposal Regulatory Authority</li> </ul>

S/ No	Risk	Likely hood L/H/M	Severity L/H/M	Overall Risk Level L/H/M	Mitigation Measure(S)
	Asset Disposal Act, 2015 and procurement procedures and practices in foreign jurisdictions				to exempt Kenya Missions from certain provisions of the Kenya Procurement and Asset Disposal Act, 2015 and procurement procedures and practices
4.	Foreign Exchange Losses by missions	H	H	H	<ul style="list-style-type: none"> <li>Pursue the National Treasury through the sector resource bidding to develop a foreign exchange risk assumption facility to cushion Missions from budget losses occasioned by foreign exchange rate losses</li> </ul>
5.	Negative effects of austerity measures and budget cuts	M	M	M	<ul style="list-style-type: none"> <li>Pursue the National Treasury to exempt capital projects ongoing in foreign countries from budget cuts occasioned by austerity measures</li> </ul>
6.	Diminishing market access for Kenya products on the global market	H	H	H	<ul style="list-style-type: none"> <li>Promote export of Kenya product abroad</li> <li>Coordinate negotiation for access to markets</li> <li>Follow-ups on implementation common market protocols and trade agreements</li> <li>Link local potential exporters to international markets</li> </ul>
7.	Effects of Climate change and natural disasters	H	H	H	<ul style="list-style-type: none"> <li>Mainstream climate change and natural disasters in projects and programmes.</li> </ul>
8.	Geopolitical realignment	H	H	H	<ul style="list-style-type: none"> <li>Continue to play an active role in the realization of regional and international peace, security and stability through participation in various forums e.g. EAC, IGAD, ICGLR, AU &amp; UN</li> </ul>

## Chapter Seven: Resource Requirements and Mobilization Strategies

The chapter outlines the financial requirements for the implementation of planned activities, projects, and human resource management and development, based on key result areas as estimated in the implementation matrix. Additionally, the chapter compares the resource requirements against the projected resource allocation in the medium term to identify resource gaps. It further proposes means of bridging the difference and ensuring prudent resource utilization

### 7.1 Financial Requirements

Guided by the Action Plan in Table 6.1, this section provides estimates of resources for the implementation of the action plan on Financial Year basis. The total annual budget is informed by the KRAs and administrative costs, as demonstrated in Table 7.1 below. The State Department requires **Kshs. 326.7billion** to execute its seven Key Performance Areas within the five-year plan.

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

Cost Items	Projected Resource Requirements (KShs. Mn)					
	2023/24	2024/25	2025/26	2026/27	2027/28	Total
<b>KRA 1:</b> Project, promote and protect Kenya's interests and image globally	8,233	8,903	8,798	7,841	8,740	<b>42,515</b>
<b>KRA 2:</b> Promote regional and global peace, security and stability	30	32	33	35	36	<b>166</b>
<b>KRA 3:</b> Safeguard Kenya's Sovereignty and Territorial Integrity	546	555	580	607	632	<b>2,920</b>
<b>KRA 4:</b> Promote Economic Cooperation and Commercial Diplomacy	788	823	900	907	952	<b>4,369</b>
<b>KRA 5:</b> Strengthen Public Diplomacy and Stakeholders Engagement	440	516	522	569	549	<b>2,595</b>
<b>KRA 6:</b> Enhance provision of Consular Services	1,910	1,401	1,541	1,692	1,692	<b>8,236</b>
<b>KRA 7:</b> Strengthen Policy, Legal and Institutional	12,416	19,529	18,482	18,386	18,383	<b>87,196</b>



Framework						
<b>Personnel Emoluments (PE)</b>	30,252	34,443	36,165	37,973	39,872	<b>178,705</b>
<b>Total</b>	<b>54,615</b>	<b>66,200</b>	<b>67,020</b>	<b>68,010</b>	<b>70,856</b>	<b>326,701</b>

### Resource Gaps

The resource gaps are determined by the variances between resource requirements versus available resources as shown in Table 7.2. The resource gaps inform resource mobilization strategies. The resource allocations for the first three (3) years are guided by the MTEF Budget estimates, while the two (2) outer years are projections based on allocation trends.

An analysis of the resource requirement compared to projected resource allocations shows that the State Department has a resource gap of **Kshs. 208.1 billion** within the period of the plan. The resource gap computation is provided in Table 7.2 below.

**Table 7.2 Resource Gaps**

FY	Estimated Financial Requirement (Ksh. Mn)	Estimated Allocation (Ksh. Mn)	Variance (Ksh. Mn)
2023/2024	54,615.10	21,551.81	33,063.29
2024/2025	66,200.20	22,651.00	43,549.20
2025/2026	67,019.57	23,813.20	43,206.37
2026/2027	68,009.59	24,695.70	43,313.89
2027/2028	70,856.41	25,842.98*	45,013.43
<b>Total</b>	<b>326,700.87</b>	<b>118,554.69</b>	<b>208,146.18</b>

**Note \* = Projections (Increased by an average of 4.65%)**

The financial gap depicted above reveals a significant disparity between the allocated funds and the requirements, indicating that the State Department is seriously underfunded. These gaps align consistently with the presentations made annually during the MTEF Sector Working Group.

### 7.2 Resource Mobilization Strategies

The State Department will deploy the following strategies to bridge the financial gap of **Kshs. 208.1 billion** to enable the execution of its Key Result Areas:

1. Engage the National Treasury and relevant Parliamentary Committees to enhance the State Department's recurrent and development budget to address the financial gaps. This includes a proposal to move the Ministry from the Public Administration and International Relations (PAIR) sector to the Security sector to address the following Issues: -having a wrongful budget base, low prioritization, exchequer issues and lack of a foreign exchange assumption facility.
2. Increase the State Departments' Capacity to raise adequate AIA funding e.g. leasing out own property abroad where there is excess or unused capacity and utilizing the proceeds to finance planned activities.
3. Some of the existing diplomatic properties have ceased to be viable due to various reasons, including changing neighbourhoods, heightened insecurity, relocation of government administrative capitals, or dilapidation. It is proposed that such properties be considered for disposal and proceeds be used for the acquisition of other properties in preferred locations.
4. Create a Strategic Intervention Fund for Diplomatic Assets Acquisition and Management Plan.
5. Funding through Public-Private Partnership (PPP) arrangements.
6. Engage local and foreign development partners to finance some programs of mutual interest, such as training and capacity building, and peace-building initiatives.
7. Implement cost reduction measures such as going paperless, adopting digital diplomacy, and implementing controlled expenditure.

**a. Resource Management Strategies**

Given the resource constraints faced by the government in the recent past, the State Department is required to come up with strategies for efficient and effective resource management this include: -

1. Ensure compliance with performance, procurement and financial management Acts and Regulations.
2. Prioritization and Re-prioritization of programs/ projects/activities
3. Adoption of a zero based budgeting to ensure proper costing for the prioritized programs/projects and activities

4. Ensure that budgeting and planning are synchronized through ministerial, departmental, and individual work plans, quarterly reporting, and annual review and reporting processes.
5. Eliminate bottlenecks in the Budget Implementation Chains e.g. in Procurement, Accounts, Finance and Audit Management to ensure Budget Implementation go on as planned.
6. Conduct regular Monitoring and Evaluation exercises for both headquarters and missions.
7. Pursue policy proposal to establish a foreign exchange loss assumption facility to cushion the missions against fluctuation of hard currencies against the Kenya shilling.
8. Explore cost reduction measures such as: -
  - a. Ensure that diplomatic properties are physically, functionally, and aesthetically maintained to promote Kenya's image and prestige.
  - b. Prioritize operationalizing of the Foreign Service Academy as well as training officers through Academy, with some courses conducted virtually to lower training costs.
  - c. Address the high cost of leasing diplomatic properties, which accounts for approximately 20 per cent of the total budget in Kenya Missions abroad, by acquiring 'own' properties and providing adequate funding for maintenance and repairs.
  - d. Acquire protocol/ceremonial vehicles and suitable guesthouses for high-level dignitaries visiting the country to cut costs of hotel accommodation and ensure availability, security, and confidentiality.
  - e. Enhance paperless communication practices through ICT technology/digitalization for communication, information sharing, record storage, and utilization of e-newspapers.

## **Chapter Eight: Monitoring, Evaluation and Reporting Framework**

This chapter describes the systematic approach for monitoring and reviewing the progress of implementing the Strategic Plan. It outlines the Monitoring and Evaluation Frameworks to be employed, expounds the Performance Standards guiding monitoring and evaluation process, and outlines the schedule for both mid-term and end-term evaluations of the Plan. Additionally, it provides the mechanisms for reporting and feedback regarding the implementation of strategic plan interventions.

### **8.1 Monitoring Framework**

This M&E framework describes how the entire M&E system for State Department programs and activities will operate. The framework utilizes indicators for each level of the programs, namely outputs, outcomes, and strategic objectives. It offers the delivery method and identifies those responsible for delivering expected results.

Monitoring and Evaluation will be at the centre of the implementation of this Strategic Plan. Through M&E, the State Department will be able to assess how its interventions change over time, how effectively its programs are implemented, whether there are gaps between planned and achieved results that need addressing, and whether the changes realized have any impact. Each Monitoring and Evaluation session will provide a chance for learning to help improve practices in the future. It will also enable informed decision-making and ensure accountability for allocated resources.

Data collection will provide an evidence-based approach to the monitoring and evaluation process. The State Department of Foreign Affairs will collect data regularly to accurately track key performance indicators or identify areas needing improvement during different stages of project's life cycle. Data analysis will help identify potential risks or opportunities as well as highlight areas needing improvement. In this regard, SDFA will collect data from various sources, using a combination of qualitative and quantitative data collection methods.

In its Monitoring Framework outlined below, the State Department has identified the key performance indicators to be tracked and has established the baseline data for each indicator to be monitored.

The Mission/Department/Division/unit indicated to be responsible for a target will be held accountable regarding the indicator and will be required to submit quarterly reports on that particular indicator. For continuous improvement in targeted results, the State Department will rely on Ministerial and Departmental performance contracting processes, ensuring that negotiated targets are growth-oriented and focused. Annual work plans and performance contracts will be the main tools used in monitoring the implementation of this Strategic Plan. Reporting on indicators will occur quarterly and annually. Implementation of Performance Contract targets will be monitored in real-

time through the State Department's online Performance Management System (PMS). The State Department's PC Desk officers in all Missions, Directorates, Divisions, and Units will continue to play their assigned roles in uploading evidence of the implementation of agreed targets in the system in real-time.

The Central Planning and Project Monitoring Department (CPPMD) will regularly coordinate the Missions, Directorates, Divisions, and Units in monitoring progress in implementation and documenting successes or shortcomings in the implementation of this plan. CPPMD will also be responsible for analysing the submitted reports for use in performance evaluation and budgetary negotiation and accounting.

As part of the M&E system, 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.

Drawing on the National Monitoring and Evaluation Implementation manual, this M&E Framework will consist of the following key elements:

1. Specific output and outcome indicators which provide guidance as to whether the Plan objectives have been successfully achieved.
2. An operational plan that details the sequencing of activities from data collection to the feedback cycle.
3. Accountability for the production of Reports.
4. Responsibility for acting on Reports.

## 8.2 Performance Standards

In the monitoring and evaluation of the implementation of performance indicators, the State Department will be guided by and observe internationally accepted norms and standards, including relevance, efficiency, effectiveness, success, and sustainability. The Central Planning and Project Monitoring Departments (CPPMD) will coordinate the Strategic Theme Teams to ensure that the standards are met. This will be achieved through vetting annual work plans and performance contracts to ensure that the output and outcome indicators are Specific, Measurable, Achievable, Relevant, and Time-bound (SMART).

Furthermore, CPPMD will be responsible for the collection and analysis of data/reports. In undertaking the preparation of this Strategic Plan and in the subsequent implementation of the performance targets, the State Department will comply with guidelines, norms, and standards such as the Performance Contracting Guidelines; Guidelines/Standards for Preparation, Appraisal, Monitoring & Evaluation of Development Projects; Monitoring and Evaluation Norms and Standards; Guidelines for the Preparation of Strategic Plans; Guidelines for Implementation of the National Integrated Monitoring & Evaluation System (NIMES); Public Investment Management Guidelines; and Public Finance Management regulations, among others, at the first level of compliance.

At the second level of monitoring and evaluation of projects and programs, the State Department will apply internationally recognized norms and standards to gauge and ensure their relevance, efficiency, effectiveness, success, and sustainability as follows:

1. The relevance of the projects or programs will be assured at the design and implementation stage by establishing that the programs, projects, and activities meet the needs of their intended beneficiaries and achieve their intended outcomes.
2. Through M&E, the State Department will be able to measure the efficiency of its projects and programs by relating the results achieved and the means employed, comparing inputs with outputs, and determining how best to maximize outputs for the resources allocated. Thus, the State Department will be able to measure its returns on its investment.
3. To evaluate the effectiveness of the programs/projects, the State Department will measure how well the project/program meets customer expectations, whether the project achieved its intended goals and objectives or not, and if the benefits of the project/program outweigh its costs. This can be determined by evaluating the extent to which the project/program has achieved its stated goals and objectives. In this case, the evaluation process will consider the

project/program's constraints including time, cost, scope, resources, risk, and quality.

4. Monitoring and Evaluation must determine the success or failure of the Project/Programs by determining if it met its objectives under budget and under schedule. The evaluation, therefore, will focus on whether the project/program has delivered what was required, in line with expectations. Therefore, the State Department will seek to ensure, through M&E, that its programs succeed, by delivering them to cost, to quality, and on time; and by delivering the benefits presented in the concept notes.
5. Through M&E, the State Department will ensure the sustainability of its programs/Projects by ensuring that its actions and practices are Humanly, socially, economically, and environmentally responsible, as to not compromise the ability of future generations to meet their needs.

### **8.3 Evaluation Framework**

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

The State Department will assess the level and extent of achievement of its strategic objectives through this Evaluation Framework. The aim is to measure the attainment of its strategic goals along with the respective KRAs. To enable this, the Outcome Performance matrix has included clearly defined outcome indicators, baselines, and targets as summarized in Table 8.1. The KRAs and outcomes are drawn from the Action Plan Implementation matrix in Table 6.1.

**Table 8.1 Outcome Performance Matrix**

Key Result Area	Outcome	Key Performance Indicator	Baseline		Target	
			Value	Year	Mid-Term Period Target	End of Plan Period Target
<b>KRA 1:</b> Project, promote and protect Kenya's interests and image globally	Strengthened Kenya's Diplomatic Representation globally	No. of Foreign Missions and Consulates operationalized	65	2023	70	75
	Enhanced foreign relations and diplomatic engagement	No. of Kenya's Country and individual candidatures in the international governance system lobbied	9	2023	15	30
		No. of Bilateral Agreements / MoU's signed	152	2023	170	188
		No. of Annual President's report on fulfilment of Kenya's international obligations prepared	1	2023	2	5
<b>KRA 2:</b> Safeguard Kenya's Sovereignty and Territorial Integrity	Strengthened collaboration with relevant	No. of quarterly reports on MDAs and other stakeholders collaboration to safeguard Kenya's sovereignty and territorial integrity	-	2023	10	20
		% level of Monitoring of implementation of Joint Border Commissions' (JBCs) decisions.	100	2023	100	100
<b>KRA 3:</b> Promote regional and global peace, security and stability	Enhanced engagement in conflict prevention, resolution and peacebuilding regionally and globally	% level of coordination of Kenya's participation in the regional and international meetings aimed at preventing conflict within the region	100	2023	100	100
		% level of collaboration with regional and international partners to support conflict resolution processes in the region	100	2023	100	100



Key Result Area	Outcome	Key Performance Indicator	Baseline		Target	
			Value	Year	Mid-Term Period Target	End of Plan Period Target
<b>KRA 4:</b> Promote Economic Cooperation and Commercial Diplomacy	Strengthened bilateral, regional and multilateral economic, trade & investment cooperation, and private sector engagement	No. of negotiated bilateral, regional and multilateral economic cooperation frameworks	-	2023	10	10
		No of monitoring and evaluation reports including agreed minutes on the status of the implementation of bilateral, regional and multilateral economic cooperation frameworks	-	2023	25	25
		No of reports and briefs prepared on the status of elimination of non-tariff barriers (NTBs)	-	2023	15	15
<b>KRA 5:</b> Strengthen Public Diplomacy and Stakeholders Engagement	Improved visibility for the State Department for Foreign Affairs	No. of published and publicized monthly Diplomacy e-Newsletters.	12	2023	30	60
		No, of quarterly briefings with held Diplomatic Corps, and the media.	4	2023	10	20
		% level of hosted national day celebrations in Kenya Missions abroad	100	2023	100	100
<b>KRA 6:</b> Enhance provision of Consular Services	Enhanced provision of Consular Services	(%) level of Kenyans in need assisted	100	2023	100	100
<b>KRA 7:</b> Strengthen Policy, Legal and Institutional Capacity	Economic, efficient and effective utilization of financial resources	Absorption rate of allocated resources	98	2023	100	100
	Safe and Secure work Environment	% of Missions with CCTV Cameras and security instruments installed	20	2023	100	100
		No. of Visitors management system installed	-	2023	33	66
		100%of staff with adequate office	-	2023	100	100

Key Result Area	Outcome	Key Performance Indicator	Baseline		Target	
			Value	Year	Mid-Term Period Target	End of Plan Period Target
		facilities				
	A cohesive and ethical work force	% of Corruption cases prosecuted.	100	2023	100	100
		% of officers sensitised on National Cohesion & National Values	100	2023	100	100
	Improved productivity	% of management audit recommendations implemented	-	2023	100	100
		% level of implementation of the Career Progression Guidelines	-	2023	100	100
		% level of officers annually appraised in GHRIS	100	2023	100	100
	Fiscal Discipline	% level of financial reports unqualified		2023		
		% level of reports conforming to the financial reporting standards	100	2023	100	100
	Improved digitalization in service delivery	% level of automation	-	2023	50	100

**NB: Evaluation of the Plan will be undertaken at least mid-term and end-term.**

### 8.3.1 Mid-Term Evaluation.

The Mid-Term Evaluation of the Strategic Plan will be undertaken between November 2025 and February 2026. During this period, all individuals responsible for implementing the various indicators outlined in the plan will be tasked with submitting their progress reports to the CPPMD. The CPPMD will then undertake the vital role of collecting, organizing, and analysing these submissions. This comprehensive process will facilitate the assessment of the extent of implementation, identification of gaps, understanding of encountered challenges, and extraction of valuable lessons learned.

Following this analysis, the CPPMD will present its findings to senior management to deliberate on the outcomes and determine the necessary corrective actions and strategies for moving forward effectively. Furthermore, the State Department will convene ministerial meetings involving Heads of Departments, Divisions, and Units. These fora will serve as platforms to inform stakeholders of the evaluation results and

to chart a collective path forward. Should it become evident that adjustments to the Strategic Plan are warranted, revisions will be duly considered and undertaken as necessary.

### 8.3.2 End-Term Evaluation

The end-term evaluation will be undertaken between July and September 2028. It will entail taking stock of all performance indicator targets in the Plan and accounting for implementation results. While CPPMD will coordinate the process, it will involve not only those assigned responsibilities for the indicators but also all Heads of Mission, Directorate, Department, Division, and Unit. An End-Term Evaluation report will be produced.

### 8.4 Reporting Framework and Feedback Mechanism

This section outlines the reporting framework and feedback mechanism, which will constitute the standard framework for reporting on the implementation of this Strategic Plan's interventions. The frameworks, presented in table form, provide for the types of reports (Monitoring, Evaluation), the frequency of reporting (quarterly or annually), the responsibilities for monitoring, and the users of the reports as outlined in Quarterly Progress Reporting Template Tables 8.2, Annual Progress Reporting Template Table 8.3, and Evaluation Reporting Template Table 8.4.

In addition, the framework ensures that lessons learnt are captured and fed into a continual adjustment and improvement of the necessary corrective interventions in the strategy. To do this, measurements of actual performance will be made at predetermined times and compared with the performance standards. If the actual results fall outside the desired tolerance range, action will be taken to correct the deviation. The action taken will be of such nature that it will not only correct the deviation but also prevent its recurrence.

**Table 8.2: Quarterly Progress Reporting Template**

State Department for Foreign Affairs or Department of .....  
 QUARTERLY PROGRESS REPORT  
 QUARTER ENDING (State period.....)

Expected Output	Output Indicator	Annual Target (A)	Quarter for Year.....			Cumulative to Date			Remarks	Corrective Intervention
			Target (B)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)		

**Table 8.3: Annual Progress Reporting Template**

(Specify name of State Department or Directorate or Department or Division or Units)  
 ANNUAL PROGRESS REPORT  
 YEAR ENDING (State period.....).

Expected Output	Output Indicator	Achievement for year.....			Cumulative to Date(Years)			Remarks	Corrective Intervention
		Target (A)	Actual (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
			Value	Year		Target	Achievement	Target	
KRA 1									
KRA 2									
KRA 3									

**TABLE 6.1 IMPLEMENTATION PLAN**

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 yrs	Target					Budget (Mn)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Others
<b>Strategic issue 1:</b> Kenya's interests globally <b>Strategic Goal:</b> Pursue Kenya's interests globally <b>Key Result Area 1:</b> Project, promote and protect Kenya's interests and image and globally <b>Outcome:</b> (i). Kenya's Diplomatic Representation Globally Strengthened; (ii). Kenya's presence and influence in international organizations strengthened and (iii). Kenya as a preferred destination for International Conferences and Events promoted <b>Strategic Objective 1:</b> To Pursue, Secure and Safeguard Kenya's Interests Globally																
1. Strengthen Kenya's foreign relations and expand diplomatic footprint.	1.1 Organize and coordinate State, Official & high-Level exchange visits.	State/ Official high-level exchange visits facilitated	Reports	100	20	20	20	20	20	1500	1545	1590	1635	1680	Protocol	Relevant Directorates Kenya Missions
	1.2 Organize Biennial Ambassadors' /High Ambassadors' /High Commissioners' conference.	Ambassadors' /High Commissioner's Conference held.	Report of the Ambassadors' Conference.	2	-	1	-	-	1	-	150	-	-	154	DG-BPA	Office of the, PS FSA CPPMD Administration
	1.3 Develop a Cabinet memo for opening of new embassies and consulate general	Cabinet memo developed	Cabinet memo	1	1	-	-	-	-	2	-	-	-	-	DG-BPA	
	1.4 Expand Kenya's Diplomatic footprint	New Embassies opened	No. of embassies	10	3	2	2	1	2	800	206	224	218	442	DG-BPA	Office of the PS, Relevant Political Directorates, Administration
		New Consulate General opened	No. of new Consulate General	15	2	5	5	1	2	400	1030	1060	218	448	DG-BPA	Kenya Missions Relevant Political Directorate Administration Directorate
New Honorary Consuls appointed		No. of Honorary Consuls appointed	9	3	1	2	1	2	2	2.06	2.12	2.18	4.48	DG-BPA	Protocol Legal Kenya Missions Relevant departments	
New Liaison offices opened		No. of Liaison offices opened	2	-	-	-	1	1	-	-	-	50	51.5	DG-BPA	Kenya Missions, Relevant Political Directorate, Administration	

	1.5 Organize biennial Honorary Consuls' conference.	Honorary Consuls' conference held.	Conference report	2	-	1	-	-	1	-	80	-	-	82.4	DG-BPA	Office of the, PS, FSA CPPMD Administration
	1.6 Multiple accreditations	Missions accredited to more receiving states	Report	5	1	1	1	1	1	500	515	530	545	560	DG-BPA	Office of the PS Kenya Missions Relevant Department
	1.7 Administer privileges and immunities to all foreign Missions and international organizations in Kenya	Privileges and Immunities administered	Annual Report on the privileges and immunities administered.	5	1	1	1	1	1	10	10.3	10.6	10.9	11.2	Diplomatic Privileges and Immunities	Protocol Legal
	1.8 Mediate disputes between persons/entities enjoying privileges and immunities and Kenyan nationals / organizations	Disputes mediated	Reports	20	4	4	4	4	4	1	1.03	1.06	1.09	1.12	Diplomatic Privileges and Immunities	Protocol Legal Relevant Political Directorates
	1.9 Undertake Political audits and Mission inspections	Political audits and mission inspections conducted	Annual Audit and inspection reports	5	1	1	1	1	1	100	103	106	109	112	DG-BPA	Political Directorates Administration Directorate
	1.10 Initiate and facilitate, negotiation and conclusion of bilateral cooperation frameworks	Bilateral frameworks concluded.	Number of cooperation frameworks concluded.	50	10	10	10	10	10	20	20.6	21.22	21.85	22.51	Legal	Registrar of Relevant Directorates Kenya Missions
	1.11 Develop and implement a Database of bilateral cooperation frameworks and Kenya's international obligations	Database developed	Database	1	1	-	-	-	-	3	-	-	-	-	Legal	Registrar of Treaties Relevant Political Directorates Kenya Missions
		Database implemented	% level of implementation	100	100	100	100	100	100	1	1.03	1.06	1.09	1.12	Legal	Registrar of Treaties Relevant Political Directorates Kenya Missions

	1.12 Develop and implement a dash board for Monitoring, evaluation and reporting of cooperation frameworks	Status of implementation report prepared	Quarterly Implementation reports.	20	4	4	4	4	4	4	50	51.5	53.05	54.64	56.28	Legal	CPPMD Kenya Missions Relevant political Directorates
	1.13 Develop and implement strategies of engagement for each of the five regions	Strategies developed and implemented for Africa, Europe, Asia, Americas and Middle East	No. of Strategies developed.	50	10	10	10	10	10	10	0.1	0.1	0.1	0.1	0.1	DG-BPA	Political departments Missions.
2. Promote international cooperation and a rule based multilateral system	2.1 Coordinate preparation of country positions for engagement at the UN, AU and other international forums	Country position papers prepared.	Country position papers	100	20	20	20	20	20	20	10	10.3	10.6	10.9	11.2	DG-BPA	Multilateral Affairs Africa & AU Kenya Missions
	2.2 Articulate Kenya's Foreign Policy in the UN, AU and other international forums.	Kenya's Foreign Policy articulated	No. of forums	100	20	20	20	20	20	200	206	212	218	224	DG-BPA	Political Directorates Kenya Missions	
	2.3 Carry out a Cost-Benefit Analysis (CBA) on membership and subscriptions to international organizations.	CBA conducted	No. of annual Reports.	5	1	1	1	1	1	10	10.3	10.6	10.9	11.2	Legal	Multilateral CPPMD	
	2.4 Disseminate and advice on the implementation of the outcomes, decisions and resolutions of UN, AU, and other International forums.	Information with the relevant stakeholders disseminated	Quarterly reports	20	4	4	4	4	4	4	5	5.15	5.3	5.5	5.6	DG-BPA	Political Directorates Kenya Missions
	2.5 Articulate Kenya's Foreign Policy position in the EAC Sectoral Council on Foreign Policy	Kenya's Foreign Policy articulated.	No. of forums	10	2	2	2	2	2	2	2	2.06	2.12	2.18	2.24	EAC Directorate	Relevant Kenya Missions



	2.6 Lobby for Common African positions on important issues at the UN, AU, NAM, G77 & China.	Common African positions on important issues lobbied	No. of positions secured	50	10	10	10	10	10	10	200	206	212	218	224	DG-BPA	Political Directorates Kenya Missions	
3. Strengthen Kenya's presence and influence in international organizations	3.1 Lobby for country candidatures	Country candidature Positions lobbied	No of country positions lobbied/ secured	15	3	3	3	3	3	3	400	412	424	436	448	Multilateral Affairs	Relevant Directorates Kenya Missions	
	3.2 Lobby for individual candidatures	Individual candidature Positions lobbied	No of individual positions lobbied/ secured	25	5	5	5	5	5	5	150	154.5	159.1	163.9	168.8	Multilateral Affairs	Relevant Directorates Kenya Missions	
	3.3 Map and create a database for current and future vacant positions in the UN and other international Organizations	Database developed	Database	Database	1	1	-	-	-	-	-	3	-	-	-	-	Multilateral Affairs	Relevant Directorates Kenya Missions
		Database updated	% level of implementation	% level of implementation	100	100	100	100	100	100	100	5	5.15	5.3	5.5	5.6	Multilateral Affairs	Relevant Directorates Kenya Missions
	3.4 Develop and implement a framework strategy for identification and lobbying for Kenyan candidates.	Framework strategy developed.	Framework strategy	Framework strategy	1	1	-	-	-	-	-	3	-	-	-	-	DG-BPA	Relevant Directorates
		Framework implemented	% level of implementation	% level of implementation	100	100	100	100	100	100	100	10	10.3	10.6	10.9	11.2	DG-BPA	Relevant Directorates
	3.5 Disseminate information on available vacancies in international organizations.	Vacant positions disseminated.	Quarterly reports	Quarterly reports	20	4	4	4	4	4	4	1	1.03	1.06	1.09	1.12	Multilateral Affairs	Relevant Directorates Kenya Missions
3.6 Update a framework for secondment / attachment of officers from the State Department to UNON, RECs and other international organizations.	Framework updated	% level of implementation	% level of implementation	100	100	100	100	100	100	100	10	10.3	10.6	10.9	11.2	DG-BPA	FSA Multilateral Affairs Legal HRM&D Relevant Missions	

4. Enhance Kenya's leadership role in environmental issues	4.1 Participate in developing Kenya's and Africa's position on Major environmental issues	Position papers prepared	Country Position paper	25	5	5	5	5	5	10	10.3	10.6	10.9	11.2	Multilateral Affairs	Relevant Directorate Kenya Missions
	4.2 Articulate Kenya's Foreign Policy in environmental meetings at international level	Reports prepared and disseminated to the relevant stakeholders	No. of Reports	25	5	5	5	5	5	10	10.3	10.6	10.9	11.2	Multilateral Affairs	Relevant Directorate Kenya Missions
	4.3 Mainstream green and blue economy in the global dialogue on sustainable development	Green and blue economy mainstreamed	No. of forums	25	5	5	5	5	5	10	10.3	10.6	10.9	11.2	Multilateral Affairs	Relevant Directorates Kenya Missions
	4.4 support global mechanisms for access to climate finance and investment.	Climate finance accessed	No. of climate related projects programs	25	5	5	5	5	5	10	10.3	10.6	10.9	11.2	Multilateral Affairs	Relevant Directorates Kenya Missions
Climate investment attracted.		No. of investments	5	1	1	1	1	1	2	2.06	2.12	2.18	2.24	Multilateral Affairs	Relevant Directorates Kenya Missions	
5.	4.5 Establish think-tanks on environmental diplomacy and sustainable human settlement	Think-tanks established	No. of think tanks	2	-	2	-	-	-		5	-	-	-	-	UNEP UN-Habitat Relevant directorates
5. Strengthen regional technical cooperation	5.1 Undertake capacity building for Diplomats in the region	Diplomats in the region trained	No. of Diplomats trained	100	20	20	20	20	20	40	41.2	25	42.2	43.2	HRMD	Foreign Service Academy Relevant Directorates
	5.2 Implement Government executive commitments in the region	Executive commitment honored	No. of reports	5	1	1	1	1	1	120	123.6	127.3	131.1	135.1	Parliamentary and County Liaison Affairs	The office of the PDS Kenya Missions Relevant Directorates
	5.3 Develop and implement policy guidelines on Regional Technical cooperation fund	Policy guidelines developed	Policy guidelines	1	1	-	-	-	-	2	-	-	-	-	HRMD	CPPMD FSA
		Policy guidelines implemented	%level of implementation	100	100	100	100	100	100	100	103	106	109	112	HRMD	CPPMD FSA

	5.4 Establish Ambassadors' kitty for strategic/emergency intervention in the region.	Ambassadors' kitty established	Amount (ksh.in Mn)	500	1	1	1	1	1	100	103	106	109	112	DG-BPA	
6. Promote Kenya as a preferred destination for International Conferences and Events	6.1 Develop and implement a framework to guide hosting major international conferences and events	Framework developed	% level of implementation	100	100	100	100	100	100	80	82.4	84.9	87.4	90	Multilateral Affairs	Political Directorates Kenya Missions
	6.2 Coordinate hosting of major international conferences and events in Kenya	International conferences and events in Kenya hosted	No. of Conferences	10	2	2	2	2	2	200	206	212	218	224	Multilateral Affairs	Relevant Political Directorates Kenya Missions
	6.3 Conduct an assessment on the impact of the international conferences and events hosted in Kenya	Assessment reports prepared	No. of reports	10	2	2	2	2	2	50	51.5	53.1	54.6	56.2	Multilateral Affairs	Relevant Political Directorates
6. Establish strategic partnership in implementation of Bottom-up Economic Transformation Agenda (BETA)	7.1 Liaise with National Assembly, County Governments and relevant MDAs to engage with foreign governments on BETA	Liaison Services provided	Quarterly reports	20	4	4	4	4	4	1	1.03	1.06	1.09	11.2	Parliamentary and County Liaison Affairs	
<b>SUB-TOTALS</b>										<b>5,133</b>	<b>5,503.6</b>	<b>5,422.27</b>	<b>4,758.69</b>	<b>5,581.51</b>		

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Mn)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Others
<b>Strategic Issue 2:</b> Kenya's Sovereignty and Territorial Integrity <b>Strategic Goal:</b> Protect Kenya's sovereignty and territorial integrity <b>Key Result Area 2:</b> Safeguard Kenya's Sovereignty and Territorial Integrity <b>Outcome:</b> Kenya's sovereignty and territorial integrity safeguarded <b>Strategic Objective 2:</b> To protect Kenya's sovereignty and territorial integrity																
1. Strengthen collaboration with relevant MDAs and other stakeholders to safeguard Kenya's sovereignty and territorial integrity	1. Articulate Foreign Policy position during multi-agency forums on promotion of maritime security	Foreign Policy position articulated	Quarterly reports	20	4	4	4	4	4	10	10.5	11	11.6	12.1	DG-BPA	Peace & Security EAC & GLR
	2. Articulate Kenya Foreign Policy position during Joint Border Commission meetings	Kenya Foreign Policy Position articulated	No. of Reports	10	2	2	2	2	2	10	10.5	11	11.6	12.1	DG-BPA	Peace & Security EAC & GLR
	3. Monitor implementation of Joint Border Commissions' (JBCs) decisions	Agreed Minutes implementation monitored and documented	Annual progress reports	5	1	1	1	1	1	5	5.3	5.5	5.8	6.1	DG-BPA	DG-MA EAC & GLR Africa & AU Relevant Kenya Missions
	4. Liaise with relevant MDAs and other actors to collect, analyze, and report on issues with the potential to impact sovereignty and territorial integrity.	Analytical reports	Quarterly reports	20	4	4	4	4	4	5	5.3	5.5	5.8	6.1	DG-BPA	DG-MA EAC & GLR Africa & AU Peace & Security Relevant Kenya Missions

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Mn)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Others
SUB TOTAL										30	31.6	33	34.8	36.4		

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Mn)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Support

**Strategic Issue 3:** Regional and Global Peace, Security and Stability  
**Strategic Goal:** Enhance global and regional peace, security and stability  
**Key Result Area 3:** Promote regional and global peace, security and stability  
**Outcome:** Enhanced engagement in conflict prevention, resolution and peacebuilding regionally and globally  
**Strategic Objective 3:** To promote regional and international peace, security and stability

1.Enhance engagement in conflict prevention resolution and peacebuilding regionally and globally	1. Coordinate Kenya's participation in the regional and international meetings aimed at preventing conflict within the region	Reports prepared	Quarterly reports	20	4	4	4	4	4	100	105	110	116	122	DG-BPA	DG-MA Peace & Security Africa & AU EAC & GLR
	2. Collaborate with regional and international partners to support conflict resolution processes in the region	Report on support of regional peace processes	Quarterly reports,	20	4	4	4	4	4	50	52.5	55.1	57.9	60.8	DG-BPA	DG-MA Peace & Security EAC & GLR
	Participate in training for Peace Support Operations of the Africa Peace & Security Architecture through EASF, EAC Command Post Exercises	Report on participation support of Peace & Security Architecture	No. of reports		20	4	4	4	4	4	10	10.5	11	11.6	12.1	Peace & Security

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Mn)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Support
	(CPX)															
	4. Provide technical assistance to support post-conflict reconstruction and development in the region	Report on technical assistance provided	Annual reports	5	1	1	1	1	1	50	52.5	55.1	57.9	60.8	DG-BPA	Africa & AU Relevant Mission
	5. Develop guidelines for mediators/ negotiations on peace and security	Guidelines developed	Guidelines	1	1	-	-	-	-	8	-	-	-	-	DG-BPA	DG-MA Peace & Security EAC & GLR
	Develop database on mediators and negotiators on peace and security	Developed database	Database	1	1	-	-	-	-	8	-	-	-	-	DG-BPA	Peace & Security
	7. Update database on mediators and negotiators on peace and security	Database updated	% of Updated Database	100	100	100	100%	100%	100%	-	0.2	0.2	0.2	0.2	DG-BPA	DG-MA Peace & Security EAC & GLR
2.Promote regional and international peace, security and stability	1. Articulate Kenya's Foreign policy position in national security mechanisms including the NSC, NSAC and ad hoc task force on emerging security issues	Foreign Policy articulated in national security mechanisms	Quarterly Reports	20	4	4	4	4	4	0.2	0.2	0.2	0.2	0.2	DG-BPA	Peace & Security
	2. Coordinate Kenya's participation in	Report on coordination	Quarterly reports	20	4	4	4	4	4	200	210	221	232	243	DG-BPA	DG-MA Peace & Security

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Mn)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Support
	the regional and global peace and security organs	ion of Kenya's participation in the regional and global peace and security organs														Africa & AU EAC & GLR
	3. Coordinate Kenya's participation in Elections Observer Missions and monitor elections within the region	Reports prepared	No. of reports	10	2	2	2	2	2	5	5.3	5.5	5.8	6.1	DG-BPA	EAC & GLR Africa & AU Relevant Kenya Missions
	4. Support mechanisms aimed at combating transnational crime	Report on support provided to mechanisms combating transnational crime	Annual Reports	5	1	1	1	1	1	5	5.3	5.5	5.8	6.1	DG-BPA	DG-MA EAC & GLR Africa & AU Relevant Kenya Missions
	5. Facilitate the activities of Kenya's Special Envoys within the region	Special Envoys facilitated	Annual Reports	5	1	1	1	1	1	5	5.3	5.5	5.8	6.1	DG-BPA	DG-MA Peace &Security EAC & GLR Africa & AU Relevant Kenya Missions
	6. Monitor peace	Peace processes	Quarterly reports	20	4	4	4	4	4	10	10.5	11	11.6	12.1	DG-BPA	Peace &Security

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Mn)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Support
	processes in the region	s monitored														EAC & GLR
SUB TOTAL										451.2	457.3	480.1	504.8	529.5		

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Mn)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Support
<b>Strategic Issue 4:</b> Economic Cooperation and Commercial Diplomacy <b>Strategic Goal:</b> Enhance Economic and Commercial Diplomacy <b>Key Result Area 4:</b> Promote Economic Cooperation and Commercial Diplomacy <b>Outcome:</b> Bilateral, regional and multilateral economic, trade & investment cooperation, and private sector engagement Strengthened <b>Strategic Objective 4:</b> To promote Economic Cooperation, International Trade and investment																
1. Transform Kenya's diplomatic Missions abroad into hubs for advancing economic agenda	1.1. Conduct Kenya trade/investment fairs in various countries	Trade and investments forums held.	No. of trade and Investment forums	25	5	5	5	5	5	145	152.3	159.9	167.9	176.2	Missions	EACD
	1.2. Coordinate trade and investment forums	Trade and investment forums hosted in Kenya and abroad	No of trade and investment forums	50	10	10	10	10	10	102	107.1	112.5	118.1	124.0	EACD	Missions
	1.3. Conduct market Surveys in countries of accreditation	Market surveys conducted	No. of Surveys	330	66	66	66	66	66	29.8	31.3	32.9	34.5	36.2	Missions	EACD
	1.4. Map	Database of products and	database	5	1	1	1	1	1	29.8	31.3	32.9	34.5	36.2	Missions	EACD



Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Mn)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Support
	out potential products and markets for Kenya products and services	markets developed														
	1.5. Develop targeted marketing campaigns to promote Kenyan products and investment opportunities in countries of accreditation.	Market campaigns developed and executed	No. of campaigns	300	60	60	60	60	60	100	105	110.3	115.8	121.6	Missions	EACD
	1.6. Monitor emerging NTBs and elimination of existing non-tariff barriers (NTBs)	Reports on elimination of NTBs prepared	Quarterly Reports	20	4	4	4	4	4	85	89.3	93.7	98.4	103.3	EA&CD	EAC & Great Lakes Region, Kenya Missions
	1.7. Negotiate and	Negotiation meetings held	No of negotiations/meetings	10	2	2	2	2	2	4.5	4.7	5.0	5.2	5.5	EA&CD	Missions

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Mn)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Support
	advocate for elimination of non-tariff barriers		held													
	1.8 Engage with industry associations, chambers of commerce, and business councils in countries of accreditation to leverage their networks and resources for trade promotion and investment facilitation.	Roundtable meetings organized	Quarterly meetings held	20	4	4	4	4	4	18.0	18.9	19.8	20.8	21.9	Missions	EACD
	1.9. Disseminate information on investment opportunities available within various cooperation frameworks	Information disseminated	Quarterly Dissemination reports	20	4	4	4	4	4	1.5	1.6	1.7	1.8	1.9	EA&CD	Missions
	1.10. Facilitate experience sharing among Kenya diplomatic missions for exchanging best practices,	Meetings/trainings held	Quarterly reports of virtual meetings/trainings	20	4	4	4	4	4	1.5	1.6	1.7	1.8	1.9	FSA	EA&CD Missions

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Mn)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Support
	success stories, and lessons learned in market intelligence and research.															
	1.11. Develop training programs specifically tailored to the needs of economic diplomacy, (negotiation skills, economic analysis, trade promotion, market research methodologies, data analysis, trend identification)	Program developed and implemented	Program	1	1	-	-	-	-	5.0	-	-	-	-	FSA	EA&CD Missions
% level of implementation			100	-	100	100	100	100	7.3	7.7	8.0	8.5	8.9	FSA	EA&CD Missions	
	1.12. Forge partnerships with international organization (WTO, UNCTAD, regional economic blocs) to leverage their expertise and	Partnerships forged with relevant stakeholders	Annual reports on partnership	5	1	1	1	1	1	3.6	3.8	40	4.2	4.4	Missions	EACD

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Mn)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Support
	resources in economic diplomacy.															
	1.13. Participate in international forums, conferences, and negotiations to advocate for policies supporting MSMEs, access to finance, and trade agreements favourable to local producers	International forums/conferences participated in	Quarterly reports	20	4	4	4	4	4	3.6	3.8	4.0	4.2	4.4	Missions	EACD
	1.14. Coordinate joint conferences, seminars, and workshops to forge partnerships between Kenyan universities, research institutions, and their counterparts abroad	Partnerships forged	Annual report on partnerships forged	5	1	1	1	1	1	9.0	9.5	9.9	10.4	10.9	Missions	FSA
	1.15. Host online forums or webinars where diplomats, government	Online Forums hosted	Annual report	5	1	1	1	1	1	3.0	3.2	3.3	3.5	3.6	FSA	Missions

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Mn)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Support
	officials, business leaders, and entrepreneurs can discuss topics related to Kenya's economic potential, innovation, and entrepreneurship															
	1.16. Collaborate in hosting innovation expos.	Innovation expos hosted	No. of innovation expos	10	2	2	2	2	2	26	27.3	28.7	30.1	31.6	EACD	Missions
	1.18. Foster partnerships with wish stakeholders working towards the achievement of SDGs related to poverty alleviation, inclusive economic growth, and sustainable livelihoods.	Partnerships fostered	Annual Report	5	1	1	1	1	1	3.0	3.2	3.3	3.5	3.6	Missions	Multilateral Affairs EACD
2. Strengthen bilateral, regional and multilateral economic, trade and investment	2.1. Coordinate negotiation of bilateral,	Negotiated/ concluded bilateral frameworks	No. of frameworks	175	35	35	35	35	35	103	108.2	113.6	119.2	125.2	EA&CD	DG-PA Multilateral Affairs, Kenya Missions

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Mn)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Support
cooperation	regional and multilateral economic cooperation frameworks	Economic Partnership Agreements (EPAs) signed	No. of Agreements signed	25	5	5	5	5	5	103	108.2	113.6	119.2	125.2		
	2.2. Monitor and evaluate the implementation of bilateral, regional and multilateral economic cooperation frameworks	Develop and update dashboard for bilateral, regional and multilateral economic cooperation frameworks	Develop dashboard developed and updated	1	1	1	1	1	1	26.3	27.6	28.9	30.4	26.3	EA&CD,	CPPMD, DG PDA, Multilateral Affairs, Legal, office of registrar of treaties. Kenya Missions
	frameworks	Implementation of bilateral, regional and multilateral economic cooperation frameworks monitored	No of M&E reports	10	2	2	2	2	2	55	57.8	60.6	63.7	66.9	EACD	DG PDA Multilateral Affairs, Legal, office of registrar of treaties. Relevant a Missions

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Mn)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Support
	2.3. Coordinate Trade negotiations at the OACPS, AfCFTA, EAC, IORA, COMESA, Kenya-US FTA, Kenya-UK Trade arrangements, AGOA, Post 2020 ACP-EU Negotiations, and WTO level	Trade negotiations at the OACPS, AfCFTA, EAC, IORA, COMESA, Kenya-US FTA, Kenya-UK Trade arrangements, AGOA, Post 2020 ACP-EU Negotiations, and WTO level coordinated/attended	No. of Country position papers prepared	50	10	10	10	10	10	25	26.3	27.6	28.9	30.4	EACD	DG PDA Multilateral Affairs, Legal, office of registrar of treaties. Relevant a Missions
	2.4. Coordinate Joint bilateral frameworks and meetings (JTCs, JECs, etc.), coordinated/participated in	Joint bilateral frameworks and meetings (JTCs, JECs, etc.), coordinated/participated in	No. of agreed minutes	28	5	5	6	6	6	6.5	6.8	7.2	7.5	7.9	EACD	DG PDA Multilateral Affairs, Legal, office of registrar of treaties. Kenya Missions
	2.5. Carry out research and analysis to inform the country's trade and economic policy decisions.	Research on trade and economic policy done	No. of research papers	10	2	2	2	2	2	18	18.9	19.8	20.8	21.9	SDFA	Relevant MDA
		Country Trade and Economic briefs developed	No of Country Trade and Economic briefs	300	60	60	60	60	60	18	18.9	19.8	20.8	21.9	SDFA	Relevant MDA

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Mn)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Support
		Country profiles developed and updated	No of Country Profiles	190	190	190	190	190	190	18	18.9	19.8	20.8	21.9	SDFA	Relevant MDA
	2.6. Coordinate in-bound and out-bound trade and investment forums	Trade and investment forums hosted in Kenya and abroad	No of trade and investment forums	50	10	10	10	10	10	102	107.1	112.5	118.1	124.0	SDFA	Relevant MDA
	2.7. Develop and implement Economic and Commercial Diplomacy Strategy	Economic and Commercial Diplomacy Strategy developed	Economic and Commercial Diplomacy Strategy developed and implemented	1	1	-	-	-	-	18	18.9	19.8	20.8	21.9	SDFA	Relevant MDA
3. Establish strategic partnership in implementation of Bottom-up Economic Transformation Agenda (BETA)	3.1 Liaise with National Assembly, County Governments and relevant MDACs to engage with foreign governments on BETA	Liaison Services provided	Quarterly reports	20	4	4	4	4	4	3.0	3.2	3.3	3.5	3.6	Parliamentary and County Liaison Affairs	



Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Mn)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Support
<b>Sub-Total</b>									788.1	822.3	863.4	906.5	951.9			

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Mn)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Support

**Strategic Issue:** Public Diplomacy, Cultural Heritage and Stakeholder Engagement;  
**Strategic Goal:** Strengthen Public Diplomacy, Cultural Heritage and Stakeholders Engagement  
**Key Result Area 5:** Strengthen Public Diplomacy, Cultural Heritage and Stakeholders Engagement  
**Outcome:** Improved visibility for the State Department for Foreign Affairs  
**Strategic Objective 5:** To Enhance Public Diplomacy and Stakeholder Engagement

1. Strengthen public diplomacy	Publish and publicize monthly Diplomacy e-Newsletters	Monthly Diplomacy e-Newsletter published and publicized	Monthly bulletins	60	12	12	12	12	12	1.2	1.3	1.4	1.5	1.6	PACD	All Directorates/ Missions
	Hold quarterly briefs with Diplomatic Corps	Quarterly briefings held	Briefing Reports	20	4	4	4	4	4	5	5.2	5.5	5.7	6.0	CS	PS, DG Bilateral, CoP, PACD
	Hold quarterly briefings with the media	Briefing meetings held	Briefing Reports	20	4	4	4	4	4	5	5.2	5.5	5.7	6.0	CS	PS, DG Bilateral, CoP, PACD
	Host national day celebrations in Kenya Missions abroad	National day celebrations hosted	No. of Missions hosting National day celebrations	56	56	56	56	56	56	120	126	132	139	146	Missions	Missions
	Review and implement State Department's communication strategy	State Department's communication strategy reviewed	Reviewed communication strategy	2	1	0	0	1	0	30	0	0	30	0	PACD	CPPMD
		State Department's communication strategy implemented	% level of implementation	100	100	100	100	100	100	1.2	1.3	1.4	1.5	1.6	PACD	All Directorates/ Missions
	Publicize State Department's programmes and activities through the media	State Department's programmes and activities publicized	No. of publications per Mission	20	4	4	4	4	4	5	135.2	135.5	135.8	136.1	Missions	PACD
	Brand Kenya Missions abroad	Missions branded	No. of branded Missions	63	18	15	15	15	15	126	105	105	105	105	Missions	Global Assets Management; Cultural Diplomacy Department
Regularly update the State Department's	Updated websites and	% level of update	100	100	100	100	100	100	0.6	0.6	0.7	0.7	0.8	PACD	Missions; ICT	

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Mn)					Responsibility		
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Support	
	and Missions' websites and all social media sites	all social media sites															
	Monitor and evaluate the effectiveness of public diplomacy and stakeholder engagements every two years	Areas of improvement established based on feedback from stakeholders	Biennial reports	5	1	1	1	1	1	0	5	0	5	0	PACD	CPPMD Parliamentary and County Affairs; Cultural Diplomacy	
2. Strengthen stakeholder's engagement and collaboration	Train MDACs and Parliamentary staff on treaty making process, protocol and foreign policy related issues	MDACs and Parliamentary staff trained	No. of Staff trained	500	100	100	100	100	100	70	74	77	81	85	FSA	Liaison, Parliamentary and County Affairs; Relevant Directorates	
	Organize quarterly briefings with relevant parliamentary committees	Quarterly Briefing meetings held	Quarterly Reports	20	4	4	4	4	4	6	6.3	6.6	7.0	7.3	DG-BPA	Liaison, Parliamentary and County Affairs	
3. Promote cultural and sports diplomacy	Celebrate the UN World Kiswahili Language Day on July 7, annually in Kenya and Missions abroad	Kiswahili day celebrated	Event reports	5	1	1	1	1	1	6	6	6	6	7	Cultural Diplomacy Department	Cultural Diplomacy Department; Relevant Missions	
	Collaborate with like-minded countries to follow up on AU resolution of February 2021, on making Kiswahili as a working language of the Union	Kiswahili included as one of the (AU) working languages	Annual progress reports	5	1	1	1	0	0	0.5	0.5	0.5	0	0	DG-MA Africa & AU	Relevant Directorates/ Missions	
	Collaborate with other MDAs to lobby for Kenya's Natural and Cultural Heritage sites and practices to be inscribed in the UNESCO World List	Natural and Cultural Heritage sites and practices inscribed in UNESCO World List	No. of Heritage sites/practices	5	1	1	1	1	1	1	6	6.3	6.6	7.0	7.3	DG-BPA	Cultural Diplomacy Department; Relevant Missions
	Coordinate nomination of cultural and Sports goodwill Ambassadors	Cultural and Sports goodwill Ambassadors nominated	No. of Cultural/Sports goodwill Ambassadors	15	3	3	3	3	3	3	1.2	1.3	1.4	1.5	1.6	DG-BPA	Cultural Diplomacy Department; Relevant Missions

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Mn)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Support
	Organize cultural and sports exchange programmes	Cultural and sports exchange programmes undertaken	No. of cultural and sports exchange programmes	20	4	4	4	4	4	6	6.3	6.6	7.0	7.3	Cultural Diplomacy	Relevant Directorates/ Missions
	Develop and implement a framework on promoting Kenyan culture globally	Framework developed	Framework		1	-	-	-	-	20	-	-	-	-	Cultural Diplomacy Department	Relevant Directorates/ Missions
		Framework implemented	% level of implementation		100	100	100	100	100	30	30	30	30	30		Relevant Directorates/ Missions
<b>Sub-Total</b>										<b>439.7</b>	<b>516</b>	<b>521.7</b>	<b>569.4</b>	<b>548.6</b>		

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Mn)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Support
<b>Strategic Issue:</b> Provision of Consular Services; <b>Strategic Goal:</b> Enhance provision of consular services <b>Key Result Area 6:</b> Enhance provision of Consular Services <b>Outcome:</b> Provision of Consular Services Enhanced <b>Strategic Objective 6:</b> To enhance and scale up provision of Consular Services																
1. Strengthen provision of Consular Services	Facilitate evacuation of Kenyans in distress	Evacuation of Kenyans in distress undertaken	Monthly reports/Consular returns	60	12	12	12	12	12	1	1	1.1	1.2	1.2	Missions	
	Facilitate repatriation of remains of deceased Kenyans	Repatriation of remains of deceased Kenyans undertaken	Monthly reports/Consular returns	60	12	12	12	12	12	1	1	1.1	1.2	1.2	Missions	
	Facilitate applications for certificates of good conduct	Certificates of good conduct processed	Monthly reports/Consular returns	60	12	12	12	12	12	1	1	1.1	1.2	1.2	Missions	
	Issue emergency travelling certificates	Emergency travelling certificates issued	Monthly reports/Consular returns	60	12	12	12	12	12	1	1	1.1	1.2	1.2	Missions	
	Legalize and authenticate official documents	Official documents legalized/authenticated	Monthly reports/Consular returns	60	12	12	12	12	12	1	1	1.1	1.2	1.2	Missions	Legal and Host Country Affairs
	Undertake consular visits to Kenyans in distress	Consular visits undertaken	Monthly reports/Consular returns	60	12	12	12	12	12	1	1	1.1	1.2	1.2	Missions	
	Facilitate return of Kenyans on deportation orders	Kenyans on deportation orders facilitated to return	Monthly reports/Consular returns	60	12	12	12	12	12	1	1	1.1	1.2	1.2	Missions	
	Facilitate application of passports and National ID cards	Passports and National ID cards processed	Monthly reports/Consular returns	60	12	12	12	12	12	1	1	1.1	1.2	1.2	Missions	
	Facilitate issuance of birth and death certificates	Birth and death certificates issued	Monthly reports/Consular returns	60	12	12	12	12	12	1	1	1.1	1.2	1.2	Missions	
	Facilitate the regaining of Kenya citizenship and applications for dual citizenship	Regaining of Kenya citizenship and dual citizenship applications processed	Monthly reports/Consular returns	60	12	12	12	12	12	1	1	1.1	1.2	1.2	Missions	
	Facilitate issuance of police clearance certificates	Police clearance certificates issued	Monthly reports/Consular returns	60	12	12	12	12	12	1	1	1.1	1.2	1.2	Missions	
Facilitate applications for marriage certificates	Applications for marriage certificates processed	Monthly reports/Consular returns	60	12	12	12	12	12	1	1	1.1	1.2	1.2	Missions		
Issue pet import licenses to visitors	Pet import licenses issued	Monthly reports/Consular	60	12	12	12	12	12	1	1	1.1	1.2	1.2	Missions		

	intending to travel to Kenya with canines and felines		returns													
	Facilitate issuance of Visas for Kenya delegations and/or Officials traveling abroad	Visas to Kenya delegations issued	Monthly reports/Consular returns	60	12	12	12	12	12	1	1	1.1	1.2	1.2	Protocol	
	Facilitate appointment of Honorary Consuls	Honorary Consuls appointed	No of Honorary Consuls	15	3	3	3	3	3	0.5	0.5	0.6	0.6	0.7	DG-BPA	Missions
	Review the Honorary Consuls Handbook	Reviewed handbook	Reviewed handbook	2	1	0	0	1	0	10	0	0	11.6	0	DG-BPA	CPPMD; Legal and Host Country Affairs
<b>Sub-Total</b>										<b>24.5</b>	<b>14.5</b>	<b>16</b>	<b>29</b>	<b>17.5</b>		

Strategic Issue	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (Mn)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Support
<b>Strategic Issue:</b> Policy, Legal and Institutional Capacity.																
<b>Strategic Goal:</b> Strengthen policy, legal and institutional capacity																
<b>Key Result Area 7:</b> Policy, Legal and Institutional Capacity																
<b>Outcome:</b> Economic, efficient and effective utilization of financial resources, Safe and Secure work Environment																
<b>Strategic Objective 7:</b> To strengthen Policy, Legal and Institutional Capacity																
<b>1. Strengthen Policy and Legal Compliance</b>	1.1 To review Kenya's Foreign policy	Foreign policy reviewed	Revised Foreign Policy	1	1	0	1	0	0	10	0	0	0	0	SFSA	Missions
	1.2 Sensitize State Department staff on the provisions of the Constitution and other relevant legislations	Increased awareness and compliance on constitution and other legislations	No. Staff sensitized	500	100	100	100	100	100	2	2	3	4	5	SFSA	Legal
	1.3 Develop and implement knowledge management system	Knowledge Management System Developed	Operational knowledge Management System	1	1	0	0	0	0	10	0	0	0	0	CPPMD	FSA HRM& D ICT
			Knowledge management implemented	% Level of implementation	100	100	100	100	100	100	1	1	1	1		
	1.4 Maintain and update Treaties database	Database of treaties maintained and updated	Updated Database of treaties	1	1	1	1	1	1	10	10	10	10	10	Registrar of Treaties	ICT
	1.5 Monitor implementation of treaties ratified by Kenya	Quarterly reports prepared	Quarterly reports	20	4	4	4	4	4	20	20	20	20	20	Registrar of Treaties	Missions
			Annual report prepared	Annual report	5	1	1	1	1	1	5	5	5	5		
	1.6 Conduct Public Awareness on treaties ratified by Kenya	Public awareness activities conducted	Number of sensitization conducted	5	1	1	1	1	1	50	50	50	50	50	Registrar of treaties	
	1.7 Prepare the CS's report to the National Assembly on the Treaties ratified by the Republic of Kenya	CS's annual report to the National Assembly on the Treaties ratified by Kenya prepared	CS's annual report on Treaties ratified	5	1	1	1	1	1	20	20	20	20	20	Registrar of treaties	
1.8 Prepare Annual President's report on the progress made in fulfilling international	President's annual report on International Obligations	President's annual Report	5	1	1	1	1	1	30	30	30	30	30	Registrar of treaties		

	obligations	prepared														
	1.9 Coordinate preparation of legal positions on foreign issues	Position papers prepared	Country position papers	20	4	4	4	4	4	1	1	1	1	1	Legal&HCA	
	1.91 Review Host Country Agreements that the government of Kenya has signed with international organizations	Host Country Agreements Reviewed	No. of reviewed Host country agreements	2	0	1	0	0	1	10	10	10	10	10		
<b>2. Transform Foreign Service Academy into a Centre of Excellence in training and foreign policy research and analysis.</b>	2.1 Established and operationalized Foreign Service Academy	Foreign Service Academy established and operationalize	% Level of implementation	100	100	20	20	20	20	500	500	500	500	500	FSA	SFSA
<b>3. Enhance Asset Management</b>	3.1 Establish Diplomatic Enclave	Diplomatic Enclave Established	% Level of establishment	100	10	30	40	10	10	-	550	400	400	400	DG-BPA	Global Assets
	3.2 Rent, Acquire, Develop, refurbish and brand government properties abroad.	Rent, Acquire, Develop, refurbish and brand government properties abroad.	% level of implementation of the Assets Acquisition and Management Master Plan on government properties abroad involving renting acquisition, development, refurbishment, branding	25	5	5	5	5	5	2110	8,648	8000	8000	8000	FSA	SFSA
	Finalization and implementation of the Asset Acquisition and Management Plan (AAMP)	Asset Acquisition and Management Plan (AAMP) Finalized	Asset Acquisition and Management Plan (AAMP)	1	1	0	0	0	0	0.5	0	0	0	0	Global Assets	SFSA
		Asset Acquisition	% level of	100	100	100	100	100	100	1	1	1	1	1	Global	Missions

		and Management Plan (AAMP) Implemented	implementation													Assets	
	3.3 Acquire and maintain vehicles at the State Department headquarters	New vehicles acquired	No. of vehicles acquired	50	10	10	10	10	10	100	100	100	100	100	100	SFSA	Transport Unit
		Vehicles maintained	% level of implementation	100	100	100	100	100	100	200	200	200	200	200	200	SFSA	Transport Unit
	3.4 Acquire and maintain office furniture and equipment as per the procurement plan	Procurement plan implemented	% level of implementation	100	100	100	100	100	100	200	200	200	200	200	200	SFSA	SCM
<b>4. Strengthen Human Resource Management and Capacity Development</b>	4.1 Develop and Implement succession management/ human resource management plan	Succession management/ human resource management plan developed	Succession management/ human resource management plan	1	1	0	0	0	0	200	200	200	200	200	200	HRM&D	SFSA
		Succession management/ human resource management plan implemented	% level	100	100	100	100	100	100	3	3	3	3	3			
	4.2 Review and implement Career Progression Guidelines for Foreign Service Officers	Career Progression Guidelines reviewed	Career Progression Guidelines Developed	1	1	0	0	0	0	10	0	0	0	0	0	HRM&D	FSA
		Career Progression Guidelines implemented	% level of implementation	100	100	100	100	100	100	5	5	5	5	5			
	4.3 Undertake staff capacity development	Skill gap Analysis Undertaken	Skills and competences inventory	1	1	0	0	0	0	4	0	0	0	0	0	HRM&D	SFSA
		Training Needs Assessment (TNA) undertaken	TNA report	5	1	1	1	1	1	0.5	0.5	0.5	0.5				
		TNA report implemented	% level of implementation	100	100	100	100	100	100	15	15	15	15	15			
		Mentorship programs Institutionalized	No of staff mentored	300	60	60	60	60	60	1	1	1	1	1			
4.4 Implement online Performance Appraisal System	Online Staff Appraisal system implemented	% level of implementation	100	100	100	100	100	100	1	1	1	1	1	1	HRM&D	SFSA and ICT	
4.5 Review and implement the Foreign Service	Review Foreign Service Regulations	Revised Foreign Service	1	0	0	0	0	0	7	0	0	0	0	0	HRM&D	SFSA	



	Regulations		Regulations													
		Foreign Service Regulations implemented	% level	100	100	100	100	100	100	0	0	0	0	0		
	4.6 Review and implement State Department's organizational structure	Organizational structure reviewed	Revised Structure	1	0	0	0	0	0	5	0	0	0	0	SFSA HRM&D CPPMD	
		Organizational structure implemented	% level implementation	100	100	100	100	100	100	0	0	0	0	0		
	4.7 Implement and sensitize staff on HR/relevant Government policies and guidelines	Staff sensitized	Number officers sensitized	500	100	100	100	100	100	3	3	3	3	3	HRM&D	
<b>5. Promotion of National Values and Principles of Governance</b>	5.1 Prepare Annual Presidential report on measures taken and progress achieved in the realization of national values and principles of governance	Annual Presidential report prepared	Annual Presidential report	5	1	1	1	1	1	1	1	1	1	1	SFSA	HRM&D
	5.2 Sensitize State Department staff on ethics, integrity and good governance	State Department staff sensitized	No. of Staff sensitized	300	60	60	60	60	60	3	3	3	3	3	SFSA	HRM&D
	5.3 Review and implement institutional risk policy framework	Risk policy framework reviewed	Risk policy framework	1	1	0	0	0	0	3	3	3	3	3	SFSA	All Directorates Missions
<b>6. Strengthen ICT Capacity and Security</b>	6.1 Acquire and maintain ICT Equipment	Implement ICT procurement plan	% Level of implementation	100	100	100	100	100	2	100	100	100	100	100	ICT	SFSA Kenya Missions
	6.2 Finalize and implement ICT policy	ICT Policy finalized	ICT policy	1	1	0	0	0	0	3	0	0	0	0	ICT	SFSA Directorates Missions
		ICT Policy implementation	% level of implementation	100	100	100	100	100	100	15	15	15	15	15		
	6.3 Upgrade and maintain Data center and establish Disaster Recovery Centre	Data center upgraded	Upgrading report	1	1	1	1	1	1	18	0	0	0	0	ICT	SFSA Directorate Missions
		Data Centre maintained	% level of maintenance	100	100	100	100	100	100	2	2	2	2	2		
Disaster Recovery center established		Disaster Recovery center	1	1	1	1	1	1	3	3	3	3	3			
6.4 Digitalization of services offered by the State Department	Services digitalized	No of services	15	3	3	3	3	3	30	30	30	30	30	ICT	SFSA	
	Digitalized services maintained	% level	100	100	100	100	100	100	100	5	5	5	5			

	6.5 Training State Department staff on ICT Skills, Cyber security and modern technologies	State Department staff trained on ICT skills	No. of staff trained.	500	100	100	100	100	100	100	16	16	16	16	16	ICT	SFSA, Kenya Missions
	6.6 Re-Design websites (Global, & Missions)	Interactive and user-friendly website(s)	No. of websites	1	1	1	1	1	1	1	5	2	2	2	2	ICT	Public Affairs SFSA
	6.7 Acquire and Install secure communication at Hqs and Kenya Missions abroad	Secure communication installed	% level of installation	100	20	80	0	0	0	0	50	300	25	25	25	SFSA	ICT Missions
	6.8 Implement provisions of the Government Security Manual	Relevant provisions security manual implemented	% level of implementation	100	100	100	100	100	100	100	100	15	5	5	5	SFSA	
<b>7. Enhance Staff Wellness</b>	7.1 Organize ministerial team building/ wellness day	Ministerial team building day observed	No of team building activities	10	2	2	2	2	2	2	9	9	9	9	9	SFSA	HRM&D
	7.2 Implement psycho-social support programs	Psycho-Social support programs implemented	No of programs implemented	5	1	1	1	1	1	1	2	2	2	2	2	Wellness unit	
<b>8. Mainstream Gender, Youth and Disability Issues in the State Department</b>	8.1 Undertake affirmative action for vulnerable group and their needs.	Affirmative action undertaken for the special groups	No. of affirmative action taken	1	1	1	1	1	1	1	1	1	1	1	1	HRM&D	SFSA
	8.2 Establish room for lactating mothers within the State Department.	Establish & Equip lactating room	Lactating room established & Equipped	1	1	0	0	0	0	0	12	2	2	2	2	Wellness Unit	
	8.3 Put up reporting structures for SGBV in all the buildings occupied by the State Department ( Complaint boxes, hotline)	Structure of reporting SGBV in place	Quarterly reports	20	4	4	4	4	4	4	0.1	0.1	0.1	0.1	0.1	Wellness Unit	SFSA
	8.4 Develop and implement State Department's youth mainstreaming strategy	Youth strategy developed	Youth strategy	1	0	1	0	0	0	0	0	0.5	0	0	0	Wellness Unit	
		Youth strategy implemented	%level of implementation	100	100	100	100	100	100	100	0.1	0.1	0.1	0.1	0.1	Wellness Unit	SFSA
<b>9.</b>	9.1 Review and	Service charters	Reviewed	5	1	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	SFSA	CPPMD

<b>Strengthen Result Based Management</b>	implement State Department's service charter	reviewed and implemented	service charter														All Directorates
	9.2 Sensitize State Department staff on ethics, integrity and good governance	State Department staff sensitized	%level of implementation	100	100	100	100	100	100	0.1	0.1	0.1	0.1	0.1	SFSA	HRM&D	
	9.3 Conduct biennial Customer satisfaction surveys	Customer satisfaction surveys conducted and reports prepared	Customer survey Reports	2	0	1	0	1	0	0	3	0	3	0	HRM&D	SFSA	
	9.4 Implementation of the State Department's strategic plan	Performance Contracts and work plans implemented	No. of Annual Work plans implemented at State Department Headquarters and Missions	495	99	99	99	99	99	99	1	1	1	1	1	CPPMD	All Directorates Missions
			No. of signed State Department Headquarters and Missions Performance Contracts	495	99	99	99	99	99	99	1	1	1	1	1	CPPMD	All Directorates Missions
	9.5 Develop and implement gift policy	Gift policy developed and implemented	Gift policy	1	0	1	0	0	0	0	0	0.1	0	0	0	SFSA	
			%level of implementation	100	100	100	100	100	100	100	0	0	0	0	0	SFSA	All Directorates Missions
9.6 Train PC Desk officers on Performance Management system.	PC Desk officers at the State Department and Missions trained	No. of PC Desk officers trained on PMS at the Headquarters and Kenya Missions	240	80	80	80	80	80	80	20	20	20	20	20	CPPMD	PMC ICT	
<b>10. Strengthen Public Financial Management and procurement</b>	10.1 Roll out IFMIS in Kenya Missions	IFMIS installed in missions	No of Missions connected to IFMIS	65	10	20	35	0	0	30	60	100	0	0	Accounts	Finance ICT Kenya Missions	
	10.2 Undertake regular internal audit on the State	Audit reports prepared	Quarterly Internal Audit	20	4	4	4	4	4	30	30	30	30	30	Internal audit	Finance SCMU Accounts	

<b>procedures</b>	Department financial management to acquire zero audit queries		Reports														
<b>11. Strengthen Records Management</b>	11.1 Appraise records in the State Department in line with the laid down laws and regulations	No of stations appraised	No of stations	50	10	10	10	10	10	20	20	20	20	20	SFSA	Records Unit	
		No of stations where records were destroyed / preserved	No of stations	80	16	16	16	16	16	16	6	6	6	6	6	SFSA	Records Unit
	11.2 Implementation of the revised Records Management Policy and File Index & Classification Scheme	Revised Records Management Policy and File Index & Classification Scheme Implemented	% level of implementation	100	100	100	100	100	100	100	0.1	0.1	0.1	0.1	0.1	SFSA	Records Unit
	11.3 Develop and Operationalize Electronic Documents and Records Management System (EDRMS)	Electronic Documents and Records Management System (EDRMS) Developed	Report	Report	1	0	1	0	0	0	0	2	0	0	0	SFSA	Records Unit
			Electronic Documents and Records Management System (EDRMS) Operationalized	% level of operationalization	100	0	0	50	70	100	0	0	0.1	0.1	0.1	0.1	0.2
11.4 Sensitize and train staff on EDRMS	All staff Sensitized and trained on EDRMS	Annual Reports	Annual Reports	5	1	1	1	1	1	1	0.1	0.1	0.1	0.1	0.1	SFSA	Records Unit

## ANNEX II: STRATEGIC THEMATIC TEAMS

Terms of reference (TORS)	<p><b>These TORs apply to all the six (7) teams listed below. Team members are expected to:</b></p> <p>Lead in coordinating implementation of all targets in your respective strategic thematic area</p> <p>Hold periodic meetings, as often as you may agree but not less than once in a quarter, with implementers of various targets in your areas to get briefings on progress of implementation of targets in your thematic area;</p> <p>Cause to be prepared and submitted (to CPPMD) quarterly and annual reports in standard format around your thematic area.</p> <p>Discuss the quarterly and annual reports in your thematic areas to identify gaps, challenges and lesson and provide way forward and interventions</p> <p>Cause to be prepared and submitted (to CPPMD) mid-term and end-term evaluation reports in standard format around your thematic area.</p> <p>Any other assignment that you may be allocated by the Accounting Officer.</p>
Team 1	<p><b>Strategic issue 1: Promote Kenya’s interests globally</b></p> <p>Team members:</p> <p>Director General - Bilateral and Political Affairs</p> <p>Director Multilateral Affairs</p> <p>Director Economic Diplomacy</p> <p>Head of Mission - UNEP, Habitat</p> <p>Director Central Planning and Project Monitoring.</p>
Team 2	<p><b>Strategic issue 2: Promote Regional and Global Peace, Security and Stability</b></p> <p>Team Members:</p> <p>Director General - Bilateral and Political Affairs</p> <p>Director Peace and Security</p> <p>Director Africa &amp; AU</p> <p>Director Central Planning and Project Monitoring</p>
Team 3	<p><b>Strategic issue 3: Kenya’s Sovereignty and Territorial Integrity</b></p> <p>Team Members:</p> <p>Director General - Bilateral and Political Affairs</p> <p>Director Peace and Security</p> <p>Director Africa &amp; AU</p> <p>Director Central Planning and Project Monitoring</p>
Team 4	<p><b>Strategic issues 3: Economic Cooperation, International Trade and Investment</b></p> <p>Team members:</p> <p>Director Economic &amp; Commercial Diplomacy</p> <p>Director General - Bilateral and Political Affairs</p>

	Director Multilateral Affairs Director Central Planning and Project Monitoring.
Team 5	<b>Strategic issue 5: Public Diplomacy, Cultural Heritage and Stakeholder Engagement</b>
	Team members: Director General - Bilateral and Political Affairs Director Cultural Diplomacy Secretary Foreign Service Administration Director Central Planning and Project Monitoring.
Team 6	<b>Strategic issue 6: Provision of Consular Services</b>
	Team members: Director General - Bilateral and Political Affairs Secretary Foreign Service Administration Chief of Protocol Director Legal Affairs
Team 7	<b>Strategic issue 6: Policy, Legal and Institutional Capacity.</b>
	Team members Secretary Foreign Service Administration Director Human Resource Management Director Administration Director Legal Affairs Director Supply Chain Management Senior Chief Finance Officer Director Central Planning and Project Monitoring

## ANNEX II: FORMER MINISTERS OF FOREIGN AFFAIRS

	<b>Name</b>	<b>Position</b>	<b>Year</b>
1.	<b>Hon. Jomo Kenyatta</b>	Prime Minister	1963
2.	<b>Hon. Joseph Murumbi</b>	Minister of State for Foreign Affairs	1963
3.	<b>Hon. Mbiyu Koinange</b>	Minister of State for Foreign Affairs	1963–1967
4.	<b>Hon. James Nyamweya</b>	Minister of State for Foreign Affairs	1967–1968
5.	<b>Hon. Argwings-Kodhek</b>	Minister of State for Foreign Affairs	1968–1969
6.	<b>Hon. Dr. Njoroge Mungai</b>	Minister for Foreign Affairs	1969–1974
7.	<b>Hon. Dr. F. L. Munyua Waiyaki</b>	Minister for Foreign Affairs	1974–1979
8.	<b>Hon. Dr. Robert J. Ouko</b>	Minister for Foreign Affairs	1979–1983
9.	<b>Hon. Elijah Mwangale</b>	Minister for Foreign Affairs	1983–1986
10.	<b>Hon. Dr. Zachary Onyonka</b>	Minister for Foreign Affairs	1986–1988
11.	<b>Hon. Dr. Robert J. Ouko</b>	Minister for Foreign Affairs	1988–1990
12.	<b>Hon. Wilson Ndolo Ayah</b>	Minister for Foreign Affairs	1990–1993
13.	<b>Hon. Stephen Kalonzo Musyoka</b>	Minister for Foreign Affairs	1993–1998
14.	<b>Hon. Bonaya Godana</b>	Minister for Foreign Affairs	1998–2001
15.	<b>Hon. Chris Obure</b>	Minister for Foreign Affairs	2001
16.	<b>Hon. Major (Rtd). Marsden Madoka</b>	Minister for Foreign Affairs	2001–2003
17.	<b>Hon. Stephen Kalonzo Musyoka</b>	Minister for Foreign Affairs	2003–2004
18.	<b>Hon. Chirau Ali Mwakwere</b>	Minister for Foreign Affairs	2004
19.	<b>Hon. Raphael Tuju</b>	Minister for Foreign Affairs	2004–2008
20.	<b>Hon. Moses M. Wetangula</b>	Minister for Foreign Affairs	2008–2012
21.	<b>Hon. Sam K. Ogeri</b>	Minister for Foreign Affairs	2012–2013
22.	<b>Amb. Amina Mohamed</b>	Cabinet Secretary for Foreign Affairs	2013–2018
23.	<b>Amb. Monica Juma</b>	Cabinet Secretary for Foreign Affairs	2018–2020
24.	<b>Amb. Raychelle Omamo</b>	Cabinet Secretary for Foreign Affairs	2020–2022
25.	<b>Hon. Dr. Alfred Mutua</b>	Cabinet Secretary for Foreign and Diaspora Affairs	2022–2023

## **ANNEX III: HIGH COMMISSIONS AND EMBASSIES OF THE REPUBLIC OF KENYA**

### **A**

#### **ALGERIA**

Embassy of the Republic of Kenya, Algiers  
Rue Mohamed Khoudi  
El-biar 16030  
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213674328824

#### **ANGOLA**

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Luanda Talatona CCB4 GU02  
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Fax: +61262576613  
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Website: www.kenya.asn.au  
Accredited to: New Zealand

#### **AUSTRIA**

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Website: [www.kenyaembassyvienna.at](http://www.kenyaembassyvienna.at)  
The Mission is accredited to: Austria, Hungary  
and Slovakia and UN Agencies (UNOV, IAEA,  
UNIDO, UNODC & CTBTO

### **B**

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#### **BRAZIL**

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Website: [www.kenyaconsulatela.com](http://www.kenyaconsulatela.com)

**ZIMBABWE**

Kenya Embassy, Harare  
95 Park Lane Harare  
P. O. Box 4069. A (9)  
Harare  
Zimbabwe  
Tel: +263-4-704 820  
Fax: +263 4 723 042  
Email: [kenhicom@africaonline.co.zw](mailto:kenhicom@africaonline.co.zw) or,  
[harare@mfa.go.ke](mailto:harare@mfa.go.ke) or [amb.harare@mfa.go.ke](mailto:amb.harare@mfa.go.ke)  
Accredited to: Mozambique

**ZAMBIA**

Kenya High Commission, Lusaka  
5207 United Nations Avenue  
P. O. Box 50298, Lusaka, Zambia  
Tel: +260 211 250722  
Fax: +260 211 253829

## ANNEX IV: KENYA'S HONORARY CONSULS

### A

#### **Australia, Perth**

Kenyan Consulate in Perth  
83 Belmont Avenue  
Belmont  
WA 6104  
Tel: +61-8-63636199  
Mobile: +61411644425  
Email: [amus@quickcorporate.com.au](mailto:amus@quickcorporate.com.au)

#### **Austria, Upper Austria**

Atrium City Center, HarrachstraBe 6/3, Centre,  
A-4020 Linz, Austria  
Tel: +43732657070-0  
Fax: +43732657070-65  
Email: [linz@anwaltsocietaet.at](mailto:linz@anwaltsocietaet.at)

### B

#### **Bangladesh, Dhaka**

Union Centre  
68/1 Gulshan Avenue, Gulshan-1  
Dhaka-1212  
Bangladesh  
Tel: +880-2- 9885771-4, 9881936-9  
Fax: +880-2- 8823454  
website: [www.kenyaconsulate.com](http://www.kenyaconsulate.com)

#### **Belgium, Flemish Region, Antwerp**

Kwikstaartlaan nr 18  
2610 Antwerpen (Wilrijk)  
Tel: +  
Email: [kenyahonoraryconsul@skynet.be](mailto:kenyahonoraryconsul@skynet.be)

#### **Bulgaria, Sofia**

Positano Street 3, 2 nd Floor  
Bulgaria 1000, Sofia  
Tel: 00350 2 988 26 52; 00359 2 986 58 96;  
Fax: 003592980 32 47; 00359 2 986 58 96;  
E-mail: [office@sd-legal.com](mailto:office@sd-legal.com)

### C

#### **Canada, Vancouver**

2864 Cottonwood Street, Abbotsford BC V4X  
1K5  
Tel: (778) 786 2562  
Fax: (604) 857 1467

E-mail: [imbenzi@shaw.ca](mailto:imbenzi@shaw.ca)  
Croatia, Zagreb  
ILICA 43/11, 10000 Zagreb, Croatia  
Tel: +385 I 484 6405  
Fax: +385 1 492 1874  
Email: [info@kenyaconsulate.hr](mailto:info@kenyaconsulate.hr)

#### **Cyprus, Nicosia**

20 Omirou Avenue 1097  
P.O. Box 20342, 2151 Nicosia, Cyprus  
Tel: +357-22671313  
Fax: +357-22671166  
Email: [nicostorn@cytanet.com.cy](mailto:nicostorn@cytanet.com.cy)

#### **Canada, Toronto**

41 Lesmil Road  
Toronto, Ontario  
Canada M3B 2T3  
Email : [sunir@conros.com](mailto:sunir@conros.com)  
Tel +1 416 752 4125  
Cell :+1 416 357 0013  
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### G

#### **Germany, Hamburg**

Lehmweg 7  
20251 Hamburg  
Tel: +49 40 30 304 229/8  
Cell: +49 171 204 5635  
Email: [breitngross-kappa@gmx.com](mailto:breitngross-kappa@gmx.com)

#### **Greece, Athens**

126th Solonos street, 10681 Athens, Greece  
Tel: +30 210-38.39.259  
Fax: +30 210 -38.05.113  
E-mail: [info@kenyagreece.com](mailto:info@kenyagreece.com)

### H

#### **Hong Kong and Macau Special Admin**

Regions  
Unit 1901, 19/f, Far East finance center  
16 Harcourt Road, Admiralty, Hong Kong  
Tel: +852 252 05000  
Fax: +852 252 01600  
E-mail: [general@kenyaconsulate.org.hk](mailto:general@kenyaconsulate.org.hk)  
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**I****India, State of Maharashtra Mumbai**

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Fax: +91-22-22850352  
E-mail: [kenyaconsulate@hotmail.com](mailto:kenyaconsulate@hotmail.com) or  
[46iptc@vsnl.net](mailto:46iptc@vsnl.net)

**India, Kolkata**

8/1 Russa Road East, 1<sup>st</sup> Lane, Kolkata 700033  
Tel. 913340051640  
E-mail: [kenyaconsulkolkata@yahoo.com](mailto:kenyaconsulkolkata@yahoo.com)

**Indonesia, Jakarta**

Royal Industries Indonesia  
OL 2 30-32, Bellagio Office Park, Mega  
Kuningan, Jakarta, Indonesia  
Tel: +622130066151-53  
Fax: +62213066155/66

**Israel, Jerusalem**

14 Hai Taib Street, Har Nof Jerusalem  
Tel. 036914242  
Fax: 036914646  
E-mail: [grofmanoffice@faire.co.il](mailto:grofmanoffice@faire.co.il)

**Italy, Milan**

Honorary Consulate of Kenya,  
Largo Augusto 8 – 20122, Milan  
Tel: +390276281512  
Fax: +39024692716  
Email: [hcmilano@consulateofkenya.it](mailto:hcmilano@consulateofkenya.it)

**J****Japan: Nagoya City & Chubu Region**

16f, Century Toyota Building  
4-9-8, Meieki, Nakamura-ku  
Nagoya-shi, Arichi Pref.  
450-8575, Japan  
Tel: 052-584-5019  
Fax: 0525845050

**Jordan: Amman**

6th circle, Zahran Street, Building No. 198  
Emmar Towers Wing A  
Tel: +96265777277  
Fax: +96265777407

Email: [consul@kenya-jo.com/amjadyacoub@gmail.com](mailto:consul@kenya-jo.com/amjadyacoub@gmail.com)

**L****Lebanon, Beirut**

150, Badaro Street, Fawaz Building, Beirut  
Tel: +961 (0) 383 006 – 384 006  
Fax: +961 (0) 396 006

**M****Morocco, Casablanca**

122, Bd d'Anfa Casablanca  
Tel: +2125224755454  
Fax : +212522470937  
GSM +212669111111  
E-mail: [consulhonorarykenya@gmail.com](mailto:consulhonorarykenya@gmail.com)/  
[abajaber@hotmail.com](mailto:abajaber@hotmail.com)

**Principality of Monaco**

Monte Carlo Palace  
7 Boulevard des Moulins, Monaco  
Tel. +377 97 98 53 33  
Email: [gkent@abercrombiekent.com](mailto:gkent@abercrombiekent.com)

**P****Pakistan: Karachi**

F/61-F, Near Philips Electrical Industries  
S.I.T.E. Karachi-75700, Pakistan  
Makati City 1200, Manila Philippines  
Tel: +92 21 32578423/32578588  
Mobile: +92(0) 333-2291159/0320-2291159  
Fax: +92 21 32578134  
Email: [hrazk@cyber.net.pk](mailto:hrazk@cyber.net.pk) or  
[hanifjanoo@gmail.com](mailto:hanifjanoo@gmail.com)

**The Philippines, Manila**

4thFloor, Grepalife Buliding, 221 Sen. Gill Puyat  
Avenue, Makati City 1200  
Manila Philippines  
Tel: +(63) 2 889-8287  
Fax: +(63) 2 889-8286  
Email: [consulateofkenya.manila@yahoo.com](mailto:consulateofkenya.manila@yahoo.com)

**S****Serbia, Belgrade**

Pere Cetkovic 8, Belgrade 11000, Serbia  
Tel: +38112624885



Email: [ifp2@ikomline.net](mailto:ifp2@ikomline.net)

**Singapore, City of Singapore**

314 Tanglin Road

#01-08

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Singapore, 247977

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Email: [info@kenyaconsulate.sg](mailto:info@kenyaconsulate.sg)

**U**

**Ukraine, KYIV**

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