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23rd March, 2026

ECONOMIC PLANNING CIRCULAR NO. 5/2026

TO: All Principal Secretaries /Accounting Officers
All Heads of Constitutional Commissions, and Independent Offices
All County Secretaries

GUIDELINES FOR UNDERTAKING MID-TERM REVIEW OF THE FIFTH GENERATION STRATEGIC PLANS (2023-2027)

I. Introduction

1. Strategic planning is a significant component of the results-based management framework. Its purpose is to ensure that public sector institutions deliberately and effectively define their strategic directions and make informed and appropriate decisions regarding resource allocation, to implement priority policies and programmes. This significance is manifest in the catalytic role that strategic plans play towards the attainment of national development priorities as articulated in the Constitution of Kenya, Kenya Vision 2030 and the Fourth Medium-Term Plan (MTP IV) 2023 – 2027, which was informed by the Bottom-Up Economic Transformation Agenda (BETA).
2. In an increasingly dynamic environment characterized by evolving policies, technological advancements, fiscal pressures and emerging global and regional obligations, strategic plans should remain adaptive, relevant and responsive. In line with this imperative, I am pleased to issue these **Guidelines for Undertaking Mid-Term Reviews of the Fifth-Generation Strategic Plans (2023–2027)**.

3. These Guidelines provide a standardized, comprehensive and participatory framework for assessing progress made at the midpoint of the planning cycle. They guide institutions to determine the extent to which their interventions remain aligned to national priorities, sectoral commitments, stakeholder needs and their respective mandates. The Mid-Term Review (MTR) process enables Ministries, Departments, Agencies and Counties (MDACs) as well as Constitutional Commissions and Independent Offices (CCIOs), to identify achievements, performance gaps, emerging issues, risks and lessons learnt, which allows them to review targets, enhance implementation strategies and strengthen institutional systems for improved performance during the remaining plan period.

II. Legal Framework

4. The following laws are in place to support strategic planning in MDACs and CCIOs:
 - i. **The Constitution of Kenya (2010)** requires that governance and public finance principles should ensure accountability and results-based planning;
 - ii. **The Public Financial Management (PFM) Act (2012)** require that planning must guide budgeting;
 - iii. **The County Governments Act (2012)** requires that County Integrated Development Plans (CIDPs) link county planning to budgeting and service delivery; and
 - iv. **The Public Service Commission (Performance Management) Regulations, (2020)** requires public bodies to develop strategic plans aligned to national priorities, integrated with HR, published and linked to performance contracts.

III. Executive Mandate and Rationale of Strategic Plan MTR Guidelines

5. The Executive Order No.1 of 2025 bestows upon the State Department for Economic Planning (SDEP) the mandate of coordinating the economic planning function across MDACs and CCIOs and of providing policy direction and technical support on planning matters. In fulfilling this mandate, SDEP has developed these guidelines to give direction on the MTR of the fifth-generation Strategic Plans (SPs).
6. Undertaking an MTR is an important step in the strategic planning process because it ensures that strategic plans remain dynamic, realistic and aligned to national, regional and global development priorities. Mid-term review of a strategic plan also offers the opportunity to highlight emerging issues, bottlenecks and external changes such as policy reforms, economic conditions or stakeholder needs that may affect implementation. In addition, the MTR process provides the opportunity to assess whether strategic priorities set at the beginning of the plan period remain appropriate or require adjustment, reprioritization or strengthening while ensuring accountability in the utilization of resources.

IV. Purpose of the Guidelines

7. The main purpose of these guidelines is to provide a structured framework to guide MDACs and CCIOs in undertaking mid-term reviews of their respective SPs, assessment of implementation progress, and revision of strategies for better outcome in the remaining years.

V. Objectives

8. The objectives of these guidelines are:
 - i. To provide a systematic, step-by-step approach for undertaking mid-term reviews of strategic plans;
 - ii. To standardize and streamline the procedures for conducting mid-term reviews;
 - iii. To provide a structured way to assess progress made in the implementation of the strategic plan 2023-2027, emerging issues and propose corrective interventions; and
 - iv. To provide a standard reporting framework for the MTR of SPs.

VI. Scope

9. These Guidelines are applicable to all government institutions at both the National and County levels, including Constitutional Commissions and Independent Offices.

VII. Stakeholder Engagement

10. MDACs and CCIOs are encouraged to implement measures that enhance effective participation of all stakeholders in the Strategic Plan MTR process. The aim is to create more ownership of the process and ultimately improve the implementation of planned interventions.

VIII. Principles of Conducting Midterm Review

11. MDACs and CCIOs should adhere to the following principles while undertaking MTRs of their respective SPs.
 - i. **Constitutionality:** The MTR process of SPs must remain aligned with the Constitution of Kenya, Kenya Vision 2030, the MTP IV informed by BETA, national sector policies, and relevant legislation such as the PFM Act, County Governments Act (2012). MDACs and CCIOs should ensure that the review of their SPs maintain consistency with current government priorities, policy shifts, and sector strategies.
 - ii. **Objectivity:** MDACs and CCIOs should maintain neutrality while undertaking the MTR. The impartiality of the MTR is key in ensuring reliability of review findings.
 - iii. **Credibility:** Review findings and recommendations must be grounded in credible evidence generated from performance data, administrative reports, monitoring and evaluation reports, financial reports, and stakeholder

feedback. Decisions on adjusting objectives or strategies should not be based on assumptions.

- iv. **Inclusivity:** MDACs and CCIOs should undertake the review with broad participation of all key stakeholders both internal and external, so as to ensure ownership, transparency, and the integration of diverse perspectives.
- v. **Responsiveness:** MDACs and CCIOs should ensure that the review accounts for new developments, policy and legal changes, economic shifts, technological advances and institutional reforms. These factors may require adjustments to objectives, targets, or interventions.
- vi. **Learning and Improvement:** MDACs and CCIOs should identify lessons learnt, good practices, challenges, and areas that need capacity strengthening with an aim to improve implementation in the remaining period of the SP.

IX. Strategic Plan Mid-Term Review Process

12. The following steps need to be adhered to during the Mid-Term Review of a Strategic Plan:

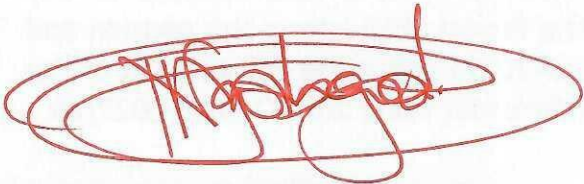
- i. **The formal commissioning by the institution's top leadership:** This includes issuing a formal directive to initiate the MTR by way of identification of the technical team and development of clear Terms of Reference (ToRs) which may include; (i) purpose and objectives of the MTR; (ii) scope (coverage of Key Result Areas (KRAs), flagship projects, resource use, governance, risks, etc.); (iii) proposed review methodology (document review, interviews, progress analysis, field verification where appropriate); (iv) roles and responsibilities; and (v) timelines, expected outputs and reporting requirements.
- ii. **Constitution of the review team:** To ensure objectivity and technical rigor, the team should include technical officers responsible for implementing the institution's mandate as well as officers from relevant support departments, with the planning/Central Project Planning and Monitoring Department (CPPMD) taking the lead role in coordinating the process.
- iii. **Systematic data collection and collation from official sources:** Key documents to be reviewed include the Strategic Plan, implementation reports, Annual Work Plans, budgets, performance contracting reports, progress reports, audit reports, monitoring reports, sector reports, and other relevant policy and administrative records. Key activities to be undertaken at this stage include: analysis of the implementation status of SP programmes and projects; assessment of the adequacy of resource mobilization; review of the strategies adopted in the SP; and, undertaking a gap analysis of existing institutional and legal frameworks.

mobilization; review of the strategies adopted in the SP; and, undertaking a gap analysis of existing institutional and legal frameworks.

- iv. **Systematic analysis of the collected information:** The analysis shall be used to determine: the progress made against planned targets; the level of implementation of Key Result Areas and strategic objectives; and, resource utilization, timeliness and the effectiveness of strategies adopted. The analysis should also bring out facilitating and hindering factors, including changes in the operating environment, risks, emerging issues, and gaps in institutional or legal frameworks affecting service delivery.
- v. **The MTR report preparation:** The report should capture achievements, challenges, lessons learnt, emerging issues, and recommended adjustments. The MTR report shall be prepared according to the outline prescribed in **Annex C** of this Circular. The draft report shall then be subjected to internal and external stakeholder validation after which feedback is incorporated.
- vi. **Submission and dissemination:** The MTR report shall then be submitted to SDEP for review and concurrence before it is disseminated to key stakeholders. Upon endorsement, the Report shall inform the revision and updating of the Strategic Plan (2023–2027) and guide the revision of the Annual Work Plans and Budgets for Financial Years 2026/27 and 2027/28.

X. Conclusion

13. MDACs and CCIOs are required to ensure full compliance with the set guidelines. The MTR period covers June 2023 to December 2025, with the deadline for finalization of MTR of SPs set for **30th June 2026**. The SDEP will provide technical support to MDACs and CCIOs on need basis in the process of undertaking MTRs of their respective SPs.
14. As we embark on the completion and implementation of the MTR of the fifth-generation strategic plans, let us remain steadfast in our commitment to realizing the aspirations of our great nation. I trust that these guidelines will serve as a valuable framework for MDACs and CCIOs as they undertake MTRs of their respective SPs and will improve the implementation of government interventions so as to build a more sustainable and inclusive future for all Kenyans.



Hon. FCPA John Mbadi Ng'ongo, EGH

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ANNEX A: KEY CONCEPTS AND TERMINOLOGIES

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

Indicator: A means for measuring progress/change that results from an intervention. 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 Results Areas: They are the broad areas in which you are expected to deliver results. *Example: Maritime Infrastructure Development*

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.

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

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 fulfil its mandate and mission. *Example: Inadequate Port Infrastructure.*

Strategic Goal: General qualitative statements on what an organization 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 food Security.*

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 increase acreage under crop production.*

Target: A result to be achieved within a given time frame.

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, Board of Directors for State Corporations and Chairpersons or Heads of Commissions and Independent Offices, and respective CEOs.

Emerging Issue: A new or evolving matter that was not previously anticipated but has significantly affected, or has potential to significantly affect, the implementation of the strategic plan

Lesson learnt: A practical insight gained from the implementation of the Strategic Plan, for the period under review that guides the organization to improve future implementation.

ANNEX B: ABBREVIATIONS AND ACRONYMS

AU	African Union
BETA	Bottom-Up Economic Transformation Agenda
CCIOs	Constitutional Commissions and Independent Offices
CEO	Chief Executive Officers
CPPMD	Central Planning and Project Monitoring Department
EAC	East African Community
ICT	Information, and Communication Technology
KRA	Key Results Area
MDACs	Ministries, Departments, Agencies and Counties
MDAs	Ministries, Department, and Agencies
Mn	Million
MTEF	Medium-Term Expenditure Framework
MTP IV	Fourth Medium Term Plan
MTR	Mid-term Review
PESTEL	Political, Economic, Social, Technological, Environmental, and Legal
PPP	Public-Private Partnership
SDGs	Sustainable Development Goals
SO	Strategic Objectives
SOEs	State Owned Enterprises
SOPs	Standard Operating Procedures
ToRs	Terms of Reference
UN	United Nations

ANNEX C: OUTLINE OF THE REPORT OF THE MID-TERM REVIEW OF A STRATEGIC PLAN

Preliminaries

Cover Page: The Coat of Arms and Organizational logo, name of the organization, Report on the Midterm Review of the Strategic Plan Period (2023-2027), Kenya Vision 2030 logo, tagline/motto for the organization

FOREWORD

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EXECUTIVE SUMMARY

CHAPTER ONE

INTRODUCTION

1.1 Background

The background should include a summary of Ministries, Departments, Agencies and Counties (MDACs) and Constitutional Commissions and Independent Offices (CCIOs) background information (mandate and functions, the implementation of the Strategic Plan (SP) and how it's linked to the Constitution of Kenya, the Kenya Vision 2030, MTP IV and BETA, specific sector priorities, the United Nations 2030 Agenda for Sustainable Development, African Union Agenda 2063, and East Africa Community Vision 2050). It should also include the MDACs and CCIOs priorities, and the environment within which the SP is being implemented. The section should also detail the changes to mandates and functions as contained in the most recent instruments.

1.2 Justification

This section should provide a description of why the MDAC and CCIO is undertaking the midterm review.

1.3 Objectives of the Mid-Term Review

This section should present the general and specific objectives of conducting the MTR of the fifth generation SPs.

1.4 Scope of Review

This section should outline the extent or range of coverage of the MTR. Which should be threefold (3); content analysis, performance analysis and administrative use of the SP.

1.5 Methodology and Evaluation Criteria

This section should provide the review design, data collection method(s), collation and analysis

1.6 Organization of the Report

Describe the general outline of the MTR report.

Chapter Two: Strategic Plan Content Analysis

This section guides MDACs and CCIOs to do an introspection of the contents of their strategic plans. In doing this, MDACs and CCIOs will conduct an analysis of their respective strategic plans 2023-2027 chapter by chapter.

The section should present MDACs and CCIOs' assessment of whether the introductory chapter still provides a sound foundation for the SP and whether it continues to reflect the organization's mandate, strategic context and planning philosophy.

2.1 Strategy as an Imperative for Organizational Success

In this section, MDACs and CCIOs should assess whether the SP has been used as a central tool for driving organizational success and whether the institution has consistently demonstrated commitment to its strategic issues and Key Result Areas (KRAs).

2.2 The Context of Strategic Planning

A review of the context of Strategic Planning by the MDACs and CCIOs should answer the question of whether the SP remains aligned with national, regional, and global development frameworks that informed its original design. The MDACs and CCIOs should assess whether changes in development priorities or sector policy directions have emerged and whether these shifts necessitate realignment of the strategy for the remaining implementation period.

Table 2.1: Summary Table

Section	Change at MTR	Implication	Action
1.0 Introduction			

2.3 Strategic Direction

2.3.1. Mandate

Review the statutory instrument that describes the mandate and functions of the institution; state whether there are any new policies and regulatory changes or national development frameworks that have emerged since the SP was developed; and describe how the mandate of the institution has changed as a result of the changes in the policy and legal environment.

Describe the mandate and functions of the institution in this section.

Table 1.2: Summary Table

Mandate at the planning stage	Revised mandate/functions (if any)

2.3.2. Vision statement

MDACs and CCIOs should assess their vision and ascertain its validity, especially for the institutions whose mandate has significantly changed.

State the vision of the organization.

2.3.3. Mission statement

MDACs and CCIOs should assess their Mission and ascertain its validity.

State the mission of the organization.

2.3.4. Strategic goals

Have the goals been reviewed? State.

2.4 Situation Analysis

Under this chapter, MDACs CCIOs should focus on re-assessing the internal and external conditions that have influenced the implementation of the strategic plan at the mid-term. The review should determine whether the changes have created new opportunities, enhanced strengths, or exposed the institution to threats and weaknesses.

NB. It should be noted that MDACs and CCIOs are not doing a completely new situational analysis but complementing the original analysis by updating it with mid-term developments, shifts and insights that might have affected implementation. In some instances, the previous environment may prevail with a few adjustments.

2.4.1 Macro-Environment (PESTEL)

During the midterm review, MDACs and CCIOs should examine how the political, economic, social, technological, environmental, and legal landscape has changed since the SP was developed. The review should explore whether any new opportunities or risks have emerged from these PESTEL factors and assess the extent to which these changes have influenced implementation.

Table 2.3: Summary of change in PESTEL

Category	Summary of the Change
Political	
Economic	
Social	
Technological	
Environmental	
Legal	

2.4.2 Micro-Environment

The review should assess changes within the immediate operational environment, including shifts in the labour market, availability of required skills, and the reliability or performance of suppliers, creditors, customers, and partners.

2.4.3 Industry Environment (Commercial State-Owned Enterprises (SOEs))

For commercial SOEs, the mid-term review should evaluate how the competitive landscape has evolved, including changes in the degree of competition and any new industry trends or drivers of change. It should assess whether competitors have shifted strategies in ways that affect market positioning and whether the sector's key success factors remain the same or have evolved. This analysis helps determine whether the organization's strategic posture in the industry is still relevant or requires adjustment.

2.4.4 Market Analysis (Commercial SOEs)

The review should analyze how customer segments, preferences, behaviors, and expectations have changed during the implementation period. The review should reflect on changes in market share, customer satisfaction, and emerging opportunities to serve previously unaddressed segments.

2.4.5 Summary of Strengths, Weaknesses, Opportunities, and Threats

MDACs and CCIOs should re-assess their internal strengths and weaknesses while identifying new opportunities that can be leveraged and emerging threats that require mitigation. This reflection ensures that institutions remain adaptive to shifts in the policy, economic, technological, and governance environment, while also updating their capacity gaps and success factors to guide adjustments for the remaining implementation period.

Table 2.4: Summary of changes in SWOT

Factor	Summary of Change
Strengths	
Opportunities	
Weakness	
Threats	

2.5. Strategic Issues, Goals, and Key Result Areas

2.5.1. Strategic Issues

MDACs and CCIOs should determine whether any major strategic issues were omitted, whether new issues have emerged during the midterm of the plan, and whether previously identified strengths, weaknesses, opportunities, and threats still hold. The review should also assess whether each strategic issue is sufficiently defined, prioritized, and in line with organizational focus.

2.5.2. Strategic Goals

The MDACs and CCIOs should evaluate whether the current goals are still appropriately linked to a specific strategic issue, provide clear and qualitative direction in addressing the identified issues. The review should also consider whether any goals need refinement, consolidation, or expansion due to lessons learnt during implementation.

2.5.3. Key Results Areas (KRAs)

MDACs and CCIOs should assess whether each KRA remains strongly aligned with its corresponding strategic goal and whether it effectively captures the key domains where results should be achieved. MDACs and CCIOs should determine whether the KRAs adequately reflect priority areas, whether any gaps exist, and whether new KRAs may be required to accommodate emerging mandates or strategic shifts. Changes in strategic issues, goals or KRAs should be adequately justified.

Table 2.5: Summary of changes in strategic issues, strategic goals and KRAs

Strategic Issues	Strategic Goals	KRA

Note: only capture changes in strategic issues, goals, and KRAs

2.6. Strategic Objectives and Strategies

The MDACs and CCIOs should assess the relevance, clarity, and achievability of the strategic objectives formulated at the beginning of the strategic plan period. The review process should begin with a reassessment of how well the current strategic objectives and strategies align with the institution's key result areas (KRAs).

Revisions to the strategies must be evidence-based. This requires determining whether each strategy should be maintained in its current form, modified to reflect updated conditions and priorities, or discontinued if it is no longer effective. In some cases, new strategies may be necessary to better support the achievement of the strategic objectives.

Insert a brief introductory paragraph/sentence

Table 2.6: Summary of the changes in strategic objectives and strategies

KRA	Strategic Objective(s)	Strategies	Remarks
KRA 1:	Objective 1:	S1 S2	
	Objective 2:	S1 S2	

2.7. Review of Organizational Structure, Staff Establishment, Skills Set, and Competence Development

The MDACs and CCIOs should assess whether there was any change in the organizational structure, staff establishment, skill set and competence development at mid-term.

MDACs and CCIOs should assess the current staffing levels, staff skills and competencies, and capacity gaps that exist.

Present your analysis and provide a detailed organizational structure in the annex. Attach the current approved organizational structure if it is different from the one used at the beginning of the plan period.

Table 2.7 Summary of changes in the Staff Establishment Review Matrix

Cadre	Approved Establishment (A)	In-Post at the beginning (B)	In-Post at the midterm (C)	Variance (C-A)	Remarks

Table 2.8: Summary of changes in skill sets and competence development

Skill Sets	Training Target (No.)	Actual Trained (No.)	Variance	Remarks

2.8. Review of Leadership and Governance

MDACs and CCIOs should assess any change in their leadership and governance structures that may affect their strategy implementation.

2.8.1. Review of Systems and Procedures

MDACs and CCIOs should assess any changes in the existing systems, Standard Operating Procedures (SOPs), data systems, digitalization and, monitoring and reporting that may enhance implementation of the strategic plan.

Insert a brief introductory paragraph/sentence.

Table 2.9: Review of Systems and Procedures

System/Procedure	Previous System	New System	Impact
e.g. procurement	Manual	E-GP	Enhanced transparency

2.8.2. Review of the Risk Management Framework

MDACs and CCIOs should re-assess the effectiveness of their risk management framework in preventing and mitigating risks. This review should identify the envisaged and emerging risks that have materialized, evaluate their severity, document mitigation measures, and propose adjustments to strengthen resilience. It should also highlight new risks that have emerged and retire those that no longer pose a threat.

Insert a brief introductory paragraph/sentence

Table 2.2: Risk Management Framework review matrix

Risks (existing/emerging) Materialized	Severity (L, M, H)	Mitigation

MDACs and CCIOs should highlight risks that materialized, their impact and mitigation

2.9. Resource Requirements and Mobilization Strategies

2.9.1. Financial Allocations and Expenditures

MDACs and CCIOs should indicate resource allocations and expenditures during the mid-term review period by demonstrating the trend analysis of resource requirements, resources allocated and expenditures. The KRAs and administrative costs should inform the total allocations and expenditures as demonstrated in Table 2.11 and Table 2.12

Insert a brief introductory paragraph/sentence

Table 2.3: Resource Allocated Vs Expenditure

COST ITEM	Resource Requirement				Allocated KSh. (Millions)				Expenditure (Millions)				KSh.
	Y1	Y2	Mid-Year 3	Total	Y1	Y2	Mid-Year 3	Total	Y1	Y2	Mid-Year 3	Total	
Recurrent													
Development													
Total													

Insert a brief introductory paragraph/sentence

Table 2.4: Resource expenditure

Financial year	Resources allocated (Ksh. Mn)	Expenditure (Ksh. Mn)	Variance (Ksh. Mn)	Remarks
Year 1				
Year 2				
Mid -Year 3				
Total				

Resource expenditures for the Mid-Term Review period are based on the actual allocations for the review period.

2.9.2. Resource Mobilization Strategies

MDACs and CCIOs should articulate resource mobilization strategies for the remaining review period of the SP to bridge the determined resource gaps. As opposed to casual mention of potential sources of funding, they should outline practical, feasible, and realistic strategies to finance the resource requirement gaps.

2.10. Administrative use of the Strategic Plan

2.10.1. Review of the Annual Work Plan and Budget

The MTR should assess whether annual work plans and budgets were properly extracted, costed, aligned, funded, and implemented. It should identify funding gaps, variances, and budget utilization efficiency.

Reviewers should assess whether Annual Work Plans were correctly extracted from the Implementation Matrix to ensure that yearly priorities accurately reflect the broader strategic objectives. They should also determine the extent to which annual budgets were aligned with these work plans, confirming that financial resources adequately supported planned activities.

In addition, the review should verify whether or not activity-based costing was consistently applied appropriately and whether each activity is supported by adequate funding. Reviewers should also examine how efficiently allocated funds are being used, looking for evidence of prudent financial management. Finally, the review should consider whether budget ceilings or other fiscal constraints might limit implementation and identify any adjustments needed to address these challenges.

Insert a brief introductory paragraph/sentence

Table 2.5: Annual planning and budgeting alignment review matrix

Activity	Planned Budget	Actual Expenditure	Variance	Reason for Variance	Achievement Level	Gaps Identified	Recommendations

2.10.2. Review of Performance Contracting

In this section, MDACs and CCIOs should assess the effectiveness of performance contracting in driving the implementation of their strategic plans. The review should determine whether performance contracts were anchored on costed annual work plans to ensure commitments were realistic and adequately funded; evaluate the extent to which performance contract targets were achieved during the review period; and examine whether the indicators used were measurable, realistic, and aligned with

strategic objectives. Institutions should also highlight gaps between contracted targets and actual results and propose ways to strengthen future performance contracts so that targets remain achievable, evidence-based, and better aligned with intended strategic outcomes.

Strategic Objective	Target	Actual	Notes

Chapter Three: Performance Review

This section guides MDACs and CCIOs on how to present key findings from the mid-term review. Institutions should summarize progress by highlighting major achievements, assessing the performance of Key Result Areas at both output and outcome levels, evaluating effectiveness in meeting set targets, and identifying pending milestones. The findings should be presented in a clear, structured format that demonstrates implementation progress and provides evidence for areas requiring adjustment in the remaining period of the SP.

3.1 Analysis of Performance

Under this sub-section, MDACs and CCIOs should provide an analysis of the performance KRAs at the Output and Outcome level from progress report excerpts of the Implementation and Outcome Matrices in MDACs and CCIOs' Strategic Plans.

3.1.1 Performance by required Result Areas (Output level)

MDACs and CCIOs are required to record outputs delivered, cumulative targets attained, variances, and overall achievement rates. Provide remarks to explain performance levels and highlight areas that are on track, lagging, or requiring urgent interventions. The results of the analysis of past performance from the Implementation Matrix will be presented in the template provided under Table 1 on Implementation Matrix Status Report, which will form the basis for the summarized table 3.1.

Insert a brief introductory paragraph/sentence

Table 3.1: Performance by Key Result Areas (Output Level)

KRA	Strategic Objective	Target (%)	Achievement (%)	Variance (%)	Remarks
KRA 1	SO1.1	100			
	SO1.2	100			
KRA1: Average Score		100			
KRA 2	SO2.1	100			
	SO2.2	100			
KRA2: Average Score		100			
Overall Average Score					

Provide a brief analysis of the performance.

MDACs and CCIOs are required to provide an analysis of the table above by giving a description of the reasons for achievement/overachievement or underachievement and the variance for each KRA.

3.1.2 Performance at Outcome Level

Under the outcome-level performance, MDACs and CCIOs are required to systematically compare the planned outcomes at midterm against the actual achievements recorded in the Outcome Matrix 8.1 of the SP (as per the fifth Generation SP Guidelines) and come up with the Outcome Performance Level Matrix in the template provided under the annex Table 2.

Focus should be on the level of progress made toward each indicator, highlighting areas where targets have been met, exceeded, or underperformed. Summarize the findings in the table 3.2.

Insert a brief introductory paragraph/sentence

Table 3.2: Performance at Outcome Level

KRA	Strategic Objective	Outcome Indicator	Target Midterm	Achievement	Variance	Remarks
KRA 1	SO1.1					
	SO1.2					
KRA 2	SO2.1					
	SO2.2					

Insert an interpretation of the analysis of outcome performance and the proposed way forward.

3.1.3 Overall Output/Outcome Performance

This sub section should examine how effectively planned targets were delivered, focusing on performance levels at both output and outcome. A summary analysis of the interpretation under output and outcome performance should be provided.

3.2 Key Achievements

MDACs and CCIOs should provide a clear account of their major achievements during the midterm review period. Achievements should be directly linked to KRAs as outlined in the SP, while also capturing any additional accomplishments that demonstrate institutional progress, innovation, or impact.

Insert a brief introductory paragraph/sentence

Table 3.3: Key Achievements

Key Result Area	Key Achievements
KRA 1:	
KRA 2:	
KRA 3:	

3.3 Schedule Performance

Schedule performance is a key measure of the speed and timeliness of implementation in delivering the right outputs as scheduled. What factors contributed to or hindered the implementation of the Strategic Plan? MDACs and CCIOs will be required to give an analysis of activities/outputs delivered with the set timelines against those that were not. They will enumerate priority activities that were not delivered within the set timelines and provide interventions (review targets and propose for prioritization going forward).

Insert a brief introductory paragraph on the analysis of pending priorities and interventions per KRA and present as per the table 3.4.

Table 3.4: Pending Priorities and Interventions

KRA	Pending Priorities	Proposed Interventions
KRA 1		
KRA 2		

3.3.1 Priority Activities for the Remaining Plan Period

Insert a brief introductory paragraph on the analysis of priority activities for the remaining plan period per KRA and present as per the table 3.5.

Table 3.5: Priority Activities for the Remaining Plan Period

Key Result Area	Key Activities	Budget Requirements
KRA 1		
KRA 2		

MDACs and CCIOs should set out the key interventions that they will focus on to maximize results and ensure the strategic plan achieves its intended outcomes within the remaining timeframe. Present critical/high-impact activities that are unfinished or lagging and those scheduled initially for the next half of the strategic plan. The priority activities should be realistic, measurable, and sequenced according to urgency and resource availability, with a clear focus on what is achievable in the remaining period.

3.4 Monitoring, Evaluation and Reporting Framework

Overview

During the mid-term review, the MDACs and CCIOs should assess whether the overall Monitoring, Evaluation, and Reporting (MER) framework established in the Strategic Plan remains functional, relevant, and adequately supports evidence-based decision-making.

3.4.1 Monitoring Framework

For this sub-section, the MDACs and CCIOs should examine whether the SP's monitoring framework has been fully operationalized and whether it continues to provide a solid basis for tracking progress. In addition, the review should consider whether the institution has been consistently tracking outputs as outlined in the implementation matrix and whether monitoring practices have informed continuous improvement, enhanced efficiency, or resolved implementation challenges. Where data gaps exist, the MDACs and CCIOs should outline the implications for decision-making and performance assessment.

3.4.2 Performance Standards

The review team should assess whether the performance standards originally defined in the SP remain valid and whether the Key Performance Indicators (KPIs) at output and outcome levels have been consistently applied. It is important to examine whether Strategic Theme Teams and the responsible Monitoring and Evaluation units have effectively coordinated data collection, ensured accuracy, and maintained consistency in the methodology used to track KRAs.

3.4.3 Evaluation Framework

Whether the evaluation framework is still relevant at mid-term, MDACs and CCIOs should identify challenges in applying the current evaluation framework and suggest recommendations to strengthen the framework.

Chapter Four: Challenges, Emerging Issues and Lessons Learnt

Provide a brief overview of the chapter

4.1 Challenges

The MDACs and CCIOs should analyze the challenges, if any, that they faced during the implementation of the SP and provide a summary as shown in Table 4.1.

Insert a brief introductory paragraph/sentence

Table 4.1: Challenges

S/ N	Challenge Encountered	Effect/Impact	Proposed Solution
1.			
2.			
3.			

4.2 Emerging Issues

Describe key emerging issues that facilitated or hindered the achievements of the SP targets in Table 4.2. These issues may stem from shifts in the external environment, internal organizational dynamics, or changes in stakeholder expectations, and they can significantly influence the achievement of planned targets.

Insert a brief introductory paragraph/sentence

Table 4.2: Emerging Issues

S/N	Issue	Potential implications on the Strategic Plan	Strategic Response
1.			
2.			

4.3 Lessons Learnt

Describe the lessons learnt in the implementation of the SP during the review period in Table 4.3.

Insert a brief introductory paragraph/sentence

Table 4.3: Lessons Learnt

S/N	Lesson Learnt	Recommended Action
1.		
2.		

Chapter Five: Conclusion and Recommendations

Provide a brief overview of the chapter

5.1 Conclusion

MDACs and CCIOs should briefly state the overall objective of the MTR, approach undertaken to conduct the MTR, findings that cut across KRAs (general trend across KRAs) and overall observations given the results (under/over performance).

5.2 Recommendations

This sub-section should outline the practical steps that the MDACs and CCIOs intent to take in response to the findings, lessons learnt and emerging issues identified during the review. It should provide a roadmap for strengthening implementation in the remaining period of the plan and preparing for future cycles. MDACs and CCIOs should specifically seek to identify:

- i. Specific actions needed to speed up delayed projects or activities, including practical steps to improve performance in the remaining period;
- ii. Improvements required going forward, including areas where systems, processes, or capacities should be strengthened; and
- iii. Measures to reduce or manage risks, including actions to prevent or minimize threats that may hinder implementation.

Annexes

Table 1: Implementation Status Report

Strategy	Key Activities	Expected Output	Output Indicators	Target Mid-Term	Achievement	Achievement %	Remark	Lead	Support
KRA 1:									
Strategic Objective 1.1									
Strategy 1.1.1	Activity 1.1.1.1								
	Activity 1.1.1.2								
Average KRA 1 Performance (%)									
KRA 2									
Strategic Objective 2.1									
Strategy 2.1.1	Activity 2.1.1.1								
	Activity 2.1.1.2								
Average KRA 1 Performance (%)									

Table 2: Outcome Performance Level Matrix

KRA	Strategic Objective	Outcome Indicator	Midterm Target	Actual Achievement	Remarks	Action/Recommendations
KRA1	SO:1					
	SO:1					
KRA2	SO:2					
	SO:3					
KRA3	SO:4					
	SO:5					

Table 3: 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						
KRA2						
KRA3						
PE						
Total						

