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THE NATIONAL TREASURY AND PLANNING

STATE DEPARTMENT FOR PLANNING
2018 -2022 STRATEGIC PLAN MID-TERM REVIEW REPORT

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EXECUTIVE SUMMARY

The State Department for Planning has conducted the Mid Term review of the 2018-2022 Strategic plan. The review was guided by the overall National Planning Framework and the need to continue positioning the State Department to fulfill the set Mandate. The review covered the period 2018 – 2020 and was based on agreed benchmarks, targets and outcomes as spelt out in the Strategic Plan implementation matrix. This Review Report provides an evaluation of the progress made in the achievement of the Strategic Plan goals, objectives and set targets and proposes a way forward for the remaining strategic planning period.

During the period under review, the State Department for Planning Strategic Plan (2018 - 2022) implemented 79.8% of the set targets. The Strategic Plan was anchored on three key result areas which had different levels of implementation status. To a large extent there was adherence to the planned targets in the strategic plan. However, the analysis established that emerging issues such as the COVID – 19 forced the State Department for Planning to re-programme/re-prioritize.

The review established that some of the key achievements were preparation and dissemination of a summary of key investment opportunities in Kenya; Development of a policy paper on the impact of public sector wage bill on economic growth and employment creation; Establishment and operationalization of 18 National Government County Planning Offices; Preparation and issuance of county development planning guidelines; Alignment of policies, plans and budgets through co-convening the MTEF Sector Working Groups; Hosting of the 9th Organization of Africa, Caribbean and Pacific Heads of State and Government Summit; Presentation of the 2020 SDGs Voluntary National Review for Kenya during the UN High Level Political Forum; Revitalization of the functioning of CPPMUs across MDAs; and convening of Annual M&E conferences.

Further, the State Department for Planning revamped all Departmental web presence in the ministerial website, and digital platforms; prepared and disseminated research reports on topical issues; enhanced the capacity of the Economists cadre through promotions, training and recruitment at entry level; developed National Handbook of Indicator for MTPIII; developed M&E Policy; and developed e-NIMES dashboard and roll out to MDAs is ongoing.

However, some key pending milestones were noted including preparation of the Third MTP 2018-2022 Mid Term Review report; preparation of county planning training manuals; training of staff on county planning processes; holding of inter-governmental/peer-to-peer learning forums on development planning; undertaking of Participatory Poverty Assessments and capacity building of counties on preparation of county specific PPA reports; Preparation of Kenya National Human Development Reports (KNHDR); rolling out of e-NIMES dashboard; NIMES Master plan; and team building.

The implementation of the strategic plan during the review period was hindered by a number of challenges ranging from: Insufficient funds due to budget cuts; inadequate technical staff; the COVID-19 pandemic which disrupted programming of activities; inadequate ICT tools; Inadequate specialized skills for both the National and County staff.

The report provides the way forward that includes the development of a Resource Mobilization Strategy; review of the State Department's Structure; seeking a waiver from the State Department for ICT and Innovation for direct procurement of ICT tools and services; development of legislative planning framework to support development planning function in the country. visibility and Publicity of the State Department through to leverage on existing digital platforms in disseminating information and interacting with key stakeholders for improved brand visibility; revitalization of NESC; and, enhancement of Specialized Skills in areas such as macro-economic modelling, Green and Blue Economy, Disaster Risk Management and Project Cycle Management in order to contribute effectively to Socio economic Policy Formulation and Planning.

ACRONYMS AND ABBREVIATIONS

| | | |
|----------|---|---|
| AIDS | - | Acquired Immunodeficiency Syndrome |
| APR | - | Annual Progress Report |
| APRM | - | African Peer Review Mechanism |
| CIMES | - | County Integrated Monitoring and Evaluation System |
| COMESA | - | Common Market for Eastern and Southern Africa |
| COVID 19 | - | Corona Virus Disease 19 |
| CPPMUs | - | Central Planning and Projects Monitoring Units |
| CS | - | Cabinet Secretary |
| EAC | - | East Africa Community |
| ECOSOC | - | United States Economic and Social Council |
| e-NIMES | - | Electronic National Integrated Monitoring and Evaluation System |
| ERS | - | Economic Recovery Strategy |
| EU | - | European Union |
| HIV | - | Human Immunodeficiency Virus |
| HRM | - | Human Resource Management |
| ICT | - | Information and Communication Technology |
| KM | - | Knowledge Management |
| KNBS | - | Kenya National Bureau of Statistics |
| KSG | - | Kenya School of Government |
| M&E | - | Monitoring and Evaluation |
| MDACs | - | Ministries, Departments, Agencies and Counties |
| MDAs | - | Ministries Departments and Agencies |
| MTEF | - | Medium Term Expenditure Framework |
| MTP III | - | Medium Term Plan Three |
| NEPAD | - | New Partnership for Africa's Development |
| NESC | - | National Economic and Social Council |
| PESTEL | - | Political, Economic, Social, Technological, Environmental and Legal |
| PIM | - | Public Investment Management |
| PPAs | - | Participatory Poverty Assessments |
| PS | - | Principal Secretary |
| SAGAs | - | Semi-Autonomous Government Agencies |
| SDGs | - | Sustainable Development Goals |
| SWOT | - | Strengths Weaknesses Opportunities and Threats |
| TICAD | - | Tokyo International Conference of African Development |

SECTION ONE: INTRODUCTION

1.0 Background

The Fourth-Generation Strategic Plan for the State Department for Planning covers the period 2018 - 2022. The Strategic Plan aims at enabling the State Department for Planning achieve the objectives of the Medium-Term Plan (MTP) III of the Kenya Vision 2030 and its Sector Plans, the Big Four Agenda, the Sustainable Development Goals (SDGs) as well as other regional and global initiatives.

The Strategic Plan 2018-2022 set out to build on achievement of the previous Strategic Plan (2013/14 - 2017/18) while being aligned to the Third Medium Term (2018-2022) and the 28 Sector Plans of the Kenya Vision 2030, and the national transformational plans such as the Big Four agenda. The formulation of this Strategic Plan was guided by the overall National Planning Framework and the need for the State Department for Planning to position itself to fulfill the set Mandate. In responding to this, the State Department institutional strength were evaluated while achievements and challenges experienced in the five years of the implementation of the previous Strategic Plan (2013-2017) were reviewed.

In preparation of the Plan, the State Department for Planning reviewed the Vision, Mission, Objectives, Core Values, Strategies and expected performance benchmarks. This Plan was to act as a guide for assessing performance and achievements of results in the State Department for the Strategic Planning period for the Third Medium Term Plan.

It is against the foregoing that the State Department for Planning has conducted the Mid Term review of the Strategic plan. The review was guided by the overall National Planning Framework and covered the period 2018 – 2020. The review focused on agreed benchmarks, targets and outcomes as spelt out in the Strategic Plan implementation matrix. This Review Report provides an evaluation of the progress made in the achievement of the Strategic Plan goals, objectives and set targets and proposes a way forward for the remaining strategic planning period.

1.1 Purpose of Review

The purpose of this review, as per terms of reference contained in Annex Five of this report, was to undertake a mid-term review which would examine the extent of the implementation of the Strategic plan. The review provides an overall assessment of progress and achievements made against planned results while assessing and documenting the challenges and lessons learnt during implementation. The review also focuses on changes around the programmatic environment which has affected or impacted on implementation of the Strategic plan and realization of set results; and reflects on the Strategic Plan theory of change and reflects on its continued relevance to the remaining Strategic plan cycle.

1.2 Objectives of the Review

The broad objective was to undertake mid-term review of the State Department Strategic Plan (2018 – 2022) to assess progress made in the achievement of the Strategic Plan goals, objectives and set targets.

The specific objectives of the review were to:

- i) Identify and document challenges impeding full achievement of the set targets and develop mitigation measures;
- ii) Identify and document emerging issues, and develop strategies to integrate them into plans and policies;
- iii) Identify and document key lessons learnt in the last three years;
- iv) Prepare a review report and strategy for the remaining plan period.

1.3 Organization of the Report

The Review Report is organized into Five (5) Sections. Section One (1) provides a general background, Purpose and the objectives of the review. Section Two (2) presents an overview of the reviewed 2018 – 2022 strategic plan while Section Three (3) highlights the key findings of progress and achievements realized by the State Department during the period 2018 to 2020 (the review period). Section Four (4) and Section Five (5) discusses the challenges, emerging issues and lessons learnt during the implementation of the strategic plan as well as conclusions and recommendations for the way forward respectively. Finally, the report contains various Annexures which provide details on the Projects Implementation Status as at April, 2021; Financial Resources Analysis of the Requirements and Allocations; and Approved Staff Establishment.

SECTION TWO: OVERVIEW OF THE REVIEW OF STATE DEPARTMENT FOR PLANNING STRATEGIC PLAN 2018 -2022

2.0 Introduction

The Section highlights an overview of review of the State Department for Planning Strategic Plan 2018 - 2022, indicating the adequacy of the various sections of the plan based on the status of implementation of the strategic plan. The section also provides the way forward in advancing targets of the Strategic Plan 2018 -2022.

2.1 Mandate

The review of the State Department for Planning Strategic Plan 2018 - 2022 took note of the Executive order No. 1 of January 2020, Revised in May 2020 which gives the mandate of the State Department. The Executive Order also assigns the State Department an additional function of “Public Investment Policy and Oversight” and an additional SAGA that is “National Economic and Social Council (NESC)”. The National Affirmative Action Fund (NGAAF) previously under the State Department was transferred to the State Department for Gender. The mandate and functions of the State Department for Planning as stipulated in this Executive order are:

- i. National and Sectoral Development Planning;
- ii. Management of the National Government Constituency Development Fund;
- iii. National Statistics Management;
- iv. National Census and Housing Surveys;
- v. Population Policy Management;
- vi. Liaison with Economic Commission for Africa;
- vii. Monitoring and Evaluation of Economic Trends;
- viii. Coordination of Implementation, Monitoring and Evaluation of Sustainable Development Goals (SDGs); and
- ix. Public Investment Policy and Oversight.

According to the Executive Order No. 1 of January 2020, Revised in May 2020, the Semi-Autonomous Government Agencies (SAGA)/Institutions under the State Department are:

- i. Kenya Institute for Public Policy Research and Analysis (KIPPRA);
- ii. Kenya Vision 2030 Delivery Board;
- iii. National Government Constituency Development Fund (NG-CDF);
- iv. Kenya National Bureau of Statistics (KNBS);
- v. National Council for Population and Development (NCPD);
- vi. New Partnership for Africa’s Development (NEPAD)/African Peer Review Mechanism (APRM); and
- vii. National Economic and Social Council (NESC).

2.2 Vision and Mission

The Vision of the State Department for Planning - "*A centre of excellence in national development planning for high quality of life for all Kenyans*", was reviewed and found to be adequate to inspire the initiatives to be implemented in the remaining plan period. The Vision was found to be clear, short and memorable and resonates with the mandate of the State Department.

The Mission of the State Department - "*To provide leadership in national and sectoral planning for advancing Kenya's transformative agenda*", was reviewed and found not to adequately state what the State Department has been doing to realize the Vision and execute the set mandate. A proposal for adoption in the revised strategic plan (2018 - 2022) was made as indicated below:

"To provide leadership in National and Sectoral Development Planning by coordinating the formulation, implementation, review, tracking and reporting of development plans, policies, and strategies to advance Kenya's socio-economic transformative agenda."

The core values were re-looked and found to have integrated Articles 10 and 232 of the Constitution. However, the core values were re-casted as follows:

- i. **Transparency and Accountability:** The State Department shall conduct its business and offer services to its stakeholders in a transparent and accountable manner.
- ii. **Professionalism and Ethical Practices:** All staff shall uphold high moral standards and professional competence in service delivery.
- iii. **Teamwork:** The State Department shall promote collaborative efforts of all actors to achieve a common goal.
- iv. **Customer focused and Passion for Results:** The State Department is committed to uphold customer driven and focused service delivery. The State Department shall relentlessly pursue timely attainment of targeted results at all levels through high level of coordination, and networking.
- v. **Participation and Inclusiveness:** The State Department is committed to consultations, joint and comprehensive partnership in all its affairs.

2.3 Key Result Areas, Strategic Objectives and Strategies

In the 2018 – 2022 Strategic Plan, the State Department had identified three (3) Key Result Areas with corresponding strategic objectives and strategies for effective implementation of the Plan. The Key Results Areas were retained as follows:

- i. Key Result Area 1: National and Sectoral Planning and policy formulation
- ii. Key Result Area 2: Tracking and reporting on implementation of policies and programmes;

iii. Key Result Area 3: Institutional strengthening and financing

As a result of the additional function to the State Department for Planning, the strategic model was revised to include a strategic objective and strategies to reflect the Public Investment Policy and Oversight function under Key Results Area one. The new inclusion into the model is as follows:

| Key Result Area | Strategic Objective | Strategies |
|--|---|---|
| 1. National and Sectoral Planning and policy formulation | i. To strengthen planning and policy formulation at both levels of government | i. Strengthen Performance Management of the SDP |
| | i. Enhance public investment policy and oversight | <ul style="list-style-type: none"> i. Formulate and review policies, guidelines and regulations to improve PIM processes across national and county governments ii. Enhance linkage of development plans to the overall public expenditures iii. Assess and Enhance the capacity of public institutions on PIM iv. Provide technical assistance for the public institutions on PIM-related tasks v. Undertake research, develop and update methodologies on public investment management vi. Enhanced public participation and governance in public investments |

2.4 Environmental Scan

The Strategic Plan 2018 - 2022 for the State Department for Planning presented an analysis of the Strengths, Weaknesses, Opportunities and Threats (SWOT) for the State Department as well as the Political, Economic, Social, Technological, Environmental and Legal (PESTEL) and a Stakeholder analysis.

The review took note of new strengths that State Department has that need to be leveraged on in implementing the planned programmes and projects. The new strengths are: the existence of M&E policy that will be used to strengthen M&E across the entire public sector, and the presence of the State Department at the county level as a result of establishing the National Government County Planning offices. These offices will be used to strengthen the development planning function at the two levels of government. Further the revitalization of the Central Planning and Project Monitoring Units creates an opportunity for the State Departments to enhance the development planning function across Ministries.

The PESTEL review showed that the State Department still operates within the same external factors. However, the review explored other likely implications and proposed ways in which the State Department will mitigate the adverse effects as well as how to harness the positive effects.

2.5 Stakeholder Participation


The review showed that the State Department undertook stakeholders' analysis that

categorized stakeholders based on identified expectations. Equally, the State Department collaborated with stakeholders in the strategic plan implementation.

Even though the review shows that most of the Directorates are on track in implementing the planned targets, there is need to enhance linkages in implementation of set priorities and functions. There is also need to strengthen institutional visibility and dissemination of results. Going forward, the State Department will continue to collaborate with stakeholders for effective and successful implementation of the reviewed strategic plan.

2.6 Monitoring and Evaluation Framework

The M&E framework was reviewed and found adequate to guide the monitoring, evaluation, reporting and learning during the implementations of the revised strategic plan. It is noted that the CPPMU established in the State Department will be play a key role in coordinating the generation, analysis and dissemination of M&E reports.



SECTION THREE: KEY FINDINGS OF PROGRESS AND ACHIEVEMENT UNDER THE 2018 -2022 STRATEGIC PLAN

3.0 Introduction

This Section highlights key findings on progress and achievements made on the set targets. The Section also provides an analysis of efficiency and effectiveness in achieving the set targets, risk and implementation status of the Strategic Plan.

3.1 Implementation Status

The implementation status is provided by way of the key achievements under the planned targets, additional achievement and efficiency as well as by way of scheduled performance as indicated in this Section,

3.1.1 Key Achievements

During the plan review period 2018 - 2020, the State Department for Planning achieved the following:

- i. Prepared and disseminated a summary of key investment opportunities in Kenya;
- ii. Developed a policy paper on the impact of public sector wage bill on economic growth and employment creation;
- iii. Prepared and disseminated bi-annual status of the economy reports;
- iv. Established and operationalized 18 National Government County Planning Offices;
- v. Prepared and issued county development planning guidelines;
- vi. Ensured alignment of policies, plans and budgets through co-convening the MTEF Sector Working Groups;
- vii. Hosted the 9th Organization of Africa, Caribbean and Pacific Heads of State and Government Summit, December 2019;
- viii. Prepared and disseminated SDGs annual progress reports;
- ix. Presented the 2020 SDGs Voluntary National Review for Kenya during the UN High Level Political Forum;
- x. Revitalized the functioning of CPPMUs across MDAs;
- xi. Held Annual M&E conferences that brought key stakeholder together to share knowledge and experience in the field of M&E;
- xii. Revamped all Departmental web presence in the ministerial website, and digital platforms;
- xiii. Prepared and disseminated research reports on topical issues;
- xiv. Enhanced capacity of the Economists cadre through promotions, training and recruitment at entry level;

- xv. Developed National Handbook of Indicator for MTPIII;
- xvi. Developed M&E Policy; and
- xvii. Developed e-NIMEs dashboard and roll out to MDAs is ongoing.

3.1.2 Additional Achievements

The State Department for Planning achieved additional milestones that had not been targeted in the Strategic Plan. The additional achievements include:

- i. Prepared Post-COVID 19 Economic Recovery Strategy (ERS);
- ii. Developed Knowledge Management Policy for Kenya;
- iii. Operationalized/Established the Public Investment Management Unit and reviewed guidelines to streamline the role of the State Department in public investment management;
- iv. Developed Post COVID-19 ERS reporting Indicator Handbook;
- v. Prepared and disseminated two (2) Big Four Agenda Implementation Progress Reports;
- vi. Developed Kenya Evaluation Guidelines; and,
- vii. Developed Kenya Norms and Standards for M&E.

3.2. Effectiveness in Achieving the Set Targets

The review looked at effectiveness in two (2) broad areas: efficiency in Implementation and Schedule Performance.

3.2.1 Efficiency in Implementation

At mid-point, the State Department for Planning Strategic Plan (2018 - 2022) had implemented 79.8% of the set targets. On the Key Result Area, National and Sectoral Policy Formulation and Planning, the State Department realized 77.7% of the set targets and, 74.6% in Key Result Area, Tracking and Reporting of Results and 84.7% in Key Result Area, Institutional Strengthening and Financing. The assumption is that all outputs planned were to be completed within one (1) Financial Year as indicated in the Strategic plan implementation matrix. However, the review team established that even though most of the milestones have been achieved, the achievements were untimely and some milestones have not been implemented at all.

3.2.2 Schedule Performance

Schedule performance is a key measure of the effectiveness of implementation in delivering the right outputs as scheduled. Some activities were rescheduled to the succeeding years due factors such as insufficient financial resources occasioned by austerity measures and the advent of the COVID 19 pandemic. The Key pending milestones that were rescheduled include *Third MTP 2018-2022 Mid Term Review reporting; preparation of county planning training manuals; training of staff county planning process; holding of inter-governmental/peer-to-peer learning forums on development planning; undertaking of*

Participatory Poverty Assessments and capacity building of counties on preparation of county specific PPA reports; preparation of Kenya National Human Development Reports (KNHDR); rolling of e-NIMES dashboard; NIMES Master plan; and Team Building.

3.4 Implementation of the Strategic Plan

The reasons for the variance in achievement and rescheduling of activities to succeeding years include, insufficient funds due to budget cuts; inadequate technical staff (for some technical Directorates); and COVID-19 pandemic which disrupted programming of activities. Annex 1 presents a detailed analysis of implementation status.

To a large extent there was adherence to the planned targets in the strategic plan. However, the analysis established that emerging issues such as COVID – 19 forced the State Department to re-programme/re-prioritize.

3.3 Risk Analysis

Mapping of some risks was undertaken for the State Department. The risk factors were categorized properly and the mapping was comprehensive.

Some of the anticipated risks that occurred and affected the implementation of planned activities are: budget cuts and staff turnover that was caused by re-designation of economists to other cadres.

Going forward, the review team proposed the inclusion of an additional risk on pandemics and natural disasters that may affect the planned programmes and projects

SECTION FOUR: CHALLENGES, EMERGING ISSUES AND LESSONS LEARNT

4.0 Introduction

This Section analyses the challenges that affected implementation of various projects and programmes in the State Department for Planning during the review period. The emerging issues and lessons learnt that need to be addressed in order to facilitate effective implementation of Sector programmes are also presented.

4.1 Challenges

During the review period, the State Department faced several challenges that include:

- i) High Staff turnover due to natural attrition and movement of staff to more lucrative schemes of service;
- ii) Inadequate staffing levels in some cadres such as the technical cadre, ICT, Library and Public Communications;
- iii) Inadequate financial resources and budget austerity measures which affected implementation of planned programmes;
- iv) The advent of COVID – 19 pandemic which led to disruption of socio-economic activities;
- v) Centralization of procurement of ICT equipment and services leading to delayed acquisition of the same; and
- vi) Inadequate specialized skills (such as macro-economic modeling, Green and Blue Economy, Disaster Risk Management, Project Cycle Management) for both the National and County staff.

4.2 Emerging Issues

Key among the emerging issues are:

- i) The emergence of COVID-19 pandemic has occasioned unique challenges to the execution of government policies. The COVID -19 pandemic which led to unprecedented containment measures and in turn scale down of sector wide socio-economic activities, presented an opportunity for the State Department to develop a Post COVID-19 Economic Recovery Strategy to bring the economy back to the desired growth trajectory;
- ii) Advancement in Information Communication Technology (ICT) presents opportunities to leverage the same in the conduct of business as well as risks relating to governance and data security;
- iii) Approval and implementation of the staff establishment for Economists/Statisticians has led to increased staff motivation and capacity to perform the economic planning function;

- iv) Recruitment and deployment of new Economists/Statisticians at the entry level has enhanced the staffing levels at the Headquarters, CPPMUs and the National Government County Planning offices; and
- v) Additional mandate for the State Department following establishment of Public Investment Management (PIM) Directorate in the State Department for Planning presents the opportunity to reinvent the process of project formulation and implementation.

4.2 Lessons Learnt

The lessons learnt are as follows:

- i) The emergence of COVID-19 has led to increased uptake of online working platforms and thus the State Department needs to continue to leverage on technology in its operations and enhancing service delivery;
- ii) The linkage between National and County Government is critical in the execution of the economic planning function. Therefore, establishment of National Government County Planning Offices presents an opportunity to strengthen this linkage; and
- iii) Emerging issues such as Blue Economy have brought about the realization of the need for specialized capacity building for seamless implementation of State Department mandate.

SECTION FIVE: CONCLUSION AND WAY FORWARD

5.0 Introduction

This Section provides the conclusion and way forward following the review of the Strategic Plan 2018 - 2022. The recommendations by way of a way forward are aimed at informing the implementation of programmes and projects for the remaining strategic plan period.

5.1 Conclusion

The review of the Strategic Plan (2018 – 2022) of the State Department for Planning provided a candid appraisal of the achievements and challenges as well as pursuit for greater developments of our nation and better welfare of our people. To a large extent there was adherence to the planned targets in the strategic plan. However, the analysis established that emerging issues such as COVID – 19 forced the State Department to re-programme/re-prioritize. The review report will be crucial in preparing the strategic focus areas in the next strategic planning cycle.

5.2 Way Forward

5.2.1 Priority Activities for the Remaining Plan Period

To enable the state department deliver on the mandate as per the Executive order No. 1 of January 2020, revised in May 2020, the following activities were prioritized for the remaining plan period.

| Key Result Area | Key Activities |
|--|--|
| 1. National and Sectoral policy formulation and Planning | <ul style="list-style-type: none"> i. Prepare reports/briefs on status of Kenya economy; ii. Prepare the 4th Medium Term Plan and Sector Plans; iii. Prepare and issue guidelines on preparation of 5th Generation Strategic Plans and prepare SDP 5th Generation Strategic Plan; iv. Scope and adopt an appropriate macro model; v. Train Economists on specialized areas and on integrated planning; vi. Operationalize national county planning offices established at each county; vii. Prepare county planning training manuals and review county planning guidelines; viii. Offer technical support to county governments during preparation of county development plans; ix. Hold inter-governmental/peer-to-peer learning forums on development planning; x. Prepare and disseminate the Kenya National Human Development Report (KNHDR); xi. Carry-out the 6th Participatory Poverty Assessment (PPA VI) and capacity built on preparation of county specific PPA reports; xii. Conduct a baseline assessment on the level of Knowledge Management awareness and capacity; xiii. Coordinate implementation of the e-SIR System in counties; xiv. Convene CPPMUs information sharing forums and assess their capacities; xv. Undertake surveys on topical issues ST&I to inform policy formulation and planning; xvi. Co-convene MTEF budget sectors; xvii. Review and finalize PIM guidelines; xxviii. Undertake review of project concept notes, pre-feasibility and feasibility studies; xix. Capacity build MDACs on PIM; xx. Implement international cooperation resolutions; xxi. Hold annual SDGs stakeholders' forums; xxii. Sensitize MDACs on SDGs; xxiii. Hold International Day for Eradication of Poverty (IDEP); xxiv. Prepare SDGs implementation acceleration framework; and xxv. Prepare and disseminate annual SDGs progress reports xxvi. Undertake and disseminate study findings on topical issues xxvii. Convene ST&I stakeholder forums |
| 2. Tracking and reporting of results | <ul style="list-style-type: none"> i. e-NIMES dashboard rolled out; ii. Prepare Annual Progress Reports (APR) and Big Four Agenda implementation status report; iii. Conduct MTPIII End-term Review; iv. Roll-out of guidelines for Evaluations; v. Roll-out of Kenya Norms and Standards for M&E; vi. Develop National Evaluation plan; vii. Annual National M&E conference; viii. Operationalize Public Investment Management Directorate |
| 3. Institutional strengthening and Financing. | <ul style="list-style-type: none"> i. Prepare financial statements; ii. Prepare and implement Departmental Procurement Plan; iii. Review and implement HR policies; iv. Undertake TNA and prepare and implement training projections; v. Sensitize staff on HRM policies, regulations and legislations; vi. Mainstream cross-cutting issues and report to relevant institutions; vii. Prepare quarterly magazines/bulletin; viii. Develop and implement a communication strategy; and ix. Develop and implement ICT policy. |

5.2.2 Recommendations

The recommended way forward is as follows:

1. **Resource Mobilization Strategy:** There is need to justify need for additional resource from the National Treasury. In addition, there is need to map existing and potential development partners, and prepare and implement a resource mobilization strategy;

2. **Review of the State Department's Structure:** A review of the State Department's structure should be undertaken to take into account the new functions in addition to amplifying coherence and visibility. There is also need to rename the Directorates to reflect their core mandate and functions;
3. **Linking Budgets to Plans:** A review of the Strategic Plan revealed the need to align programs and sub programs in the MTEF budget to the mandate and the approved organization structure of the State Department. Specifically, Economic Policy and National Planning Programme to be transferred from SDGs Coordination Directorate to Public Investment Management monitoring and evaluation services. Additionally, the newly formed CPPMU Subhead to be transferred from General Administration Planning and support services program to the Economic Policy and National Planning programme.
4. **Planning Act:** Currently, there is no legislative planning framework to support development planning function in the country. The State Department will, therefore, need to develop supportive legal framework.
5. **Visibility and Publicity:** The State Department needs to leverage on existing digital platforms in disseminating information and interacting with key stakeholders for improved brand visibility
6. **ICT equipment and services procurement, and advertising:** There in need to seek a waiver from the State Department for ICT and Innovation for direct procurement of ICT equipments and services. As an initial start, there is need to undertake an analysis of ICT budget, with a view to exploring ways of ensuring resources meant for planning are solely spend on State Department's equipments and services;
7. **NESC Revitalization:** Owing to its establishment through a Gazette Notice, just like other State Department Agencies, NESC should develop a strategic Plan as a guide in implementing its mandate. Approval and adoption can then await the appointment and inauguration of the Council.
8. **Enhancement of Specialized Skills:**The State Department should aggressively capacity build and train Economists on specialized skills such as macro-economic modelling, Green and Blue Economy, Disaster Risk Management and Project Cycle Management in order to contribute effectively to Socio economic Policy Formulation and Planning.

Annex 1: Implementation Status Report

| Key Result Area | Strategic Objective | Expected Outcome | Strategy | Expected Output | Output Indicators | Target (Mid-Term) | Achievement (Mid-Term) | % Achievement | Remarks (Reason for Under Performance) |
|---|--|---|--|---|---|-------------------|------------------------|---------------|--|
| National and Sectoral policy formulation and Planning | To strengthen planning and policy formulation at both levels of government | Improved planning and policy formulation at both levels of government | Enhance tracking of macroeconomic trends | Reports/briefs on status of Kenya economy prepared | No. of Reports/briefs on status of Kenya economy prepared | 6 | 4 | 66.7 | Emergence of adhoc assignment in preparing Post COVID-19 ERS disrupted the preparation of report for 1 st and 2 nd Quarter of 2020/2021 |
| | | | | Macroeconomic policy analysis, formulation and reviews undertaken | No. of Reports/briefs/prepared | 6 | 6 | 100.0 | Target Met |
| | | | Spearhead national development planning | Key investment opportunities prepared and disseminated | Key investment opportunities in place | 1 | 1 | 100.0 | Target Met |
| | | | | Third MTP 2018-2022 Mid Term Review report prepared | Third MTP Mid Term Review report | 1 | 0 | 0.0 | Mid-Term Review process is ongoing. Concept Note and Terms of Reference for consultancy approved by CS TNT&P |
| | | | Strengthen modelling and forecasting of national development policies and programmes | T21 database updated | Updated T21 database | 1 | 0 | 0.0 | The model is no longer in use as the license expired. The State Department is scoping for an appropriate model through support from UNECA and other Development partners |
| | | | | Reports based on T21 model prepared | No. of T21 model reports | 1 | 0 | 0.0 | |
| | | | | Staff in MDAs trained on modelling and forecasting | No. of MDAs' staff trained | 25 | 25 | 100.0 | 25 modelling champions trained by UNECA |

| Key Result Area | Strategic Objective | Expected Outcome | Strategy | Expected Output | Output Indicators | Target (Mid-Term) | Achievement (Mid-Term) | % Achievement | Remarks (Reason for Under Performance) |
|-----------------|---------------------|------------------|--|---|---|-------------------|------------------------|---------------|---|
| | | | Operationalize National development Planning offices at county level | National county planning offices established at each county | No. of operational National county planning offices | 47 | 18 | 38.3 | Late approval of the establishment of the offices by PSC; Lack of budget |
| | | | | County Service Delivery Plans prepared | No. of County Service Delivery Plans prepared | 47 | 0 | 0.0 | To be done once the NG-County planning offices are operational |
| | | | | County Annual Service Delivery Plans prepared | No. of County Annual Service Delivery Plans prepared | 47 | 0 | 0.0 | To be done once the NG-County planning offices are operational |
| | | | Collaborate with KSG in training of county officers on planning and mainstreaming of cross-cutting and emerging issues | County planning training manuals reviewed | Manual | 1 | 0 | 0.0 | Draft updates done, awaiting validation with KSG |
| | | | | County officials trained on development Planning through KSG | No. of county officials trained | 141 | 100 | 70.9 | Officers trained during Technical support meetings. Target on course. This is a supply driven target. |
| | | | Provide technical support to county governments | Technical support provided to county governments during preparation of county development plans in the counties | Proportion of county governments supported | 100 | 100 | 100.0 | Target Met |
| | | | Enhance internal capacity on planning and mainstreaming of cross-cutting and emerging issues into development plans | Technical staff trained on cross-cutting and Emerging issues | No. of Technical staff trained on cross-cutting and Emerging issues | 60 | 37 | 61.7 | Officer trained on PIM |
| | | | | Technical staff trained on county planning process | No. of technical staff trained on county planning process | 60 | 0 | 0.0 | Target for second half of the plan period |
| | | | Enhancement of county development planning process | County planning, Monitoring and Evaluation handbook developed and disseminated | County Planning, Monitoring and Evaluation handbook | 1 | 1 | 100.0 | Developed Draft County Planning Handbook |
| | | | | Inter-governmental/peer- | Inter-governmental/peer-to-peer learning forums | 3 | 0 | 0.0 | Budget cuts |

| Key Result Area | Strategic Objective | Expected Outcome | Strategy | Expected Output | Output Indicators | Target (Mid-Term) | Achievement (Mid-Term) | % Achievement | Remarks (Reason for Under Performance) |
|-----------------|---------------------|---|--|---|--|-------------------|------------------------|---|---|
| | | | | to-peer learning forums on development planning held | on development planning held | | | | |
| | | | | County development planning guidelines developed and disseminated to counties | No. of County development planning guidelines developed and disseminated | 3 | 4 | 133.3 | Target Surpassed |
| | | | | Inter-county development planning framework developed and disseminated | Inter-county development planning framework | 1 | 1 | 100.0 | Contributed to the draft framework for operationalizing regional economic blocs developed under the State Department for Devolution |
| | | | Fast tracking the implementation of Kenya Vision 2030 MTP social pillar flagship projects and other programmes | Socio-economic impact reports of the completed Kenya Vision 2030 social pillar flagship projects prepared | No of Socio-economic impact reports of completed social pillar flagship projects | 12 | 3 | 25.0 | Lack of funds and remote working due to COVID-19 containment measures |
| | | | Enhance sectoral information generation and sharing to inform policies and plans | Knowledge Management Africa (KMA) meetings held | No. of KMA meetings held | 12 | 6 | 50.0 | Remote working due to COVID-19 containment measures |
| | | State Departments and other MDAs staff sensitized on knowledge management practices | | No. of sensitization forums on knowledge management practices | 3 | 2 | 66.7 | Remote working due to COVID-19 containment measures | |
| | | KM platforms and networks for information and knowledge sharing established | | KM platforms and networks | 3 | 3 | 100.0 | Target Met | |

| Key Result Area | Strategic Objective | Expected Outcome | Strategy | Expected Output | Output Indicators | Target (Mid-Term) | Achievement (Mid-Term) | % Achievement | Remarks (Reason for Under Performance) |
|-----------------|---------------------|------------------|---|--|--|-------------------|------------------------|---------------|---|
| | | | | KMA 2018-2022 Strategic Plan developed | KMA 2018-2022 Strategic in place | 1 | 1 | 100.0 | Target Met |
| | | | | Implementation of the e-SIR platform in counties coordinated | No. of counties implementing e-SIR | 15 | 1 | 6.7 | Lack of funds, Target pushed forward |
| | | | | Counties official trained on Child Sensitive Budgeting. | No. of Counties official trained on Child Sensitive Budgeting | 15 | 2 | 13.3 | Lack of funds, Target transferred to Treasury |
| | | | | Participatory Poverty Assessments (PPA) report prepared | Participatory Poverty Assessments (PPA) report | 1 | 0 | 0.0 | Inadequate funds due to budget cuts |
| | | | | Counties capacity built on preparation of county specific PPA reports. | No. of Counties capacity built on preparation of county specific PPA reports | 8 | 0 | 0.0 | Inadequate funds due to budget cuts |
| | | | | Kenya National Human Development Reports (KNHDR) prepared and disseminated | Published Kenya National Human Development Reports | 1 | 0 | 0.0 | The 30 th global HDR report launched; Process of developing 9 th KNHDR commenced (draft concept note developed). |
| | | | | Poverty reduction strategies mapped and disseminated | No. of Poverty reduction strategies mapped and disseminated | 2 | 2 | 100.0 | Winding up of PEC RLF done and Impact Assessment conducted. Output reviewed to handover of PEC/RLF project to the community and impact assessment |
| | | | Strengthen capacity of Central Planning and Project Monitoring Units (CPPMUs) in line ministries. | CPP&MUs information sharing forums held | No. of CPP&MUs information sharing forums held | 2 | 2 | 100.0 | Target Met |
| | | | | CPP&MUs service delivery capacity assessment conducted | No. of reports prepared | 2 | 2 | 100.0 | Target Met |

| Key Result Area | Strategic Objective | Expected Outcome | Strategy | Expected Output | Output Indicators | Target (Mid-Term) | Achievement (Mid-Term) | % Achievement | Remarks (Reason for Under Performance) |
|-----------------|--|---|--|--|--|-------------------|------------------------|---------------|---|
| | | | Strengthen the ST&I framework, structures and processes | Develop, disseminate and monitor the implementation of service delivery innovations in the State Department for Planning | No. of reports prepared | 12 | 0 | 0.0 | Directorates have not submitted the identified SDIs |
| | | | | ST&I stakeholders mapped | ST&I Stakeholders profile updated | 3 | 3 | 100.0 | Ongoing |
| | | | | ST&I stakeholders forums held | No. of ST&I stakeholders forums held | 3 | 2 | 66.7 | The forum for 2020 could not be held because of COVID 19 containment measures |
| | | | | Technical backstopping to ISTI committees/ taskforces provided | No. of ISTI committees/ taskforces supported | 6 | 10 | 166.7 | Target Surpassed |
| | | | Strengthen monitoring and evaluation in the ST&I sector | ST&I indicators developed | ST&I indicators | 1 | 0 | 0.0 | Insufficient funds. |
| | | | | ISTI projects impact reports prepared | No. of ISTI projects impact reports prepared | 6 | 6 | 100.0 | |
| | | | | Conduct surveys on topical issues to inform policy formulation and planning | No. of reports prepared and disseminated. | 12 | 8 | 66.7 | Insufficient funds |
| | To strengthen linkages between planning, policy formulation and budgeting. | Increased level of implementation of Medium Term Plan Projects and programmes | Ensure alignment of MTEF budget to MTP Programmes and projects | MTEF budget sectors Co-convended | No. of MTEF budget sectors co-convended | 10 | 10 | 100.0 | Target Met |
| | To contribute to National Competitiveness through regional and international | Improved Kenya's competitiveness index and ease of doing business | Strengthen bilateral, Regional and international economic partnerships | Reports on regional trade and investment trends and their impact on the economy prepared and disseminated | No. of reports | 9 | 9 | 100.0 | Target Met |

| Key Result Area | Strategic Objective | Expected Outcome | Strategy | Expected Output | Output Indicators | Target (Mid-Term) | Achievement (Mid-Term) | % Achievement | Remarks (Reason for Under Performance) |
|-----------------|----------------------|------------------|----------|--|--|---|--|--|---|
| | economic cooperation | | | Annual implementation status reports on TICAD VI programmes prepared | No. of reports | 3 | 3 | 100.0 | Target Met |
| | | | | Database on South-South and Triangular Cooperation in Kenya developed | South-South and Triangular Cooperation in Kenya database | 2 | 0 | 0.0 | The South-South Centre was dissolved and its functions reverted back to the Directorate thus affecting the scheduled activities |
| | | | | Country position papers on the implementation of ACP-EU cooperation prepared | No. of country position papers prepared | 9 | 9 | 100.0 | Target Met |
| | | | | Report on the implementation of United Nations Economic and Social Council (UNECOSOC) prepared | No. of reports | 6 | 6 | 100.0 | Target Met |
| | | | | Kenya's regional economic integration agenda implementation report prepared | No. of reports | 60 | 60 | 100.0 | Most of the meetings were held virtually since the onset of COVID-19 pandemic |
| | | | | Ministerial inputs into COMESA, EAC, Tripartite policy organs meetings prepared | No. of inputs into COMESA, EAC, Tripartite policy organs meetings prepared | 30 | 30 | 100.0 | Most of the meetings were held virtually since the onset of COVID-19 pandemic |
| | | | | To strengthen implementation, monitoring and | Enhanced implementation, monitoring and | Map stakeholders and establish partnerships | SDGs Stakeholders engagement framework | SDGs Stakeholders' engagement framework in place | 1 |

| Key Result Area | Strategic Objective | Expected Outcome | Strategy | Expected Output | Output Indicators | Target (Mid-Term) | Achievement (Mid-Term) | % Achievement | Remarks (Reason for Under Performance) |
|-----------------|---------------------|-------------------|---|--|---|--|------------------------|---------------|--|
| | reporting on SDGs | reporting on SDGs | | developed, implemented and reviewed | Framework implementation reports | 3 | 1 | 33.3 | Framework prepared in 2019/20. Implementation started in 2020/21 |
| | | | | Annual SDGs stakeholders forums held | No. of stakeholders forums held | 3 | 3 | 100.0 | Target Met |
| | | | | Database of SDGs stakeholders' developed and updated | SDGs stakeholders database | 1 | 1 | 100.0 | Target Met |
| | | | Create awareness on SDGs among stakeholders | IEC materials on SDGs developed and disseminated | No. of IEC materials on SDGs developed and disseminated | 6 | 6 | 100.0 | Target Met |
| | | | | | Dissemination reports | 3 | 3 | 100.0 | Target Met |
| | | | | Attend UN/Pan Africa events relevant to SDGs to enable peer learning | Reports | 9 | 10 | 111.1 | Target Surpassed |
| | | | | SDGs curriculum in collaboration with KSG developed and implemented | SDGs curriculum in place | 1 | 1 | 100.0 | Target Met |
| | | | | MCDAs' staff sensitized on SDGs | No. of sensitization forums | 3 | 6 | 200.0 | Target Surpassed |
| | | | | International Day for Eradication of Poverty (IDEP) held | Report | 3 | 2 | 66.7 | Insufficient funds |
| | | | | Enhance domestication and localization of SDGs | SDGs mainstreamed into planning frameworks | Planning frameworks with SDGs mainstreamed | 3 | 3 | 100.0 |
| | | | SDGs implementation acceleration framework prepared | | SDGs implementation acceleration framework | 1 | 1 | 100.0 | Target Met |
| | | | | | Implementation reports | 3 | 1 | 33.3 | Framework prepared in 2019/20. Implementation started in 2020/21 |
| | | | SDGs Inter-Agency Technical Committee | | No. of SDGs Inter-Agency Technical | 6 | 6 | 100.0 | Target Met |

| Key Result Area | Strategic Objective | Expected Outcome | Strategy | Expected Output | Output Indicators | Target (Mid-Term) | Achievement (Mid-Term) | % Achievement | Remarks (Reason for Under Performance) |
|------------------------------|--|------------------|---|--|--|--|--|---|---|
| | | | | (IATC) meetings held | Committee (IATC) meetings held | | | | |
| | | | | County governments capacity built on implementation of SDGs | No. of County governments capacity built on implementation of SDGs | 10 | 47 | 470.0 | Regional forums held targeting all the counties |
| | | | Design and implement resource mobilization mechanism for the SDGs | Resource mobilization strategy for SDGs designed and implemented | SDGs Resource mobilization strategy | 1 | 1 | 100.0 | Thus is part of the acceleration framework |
| | | | | Forums for parliamentary caucus on SDGs held | No. of Forums for parliamentary caucus on SDGs held | 2 | 3 | 150.0 | Target Surpassed |
| | | | Strengthen SDGs institutional framework | SDGs national steering committee established and operationalized | SDGs national steering committee in place | 1 | 1 | 100.0 | Target Met |
| | | | | Annual meetings for SDG champions held | No. of meetings for SDG champions held | 3 | 2 | 66.7 | Insufficient funds |
| | | | Enhance tracking and reporting on the SDGs | M&E framework for SDGs prepared and disseminated | M&E framework for SDGs | 1 | 1 | 100.0 | Target Met |
| | | | | SDGs indicator framework updated | Updated SDGs indicator framework | 2 | 2 | 100.0 | Target Met |
| | | | | Annual SDGs progress reports prepared and disseminated | No. of SDGs progress reports prepared and disseminated | 3 | 3 | 100.0 | Target Met |
| | | | Tracking and reporting of results | To strengthen tracking, monitoring and evaluation of development policies, strategies and programmes | Improved implementation of development policies, strategies and programmes | Improve Monitoring, Evaluation and reporting Systems | National Handbook of Indicator for MTPIII prepared | National Handbook of Indicator for MTPIII | 1 |
| e-NIMES dashboard rolled out | Percentage of projects uploaded in e-NIMES by MDAs | 50 | | | | | 0 | 0.0 | There was a delay in completion and handover of the system due to unavailability of adequate funds to pay the contracted firm |
| | Percentage of projects uploaded in e-NIMES by Counties | 50 | | | | | 10 | 20.0 | |

| Key Result Area | Strategic Objective | Expected Outcome | Strategy | Expected Output | Output Indicators | Target (Mid-Term) | Achievement (Mid-Term) | % Achievement | Remarks (Reason for Under Performance) |
|-----------------|---------------------|------------------|---|--|--|-------------------|------------------------|---------------|--|
| | | | | M&E policy & draft M&E Policy Bill prepared and disseminated | M&E Policy | 1 | 1 | 100.0 | Submitted to Cabinet for Approval through CS and AG |
| | | | | | draft M&E Bill | 1 | 0 | 0.0 | Drafted with support from UNDP. NDITC advised that Bill not necessary thus target dropped. |
| | | | | NIMES Master plan developed | NIMES Master plan | 1 | 0 | 0.0 | It could not be accommodated in the review period budget and hence is scheduled to be done in the next half of the plan. |
| | | | | CIMES guidelines prepared and disseminated | Counties using CIMES guidelines | 47 | 47 | 100.0 | All counties using the guidelines but are at different levels of CIMES operationalization. |
| | | | Provide timely, quality and reliable information for evidence based decision making | Public policies, programs and projects evaluated | No of Evaluation Reports | 1 | 2 | 200.0 | Target Surpassed |
| | | | | Annual Progress Reports (APR), | No. of reports | 3 | 3 | 100.0 | APR 2017/2018,2018/2019, 2019/2020 developed |
| | | | | Public Expenditure review Report (PER) | No. of reports | 2 | 2 | 100.0 | CPER 2018 developed; and CPER 2020 conducted by TNT thus no need for duplication. |
| | | | | MTP III Midterm Review Report | No. of reports | 1 | 0 | 0.0 | Concept Note developed |
| | | | | Bi-annual M&E Bulletins prepared and issued out | No. of M&E Bulletins prepared and issued out | 3 | 0 | 0.0 | Not achieved due to lack of a communication officer at the department to spearhead the process. |

| Key Result Area | Strategic Objective | Expected Outcome | Strategy | Expected Output | Output Indicators | Target (Mid-Term) | Achievement (Mid-Term) | % Achievement | Remarks (Reason for Under Performance) | | | |
|-----------------|---------------------|------------------|--|--|---|-------------------------------|------------------------------|---|---|---|-------|-------------------|
| | | | Strengthen M&E capacity at both level of governments | National and county staff trained on M&E | No. of M&E trainings conducted for of National government staff | 3 | 5 | 166.7 | Additional training is as a result of increased demand | | | |
| | | | | | No of counties trained on Results Based M&E | 47 | 20 | 42.6 | This was more of a demand driven target and thus provided upon request. Some of the Counties opted to have consultants. | | | |
| | | | | County governments supported in the preparation of County Indicator Handbooks for CIDPII | No. of county governments supported | 47 | 30 | 63.8 | This is demand driven target | | | |
| | | | | M&E Curriculum Developed and Rolled out | M&E Curriculum | 1 | 1 | 100.0 | The curriculum is used by both public and private universities | | | |
| | | | | Technical support provided to counties in the preparation of M&E policies | No. of county governments supported | 47 | 15 | 31.9 | On-going based on demand by county governments | | | |
| | | | Promote M&E Culture and practice | Annual National M&E conference held | No. of National M&E conference held | 3 | 2 | 66.7 | 9 th M&E week re-scheduled for May, 2021 due to COVID-19 pandemic | | | |
| | | | | M&E compendium developed | M&E compendium in use | 1 | 2 | 200.0 | Target Surpassed | | | |
| | | | | Partnerships for M&E developed | No of MoUs signed | 1 | 1 | 100.0 | Partnerships established with UNDP, UNFPA, KDSP, UNICEF, VDS through signed Workplan; Handbook published and disseminated | | | |
| | | | Institutional strengthening | To improve mobilization and | Economic, efficient and | Enhance resource mobilization | State Department MTEF budget | No. of MTEF budget proposals prepared and | 3 | 3 | 100.0 | Target Met |

| Key Result Area | Strategic Objective | Expected Outcome | Strategy | Expected Output | Output Indicators | Target (Mid-Term) | Achievement (Mid-Term) | % Achievement | Remarks (Reason for Under Performance) |
|-----------------|--|--|---|--|--|---|------------------------|---------------|--|
| and Financing. | management of financial resources and assets | effective utilization of financial resources | strategies and implementation of the departmental budget | proposals prepared and submitted to National Treasury | submitted to National Treasury | | | | |
| | | | | Monthly, quarterly, and annual expenditure reports prepared | No. of reports | 51 | 51 | 100.0 | Target Met |
| | | | | Timely Transfer of funds to SAGAs | No. of days taken to process Transfer of funds to SAGAs | 6 | 6 | 100.0 | Target Met |
| | | | | Financing proposals for donor support prepared and submitted to respective donors | No. of financing proposals for donor support prepared and submitted to respective donors | 6 | 6 | 100.0 | Target Met |
| | | | Facilitate budget access and prudent utilization of resources for successful implementation of department's programmes. | Financial statements prepared | No. of financial statements prepared | 3 | 2 | 66.7 | 2020/21FY to be prepared after the end of the Financial Year |
| | | | | Exchequer requisition made | % of Payments done | 100 | 100 | 100.0 | Target Met |
| | | | | Timely remittance of statutory obligations | % of statutory obligations payments done before 20th of every month | 100 | 100 | 100.0 | Target Met |
| | | | | Reporting of financial position in accordance with PFM act | No. of reports | 3 | 2 | 66.7 | 2020/21 report to be prepared at the end of the Financial year |
| | | | | responses to audit queries | % of audit queries responded to | 100 | 100 | 100.0 | Target Met |
| | | | | Enhance management of procurement of goods and services, issuance of stores and disposal of obsolete | Consolidated departmental procurement plan | No. of consolidated departmental procurement plan prepared and approved | 3 | 3 | 100.0 |
| | | | Goods and services for the department procured | | % of processed requisitions | 100 | 90 | 90.0 | Various requisitions are at different procurement stages |
| | | | Issuing of Stores | | % of stores requisitions forms processed | 100 | 100 | 100.0 | Target Met |

| Key Result Area | Strategic Objective | Expected Outcome | Strategy | Expected Output | Output Indicators | Target (Mid-Term) | Achievement (Mid-Term) | % Achievement | Remarks (Reason for Under Performance) |
|--|---------------------------|--|---|--|--|-------------------|------------------------|---------------|--|
| | | | departmental assets. | Asset inventory updated | Updated register | 1 | 1 | 100.0 | Target Met |
| | | | | Identification and disposal of obsolete assets | No. of disposal of obsolete assets list prepared | | 3 | 3 | 100.0 |
| To strengthen Human Resource capacity in the State Department to enhance service delivery. | Improved service delivery | Human resource Planning and Management | Human Resource Plans for the State Department prepared and implemented | No. of Human Resource Plans prepared | | 3 | 3 | 100.0 | Target Met |
| | | | Implementation of the SPAS coordinated | % compliance in SPAS reporting | | 100 | 70 | 70.0 | Transfer and retirement of supervisors; Mass transfers |
| | | | Reward and sanction policy implemented | % of recommendations implemented | | 100 | 100 | 100.0 | Target Met |
| | | Human Resource Training and Development | Skills Inventory Report prepared | No. of Skills Inventory Report prepared | | 3 | 3 | 100.0 | Target Met |
| | | | Training Needs Assessment (TNA) for the State Department conducted | No. of Training Needs Assessment reports | | 3 | 1 | 33.3 | TNA is done after 3 years; SDP undertook the last TNA in 2019; Next TNA will be done in 2022 |
| | | | Training projection reports prepared | No. of Training projection reports prepared | | 3 | 3 | 100.0 | Target Met |
| | | | Staff Trainings facilitated | No. of staff Trainings facilitated | | 3 | 3 | 100.0 | Target Met |
| | | | State Department staff sensitized on HRM policies, regulations and legislations | No. of sensitization forums held on HRM policies, regulations and legislations | | 3 | 2 | 66.7 | Budgetary cuts on training item & priority given to promotional courses |
| | | Team Building Activities conducted | No. of team Building Activities conducted | | 3 | 0 | 0.0 | | |
| | | Mainstreaming Cross-cutting issues at work place | Disability mainstreaming committees and Aids Control Units (ACU) constituted | Disability mainstreaming committees and Aids Control Units in place | | 3 | 6 | 200.0 | Target Surpassed |

| Key Result Area | Strategic Objective | Expected Outcome | Strategy | Expected Output | Output Indicators | Target (Mid-Term) | Achievement (Mid-Term) | % Achievement | Remarks (Reason for Under Performance) |
|-----------------|---------------------|------------------|----------|---|---|-------------------|------------------------|---------------|--|
| | | | | Committee members and staff trained and sensitized on disability mainstreaming and HIV and AIDS prevention | No. of Committee members and staff trained and sensitized on disability mainstreaming and HIV and AIDS prevention | 150 | 150 | 100.0 | Target Met |
| | | | | Ministerial work place policy for PWDs and HIV&AIDS developed and reviewed | Ministerial work place policy for PWDs and HIV&AIDS in place | 3 | 3 | 100.0 | Target Met |
| | | | | Annual reporting to the National Council for Persons with Disabilities (NCPWD) National Aids Control Council (NACC) done | No. of reports prepared and submitted | 3 | 3 | 100.0 | Target Met |
| | | | | State Department staff trained on National Cohesion & National Values | No. of staff trained on National Cohesion & National Values | 180 | 126 | 70.0 | Inadequate budget to train more officers |
| | | | | State Departments' inputs into the annual presidential report on national values and national cohesion prepared and submitted | No. of inputs into the annual presidential report on national values and national prepared and submitted | 3 | 3 | 100.0 | Target Met |
| | | | | Implement commitments of the President's Annual Report on National Values and Principles of Governance | % of implementation of commitments of the President's Annual Report on National Values and Principles of Governance | 100 | 100 | 100.0 | Target Met |

| Key Result Area | Strategic Objective | Expected Outcome | Strategy | Expected Output | Output Indicators | Target (Mid-Term) | Achievement (Mid-Term) | % Achievement | Remarks (Reason for Under Performance) | |
|-----------------|--|--|--|---|--|--|------------------------|--|--|---|
| | | | Resolution of public complaints | Submit quarterly reports to CAJ | Index | 100 | 100 | 100.0 | Target Met | |
| | | | Implementation of Citizens' service delivery Charter | Updated service charter | Service delivery charter | 3 | 3 | 100.0 | Target Met | |
| | To enhance State Department's visibility | Improved visibility for the State Department | Improve internal and external Communications mechanism | Develop and implement State Department's communication strategy | State Department communication strategy developed and in place for implementation | 1 | 1 | 100.0 | A combined strategy, for the National Treasury and Planning is being developed | |
| | | | Prepare and Publish Quarterly magazine | Number of Magazines published | 12 | 2 | 16.7 | Target missed due to inadequate capacity | | |
| | | | Information dissemination through, print, digital and electronic media | Update all digital platforms promptly and ensure information is disseminated through all other channels | 100 | 100 | 100.0 | Target Met | | |
| | | | Media Management and Engagement | Media concerns responded to | % of Media concerns responded | 100 | 100 | 100.0 | Target Met | |
| | | | | Prepare and Provide briefs and articles to the media and ensure prompt information is shared | No. of briefs and articles prepared and shared | 12 | 10 | 83.3 | COVID 19 containment Measures | |
| | | | | Organize for Media Breakfast meetings, Press Conferences, TV and Radio Talk shows | No. of breakfast meetings, TV and Radio Talk shows, Press Conferences held | 12 | 10 | 83.3 | COVID 19 containment Measures | |
| | | | | Develop, Design and Produce Communication Materials | Produce and air Documentaries, Commercials and infomercials for publicity programmes | Number of Documentaries, Commercials and infomercials produced and aired | 6 | 4 | 66.7 | Budget item for communication is lumped with others under administration and has really affected SDP's visibility |
| | | | | | Identified and selected communication Materials such as brochures, booklets, | No. of Communication materials developed, designed and produced | 4000 | 4000 | 100.0 | Several booklets designed and disseminated |

| Key Result Area | Strategic Objective | Expected Outcome | Strategy | Expected Output | Output Indicators | Target (Mid-Term) | Achievement (Mid-Term) | % Achievement | Remarks (Reason for Under Performance) |
|-----------------|--|--|--|--|---|-------------------|------------------------|---------------|--|
| | | | | factsheets and other IEC Materials designed and produced | | | | | |
| | | | Branding and Reputation Identity | Branded State Department items prepared and distributed for utilization | No. of branded items by category prepared and distributed | 3 | 3 | 100.0 | Target Met Strategic Plan and Service Charter branded and distributed |
| | | | | Branded Board rooms, Waiting rooms, Reception areas for reputation identity | No. of Branded Board rooms, waiting rooms and Receptions | 10 | 2 | 20.0 | Inadequate funding affected the implementation |
| | | | | Participation in public open days, Prepare and Provide briefs and articles to the media and ensure prompt information is shared shows and exhibitions to publicize the State Department Brand and Reputation | No. of Public open days and exhibitions attended or organized | 14 | 14 | 100.0 | Target Met |
| | | | | Revamp and promptly update State Departments Website, | Revamped and Updated State Departments Website | 100 | 100 | 100.0 | Target Met Revamped all Departmental web portals in the ministerial website |
| | To improve Information and Communication Technologies for better service delivery. | Efficient and effective service delivery | 1.1 Enhance Information Management Systems | Guidelines for systems developed and implemented | No. of Guidelines for systems developed and implemented | 2 | 0 | 0.0 | Two guidelines on the use of Stores Management System and Skills Inventory System to be developed in the 4 th Qtr, 2021 |
| | | | | Website portal developed | Website portal in use | 1 | 1 | 100.0 | MIS portal developed |

| Key Result Area | Strategic Objective | Expected Outcome | Strategy | Expected Output | Output Indicators | Target (Mid-Term) | Achievement (Mid-Term) | % Achievement | Remarks (Reason for Under Performance) |
|-----------------|---------------------|------------------|--|--|--|--------------------------|------------------------|---------------|---|
| | | | Build internal ICT capacity and networks | State Department ICT policy domesticated | State Department ICT policy in use | 1 | 0 | 0.0 | COVID 19 Containment measures |
| | | | | Group Training of Staff in the use of ICT | No. of officers trained on ICT | 130 | 0 | 0.0 | Group training on use of SDP Management Information System to be carried out by 4 th Qtr, 2021 |
| | | | | Take stock and Identify systems and ICT equipment that can be shared by different entities in the department | Up-to-date database of ICT Equipment and systems in the State Department | 100 | 100 | 100.0 | ICT inventory carried out for 2018/19 and 2019/20 FY. Inventory for 2020/21 to be carried out in Q4. |
| | | | | Automate service delivery | Services automated | No of services automated | 3 | 3 | 100.0 |

Annex 2: Resource Requirement by Key Result Areas and Personnel Emoluments

| Key Result Area | Resource Requirements | | | | | |
|-----------------|-----------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | (Ksh. Mn) | | | | | |
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Total |
| KRA1 | 222.90 | 451.00 | 540.40 | 545.20 | 1368.30 | 2182.95 |
| KRA2 | 46.00 | 59.50 | 118.50 | 25.00 | 121.50 | 338.50 |
| KRA3 | 93.76 | 118.56 | 108.26 | 137.00 | 137.20 | 537.98 |
| PE | 381.00 | 380.00 | 372.00 | 418.00 | 430.50 | 1,981.50 |
| Total | 743.66 | 1,009.06 | 1,139.16 | 1,125.20 | 2,057.50 | 5,040.93 |

Annex 3: Financial Resources Allocation

| Expenditure | Projected Estimates (Ksh. Mn) | | | | |
|--------------------|-------------------------------|-----------------|-----------------|---------------|----------------|
| | Year1 | Year 2 | Year 3 | Year4 | Year 5 |
| Recurrent | 1,042.45 | 1,024.70 | 1,062.91 | 806.25 | 998.95 |
| Development | 848.56 | 361.77 | 421.54 | 69.00 | 312.00 |
| Total | 1,891.01 | 1,386.47 | 1,484.45 | 875.25 | 1310.95 |

Annex 4: Approved Staff Establishment

| Category | Authorized Establishment | In-Post | Variance | Variance % |
|-----------------------|--------------------------|------------|-------------|--------------|
| Technical Staff | 333 | 153 | -180 | -54.1 |
| CAS | 1 | 1 | 1 | 100.0 |
| PS Office | 7 | 13 | 6 | 85.7 |
| Administration | 6 | 3 | -3 | -50.0 |
| Public Communication | 4 | 4 | 0 | 0.0 |
| HRM/D | 12 | 18 | 6 | 50.0 |
| Accountants | 13 | 18 | 5 | 38.5 |
| Records Management | 10 | 8 | -2 | -20.0 |
| Supply Chain | 8 | 14 | 6 | 75.0 |
| Librarians | 5 | 1 | -4 | -80.0 |
| Office Administrators | 22 | 33 | 11 | 50.0 |
| Finance officers | 6 | 8 | 2 | 33.3 |
| ICT Officers | 10 | 4 | -6 | -60.0 |
| Clerical officers | 21 | 28 | 7 | 33.3 |
| Drivers | 25 | 23 | -2 | -8.0 |
| Support Staff | 24 | 26 | 2 | 8.3 |
| Reception | 6 | 2 | -4 | -66.7 |
| Total | 513 | 357 | -155 | -30.2 |