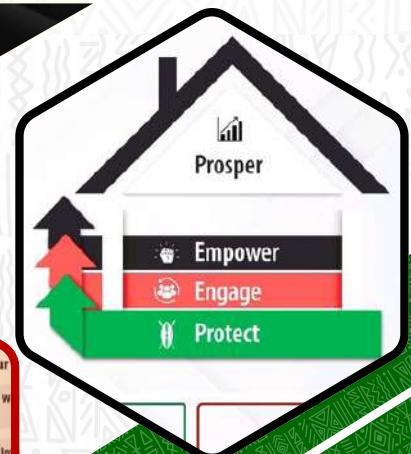




MINISTRY OF FOREIGN AND DIASPORA AFFAIRS  
STATE DEPARTMENT FOR DIASPORA AFFAIRS



# STRATEGIC PLAN 2023 ~ 2027



## **VISION STATEMENT**

*“An engaged and empowered diaspora for a competitive and prosperous Kenya.”*

## **MISSION STATEMENT**

*To protect, engage and mainstream Kenya's diaspora for national development.*

## **CORE VALUES**

*Diaspora-Centric*

*Patriotism*

*Reliability*

*Inclusivity*



## FOREWORD BY THE PRIME CABINET SECRETARY



The State Department for Diaspora Affairs Strategic Plan (2023-2027) recognizes the diaspora as an enabler in achieving Kenya's Vision 2030 which envisions a globally competitive and prosperous country by the year 2030. The Strategic Plan is also aligned to the Government Bottom-up Economic Transformation Agenda (BETA) that envisages incorporation of Kenyans living in the Diaspora in nation building. This Plan will foster Diaspora engagement in governance and investment through diaspora support for political, social and economic development initiatives in Kenya in a structured way.

It is envisaged that under this Plan, the State Department for Diaspora Affairs will protect, promote and engage our diaspora in the nation building processes. The Plan focuses on protecting diaspora rights and welfare, addressing grievances, and providing support during crises. It further acknowledges the importance of structured support for diaspora-led projects to utilize their expertise and foster mutually beneficial partnerships. It will also create an enabling environment for job creation for women, youth, migrant workers and rural communities through increased remittances, guaranteeing value for money, enforcing compliance to set standards and regulation, and reducing cost of remittances and savings for the diaspora.

To achieve our Vision of "An empowered diaspora for a competitive and prosperous Kenya" the State Department has outlined key result areas to guide its mandate. In addition, a monitoring and evaluation framework will be operationalized to track progress and implementation of citizen-centric policies and legislations that engage and include Kenyans living in the diaspora in the nation building process.

We look forward to working with all stakeholders, whose input has enriched this plan, to ensure effective and efficient delivery of services that fosters a cohesive, globally competitive, and prosperous Kenya.

A blue ink signature of H.E. Hon. Dr. Musalia Mudavadi. The signature is stylized, starting with a large 'M' and ending with a flourish.

H.E. Hon. Dr. Musalia Mudavadi, E.G.H.  
**Prime Cabinet Secretary**

## PREFACE AND ACKNOWLEDGEMENT

Welcome to the State Department for Diaspora Affairs' Strategic Plan (2023-2027). The Plan outlines our vision, mission, and strategic goals that will guide the State Department's efforts over the next five (5) years towards achieving an empowered diaspora for a competitive and prosperous Kenya. We are excited to share the strategic roadmap, which reflects our commitment to diaspora-centric, patriotism, reliability, and inclusivity. The State Department has embraced diversity to provide a platform that builds capacity for Kenyans to increase confidence in their own abilities sustainably and make positive environmental, social and economic contributions.



This Strategic Plan is the result of collaborative effort by our dedicated staff and stakeholders under the leadership of the Prime Cabinet Secretary. As we navigate a rapidly changing landscape, we recognize the need to adapt and innovate in order to achieve our objectives.

Our journey is focused towards promoting continuous dialogue and engagement with Kenyans abroad. The strategic initiatives outlined in this plan reflect our ambition to champion the protection of Kenya's diaspora rights and welfare and mainstream them to national development. Further, this plan details key approaches in protecting their rights and championing their welfare in order to increase diaspora savings, investments and remittances, enhance diaspora labour mobility, placements and enabling technology transfers. It is further driven by a shared determination to mainstream the diaspora into the national development process. We invite you to delve into the pages of this document to gain a deeper understanding of our strategic direction.

As we embark on this exciting chapter, we extend our heartfelt appreciation to everyone who contributed to the creation of this plan. Your dedication, insights, and collaboration have been invaluable, and we are confident that our collective efforts will propel the State Department towards a future of success, self-sufficiency, diversity and growth in remittances from our diaspora.

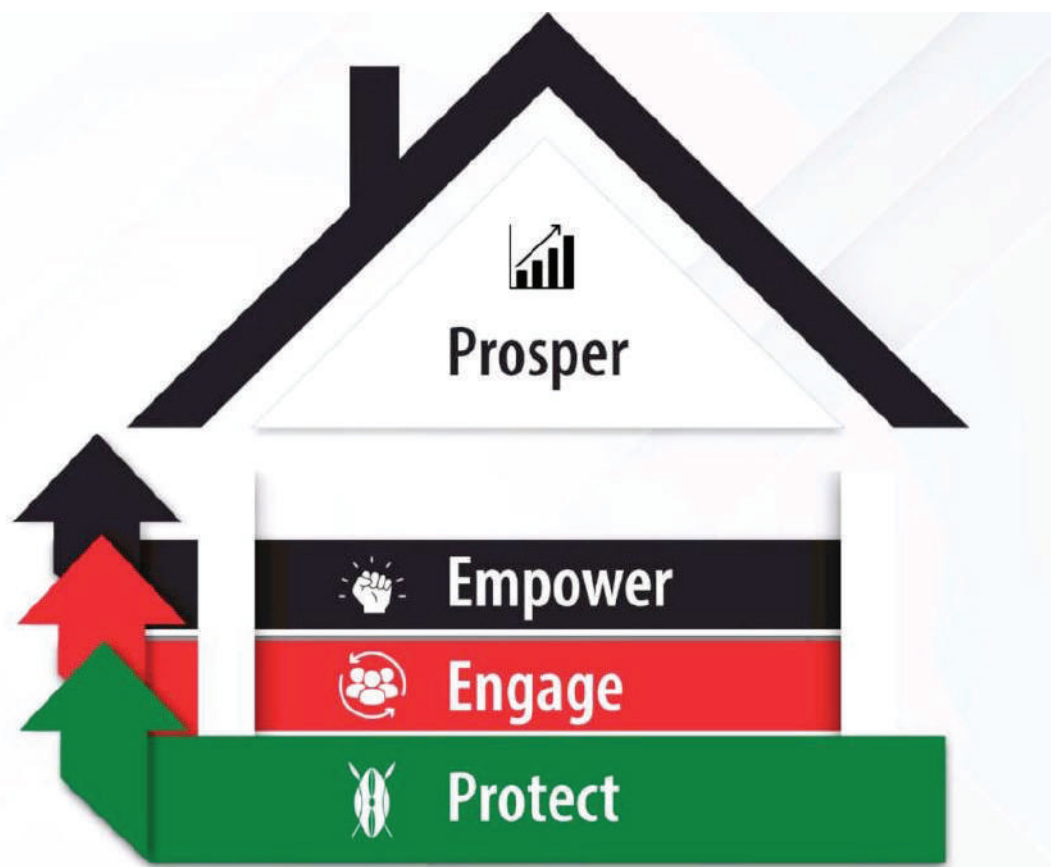
Ms. Roseline Kathure Njogu, CBS  
**Principal Secretary**



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## SDDA MANDATE



Champion the Protection of the rights and promotion of the welfare and interest of Kenyans abroad.



Promotion of continuous dialogue with Kenyans abroad.



Support Kenyans in the diaspora in harnessing more opportunities for employment and enterprise development.



In liaison with other stakeholders promote the participation of Kenya's diaspora in democratic processes in the country.



Develop incentive framework for Diaspora Remittances.



Harness Diaspora savings, facilitate foreign Direct Investments (FDI) and Technology transfer.



Liaison with the Ministry of Labour in implementation of the Labour Migration Policy as well as the Global Labour Strategy.



In conjunction with the Ministry of Labour secure the placement of Kenyans abroad.



Mainstreaming the Kenyan Diaspora into the national development process.

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## ACRONYMS AND ABBREVIATIONS

<b>AIR</b>	: African Institute for Remittances
<b>BETA</b>	: Bottom-up Economic Transformation Agenda
<b>BLAs</b>	: Bilateral Labor Agreements
<b>BPRA</b>	: Business Process Re-engineering and Automation
<b>CBK</b>	: Central Bank of Kenya
<b>CPPMD</b>	: Central Planning and Projects Monitoring Department
<b>DIIMS</b>	: Diaspora Integrated Information Management System
<b>e-NIMES</b>	: Electronic National Integrated Monitoring and Evaluation System
<b>FDI</b>	: Foreign Direct Investment
<b>GPCIS</b>	: Government Performance Contracting Information System
<b>GoK</b>	: Government of Kenya
<b>HRM&amp;D</b>	: Human Resource Management and Development
<b>IEBC</b>	: Independent Electoral and Boundaries Commission
<b>ITES</b>	: Information Technology Enabled Services
<b>MDAs</b>	: Ministries, Departments and Agencies
<b>PESTELE</b>	: Politics, Economic, Social, Technological, Environmental, Legal and Ethics
<b>SDDA</b>	: State Department for Diaspora Affairs
<b>SDGs</b>	: Sustainable Development Goals
<b>SIR</b>	: Savings, Investment and Remittances
<b>SWOT</b>	: Strengths, Weaknesses, Opportunities and Threats
<b>TICAD</b>	: Tokyo International Conference on African Development

## EXECUTIVE SUMMARY

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

The mandate for the State Department includes liaison with other stakeholders to promote the participation of Kenya's diaspora in democratic processes in the country and with the ministry of labor in implementation of the labor migration policy as well as the global labor strategy. It entails promotion of continuous dialogue with Kenyans abroad, Development of incentives framework for diaspora remittances and in conjunction with the ministry of labor secure the placement of Kenyans abroad. Other functions include supporting Kenyans in the diaspora in harnessing more opportunities for employment and enterprise development and harnessing diaspora savings facilities, foreign direct investments and technology transfers.

The Plan sets forth the following strategic goals: Improved Diaspora Welfare and Rights, Increase Diaspora jobs mobility, jobs placements, and Skills and technology transfers; and Increased Diaspora Savings, Investments, Remittances and Technology Transfer and Strengthened Diaspora engagement and partnerships.

To achieve these goals, the Plan outlines the following strategies: Establishment of diaspora desks in Kenya Missions and operationalize the Diaspora integrated Information Management System; Facilitate Mobile Consular services; Facilitate evacuation of Kenyans in case of extreme circumstances and facilitate the repatriation of Kenyans in distress or their remains. In addition, the State Department will negotiate with strategic partners on Diaspora jobs during high level consular visits and integrate those returning to Kenya by advising them on available opportunities while offering counseling and mental health services. The long-term strategy is to establish and operationalize the Diaspora Welfare and Emergency Programme and safe houses.

The Strategic Plan has also put into consideration the review of Diaspora policy and other legal and institutional frameworks including hosting diaspora conferences and expos. The State Department will facilitate annual diaspora excellence awards and participate in sports, arts and music events in the diaspora. It will also engage with regional deans, Diaspora associations and Kenyan Diaspora during official visits or hold town halls and virtual webinars meetings.

To increase Diaspora Savings, Investments, Remittances and Technology Transfer the State Department plans to facilitate Kenyans on international jobs mobility, Job Placements and

Technology Transfer to increase Diaspora Savings and Investments to the Country. The Government will then explore ways to Incentivize Diaspora Remittances.

In order to build trust and confidence in the government by Kenyans in the diaspora, dissemination of information on available investment opportunities facilitating development of an incentive framework and tailored financial products for diaspora remittances and enterprise development is equally important. Digital engagement and building capacities of missions to provide supportive measures for Kenyans in distress and collaboration with relevant Stakeholders in authenticating the credibility of various institutions in the Host Countries is prioritized. Establishment of training programmes, Mentorship opportunities, and knowledge-sharing mechanisms to mainstream Kenyan Diaspora into the national development process; Kenya will have reintegration programs for returnees and operationalize the diaspora welfare fund while advocating for policies that support diaspora engagement.

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

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



# CHAPTER ONE: INTRODUCTION

## 1.0 Overview

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

### 1.1 Strategy as an Imperative for Organizational Success

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

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

### 1.2 The Context of Strategic Planning

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

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

The Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. This Strategic Plan aligns with specific SDGs as summarized below:

- **Goal 10 Target (2) aims to “empower and promote the social, economic and inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, economic or other status”:** SDDA will ensure that there is synergy and no Kenyan is left behind in participation, determining and implementing policies and requisite legislations, programmes and projects.
- **Goal 17 Target (3) is to: “Mobilize additional financial resources for developing countries from multiple sources”** SDDA will work to actualize targeted key value chains to

revitalize the economy, ensuring the development and alignment of facilitative policy and institutional frameworks to attract investments and development of incentive platforms for diaspora remittances, savings and foreign direct investments.

- **Goal 17 target (16) is to “Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries”:** SDDA will contribute to the achievement of SGDs locally and by extension support the global aspirations by harnessing local and international partnerships and ensure that supportive frameworks are in place to support targeted investments, work with partners to harness diaspora savings and technology transfers.

### 1.2.2 Africa Union Agenda 2063

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

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

The African Institute of Remittances develops the capacity of Member States of the African Union, remittance senders and recipients and other stakeholders to implement concrete strategies and operational instruments to use remittances as tools for achieving development and poverty reduction.

African Institute for Remittances (AIR) became fully operational in 2015 and its initial partners included the African Union Commission, the European Commission, the World Bank, and the International Organization for Migration, and Africa Development Bank. It aims at reducing remittance transfer costs and financial inclusion.

### 1.2.3 East Africa Community Vision 2050

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

The pillars of Vision 2050 further offer opportunities for job creation, which are important to absorb EAC’s growing labour force and unemployment problem. Long-term job creation requires skills development that is consistent with the emerging development opportunities in infrastructure development; industrialization and manufacturing; value addition in agriculture industry; facilitating the export of labour and management of human capital development.

#### **1.2.4 Constitution of Kenya**

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

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

#### **1.2.5 Kenya Vision 2030 and Fourth Medium Term Plan**

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

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

The Vision 2030 is implemented through five-year Medium-Term Plans (MTPs). Currently the Fourth Medium Term Plan (MTP IV) 2023-2027 is being implemented and has factored in the Diaspora issues as envisioned in the Bottom-Up Economic Transformation Agenda.

#### **1.2.6 Bottom-up Economic Transformation Agenda-The Plan**

The Government is alive to the fact that there are more than three (3) million Kenyans living in various parts of the world who constitute Kenya's diaspora. This population continues to form an integral part of the Kenyan economy and social fabric.

The Government Bottom-up Economic Transformation Agenda (BETA) recognizes the diaspora as a valuable resource that contributes significantly to the country's socio-economic development. This policy therefore aligns with strategic agendas of the government that include diaspora service delivery, protection of rights and promotion of welfare as well as harnessing opportunities to grow diaspora remittances.

#### **The Diaspora Policy, 2014**

The objective of the Diaspora Policy is to mainstream and empower Kenyans living abroad into the national development process. The main thrust of the policy, therefore, is to harness and maximize the potential of Kenyans in the Diaspora to contribute to Kenya's transformation agenda.

#### **Foreign Policy, 2014**

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



Promote multilateralism; Promote the interests of Kenyan Diaspora and partnership with the Kenyans abroad.

### **Foreign Service Act, 2021**

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



### **Data Protection Act, 2019**

Data Protection Act, 2019 regulates the processing of data to ensure privacy through establishment of legal and institutional mechanisms which protect personal data.

### **Kenya Citizenship Immigration Act, 2011**

The Kenya Citizenship and Immigration Act, 2011 outlines provisions relating to citizenship; issuance of travel documents; immigration and for connected purposes and inter alia, the Act provides for dual citizenship, allowing Kenyan diaspora to hold citizenship in another country while retaining their Kenyan citizenship.

### **1.3 History of the State Department for Diaspora Affairs**

The State Department was previously a Directorate in the Ministry of Foreign Affairs whose function whose issues were on Diaspora and consular matters. The Department was created through an Executive Order No. 1 of 2023 on the Organization of Government functions, as one of the two State Departments in the Ministry of Foreign and Diaspora Affairs. It has one (1) Semi-Autonomous Government Agency-Diaspora Placement Agency.

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

The State Department for Diaspora Affairs developed the Terms of Reference on development of the Strategic Plan 2023-2027 and constituted a Technical Committee to drive the preparatory process.

The Committee coordinated preparation of a draft Strategic Plan which was subjected to stakeholder engagement involving the Kenyan Missions abroad and the Diaspora and whose views helped to improve the quality of the document. Further, the Strategic Plan was validated by stakeholders prior to publishing and launch.

## CHAPTER TWO: STRATEGIC DIRECTION

### 2.0 Overview

This chapter outlines the Mandate, Vision and Mission statements, strategic goals, core-values and quality policy statements for the SDDA.

### 2.1 Mandate of the State Department for Diaspora Affairs

The State Department has a nine-point mandate:

- ★ Champion the Protection of the rights and promotion of the welfare and interest of Kenyans overseas;
- ★ Promotion of continuous dialogue with Kenyans abroad;
- ★ Support Kenyans in the diaspora in harnessing more opportunities for employment and enterprise development;
- ★ In liaison with other stakeholders promote the participation of Kenya's diaspora in democratic processes in the country;
- ★ Develop Incentive framework for Diaspora Remittances;
- ★ Harness Diaspora savings, facilitate Foreign Direct Investments (FDI) and Technology transfers;
- ★ Liaison with the Ministry of Labour in implementation of the Labour Migration Policy as well as the Global Labour Strategy;
- ★ In conjunction with the Ministry of Labour secure the placement of Kenyans abroad; and Institution;
- ★ Mainstreaming the Kenyan Diaspora into the national development process.

The State Department has one Semi-Autonomous Government Agency (SGA)- Diaspora Placement Agency.



## 2.2 Vision Statement

An engaged and empowered diaspora for a competitive and prosperous Kenya

## 2.3 Mission Statement

To champion the protection of Kenya's diaspora rights and welfare and mainstream them to national development

## 2.4 Strategic Goals

To champion the protection, engagement and to empower the Kenyan diaspora, the State Department is guided by the following the Strategic Goals:

- Improved Diaspora Welfare and Rights;
- Increased Diaspora jobs mobility, jobs placements, Skills and technology transfers;
- Increased Diaspora Savings, Investments, Remittances and Technology Transfer;
- Strengthened Diaspora engagement and partnerships; and
- Strengthened Policy, Legal and Institutional Framework





## 2.5 Core values

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

1. **Diaspora-Centric:** The State Department shall endeavor to understand the needs and concerns of the Kenyans in diaspora and develop programs and initiatives that effectively address their needs and aspirations;
2. **Patriotism:** the staff in Department is determined to be patriotic and promote nationalism at all levels.
3. **Reliable:** The State Department shall strive to be available and trustworthy in-service delivery to the diaspora; and
4. **Inclusive:** We shall guarantee that the stakeholders and the diaspora are treated equitably and fairly in the development and implementation of programs and initiatives; and

## 2.6 Quality Policy Statement

The State Department commits to continually advocate for the rights and welfare of Kenyan diaspora while creating an enabling environment for diaspora engagements through diplomatic channels, bilateral agreements and implementing programmes and incentives that encourage investments, skills and technology transfer, reduced cost of remittances, harnessing employment opportunities for economic advancement and competitiveness of the Kenyan Diaspora. We are committed to promoting continuous dialogue with the Diaspora to mainstream the Kenyan Diaspora into the national development process for cohesive and citizen centered governance.



# CHAPTER THREE: SITUATION AND STAKEHOLDER ANALYSIS

## 3.0 Overview

This section provides an overview of the situation and stakeholder analysis by examining external environment, internal environment, and stakeholders mapping.

### 3.1 Situation Analysis

#### 3.1.1 External Environment

##### 3.0.1.1 Macro-environment

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

**Table 1: PESTELE Analysis**

Category	Factors	Description
Political	Political goodwill	<ul style="list-style-type: none"><li>• The Government recognizes the crucial role of the diaspora as evidenced by the creation of a fully-fledged State Department to handle diaspora affairs</li><li>• The diaspora is recognized as the “48th County”</li><li>• Kenya enjoys cordial bilateral relations with most countries</li><li>• The Government promotes and facilitates participation of the Diaspora in political processes including the general election</li></ul>
Economic	Financial Resources	Budgetary constraints could lead to low level of implementation of planned activities
	Diaspora remittances	Diaspora remittances have grown overtime to become one of the highest foreign exchange earners for Kenya
	Exchange rate fluctuations	Fluctuation in foreign exchange affects remittances
	Taxes and levies	Taxes affect FDI and remittance inflows
	Unemployment	High level of unemployment is a major driver for migration
	Private Public Partnerships (PPP)	PPPs present business/investment opportunities for the Diaspora
Social	Emigration	Brain-train to and from other countries that affects development in various sectors in Kenya
	Accreditation of Kenyan certificates abroad	There is a need to facilitate accreditation of courses offered in Kenya in other countries to facilitate placement of Kenyans in the international job market
	Diaspora awareness	There is increased Diaspora awareness on government services and right to dual citizenship
	Culture shock	Cultural difference may cause distress among Kenyans in the diaspora

<b>Technological</b>	Consular services digitalization	Digitalization of consular services is key in enhancing diaspora engagement and building trust
	Cyber security and threats	Advancement in technology has led to cyber threats which pose a risk to systems and potential data loss
	Technological changes	Emerging Technologies may have an effect on existing systems
<b>Environmental</b>	Climate change	High chances of disaster occurrence may lead to displacement of the Kenyan diaspora and a surge in distress cases
<b>Legal</b>	Legislation and policy framework	<ul style="list-style-type: none"> <li>• The Constitution of Kenya recognizes the diaspora and allows for dual citizenship</li> <li>• Executive order No.1 of 2023 is the legal framework that underpins the State Department mandate</li> <li>• The Kenya Vision 2030 recognizes Diaspora engagement and contribution as a critical component in the country's development</li> <li>• The Foreign Service Act, 2021 recognizes the Diaspora as one of the five pillars of Foreign Policy</li> <li>• High court ruling Case No. 25 of 2014 allows Kenyans with dual citizenship to register as voters.</li> </ul>
<b>Ethical</b>	Transparency and Accountability	<ul style="list-style-type: none"> <li>• SSDA promotes transparency in the recruitment practices by agencies and pre-departure training for Kenyans planning to migrate for opportunities abroad, in collaboration with other MDAs.</li> <li>• Liaise/partner with relevant authorities in identifying opportunities and providing assurance to Kenya's diaspora that their investments will be protected.</li> </ul>
	Privacy and Data Protection	The State Department collects and uses large amounts of data, while ensuring privacy and protection of personal and sensitive information in compliance with the Data Protection Act, 2019

### 3.0.1.2 Micro-environment

The micro environment analysis focuses on the intrinsic factors that exert influence over the optimal functioning of the State Department. This analysis involves elements such as human resources and their proficiencies, engagement with Diaspora umbrella associations, collaboration with other MDAs, and the composition of clientele. Within the State Department, there exists a reservoir of capable, diverse, and well-trained personnel.

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

### 3.0.1.3 Industrial Environment

Governments are keen to explore the global labor market to harness employment, business opportunities and transfer of skills. The State Department is cognizant of other fore-



<b>Technological</b>	Consular services digitalization	Digitalization of consular services is key in enhancing diaspora engagement and building trust
	Cyber security and threats	Advancement in technology has led to cyber threats which pose a risk to systems and potential data loss
	Technological changes	Emerging Technologies may have an effect on existing systems
<b>Environmental</b>	Climate change	High chances of disaster occurrence may lead to displacement of the Kenyan diaspora and a surge in distress cases
<b>Legal</b>	Legislation and policy framework	<ul style="list-style-type: none"> <li>• The Constitution of Kenya recognizes the diaspora and allows for dual citizenship</li> <li>• Executive order No.1 of 2023 is the legal framework that underpins the State Department mandate</li> <li>• The Kenya Vision 2030 recognizes Diaspora engagement and contribution as a critical component in the country's development</li> <li>• The Foreign Service Act, 2021 recognizes the Diaspora as one of the five pillars of Foreign Policy</li> <li>• High court ruling Case No. 25 of 2014 allows Kenyans with dual citizenship to register as voters.</li> </ul>
<b>Ethical</b>	Transparency and Accountability	<ul style="list-style-type: none"> <li>• SSDA promotes transparency in the recruitment practices by agencies and pre-departure training for Kenyans planning to migrate for opportunities abroad, in collaboration with other MDAs.</li> <li>• Liaise/partner with relevant authorities in identifying opportunities and providing assurance to Kenya's diaspora that their investments will be protected.</li> </ul>
	Privacy and Data Protection	The State Department collects and uses large amounts of data, while ensuring privacy and protection of personal and sensitive information in compliance with the Data Protection Act, 2019

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

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

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

### 3.0.1.4 Market Analysis

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

Category	Description
Lived diaspora	Individuals born in Kenya who now live permanently or temporarily in a host country
Ancestral diaspora	Individuals with ancestral links to Kenya (for example second and third generation diaspora members). The experience of trends is that sometimes later generations become even more committed to the land of their ancestry than their parents or grandparents.
Next generation diaspora	These are younger members of the diaspora, typically under the age of 35, who are fundamental to engage in order to ensure the sustainability of current diaspora strategies
Returning diaspora	Diaspora members who have lived in a host country and who have come back to Kenya e.g. Students
Affinity diaspora	Nationals of other countries who work or study or who once worked or studied in Kenya but have since re-migrated
Refugees	Person(s) who owing to well-founded fear of persecution for reasons related to race, religion, nationality, membership to a social group or political opinion is outside Kenya;

and is unable or, unwilling to avail themselves to the protection of the Country; or who, not having a nationality and being outside the country of their former habitual residence, is unable or, owing to such fear, is unwilling to return (*Art. 1, 1951 Convention on the Status of Refugees*).

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

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

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

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

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

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



### 3.1.2 Summary of Opportunities and Threats

The table 3.2 gives a summary of environmental factors, opportunities and threats

**Table 2: Summary of Opportunities and Threats**

Environmental Factor	Opportunities	Threats
Political	<p>Government goodwill and prioritization of the Diaspora</p> <p>Collaboration with other government agencies and stakeholders</p>	<ul style="list-style-type: none"> <li>• Limited engagement and collaboration between the Government, the Diaspora, stakeholders and Development Partners can hinder effective utilization of diaspora skills, resources, and potential contributions to national development</li> <li>• The Possibility of change of government policy and priorities</li> <li>• Political instability in host countries can impact the legal status and rights of the diaspora</li> <li>• Differences in host country and Kenyan laws across foreign jurisdictions where Kenyans reside</li> </ul>
Economic	<ul style="list-style-type: none"> <li>• Potential for growth in Remittances</li> <li>• Job opportunities abroad</li> <li>• Diaspora tailor made investment products</li> <li>• Enhanced Diaspora participation in nation building</li> </ul>	<ul style="list-style-type: none"> <li>• Economic downturns and inflation can impact on financial stability</li> <li>• Heavy dependence on Remittances from the Diaspora can lead to economic disruptions and vulnerability during changes in global economic conditions</li> <li>• The lack of a special statute for Diaspora Investors</li> <li>• High costs associated with formal channels of remittances</li> </ul>
Social	<ul style="list-style-type: none"> <li>• Kenyan diaspora trust and willingness to support the State Department</li> <li>• Cultural Exchange and Enrichment</li> <li>• Network and Partnership Building</li> <li>• Advocacy for Social causes such as human rights, gender equality, environmental sustainability, Tourism and Travel, and Philanthropy and Social Investment</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of Cultural Identity: Younger generation of the Diaspora may be detached from their Kenyan heritage, leading to loss of cultural and traditional ties</li> <li>• Brain Drain: emigration of skilled professionals from Kenya leads to loss of valuable human capital for National development</li> <li>• Undocumented and unregistered Kenyans in the diaspora</li> </ul>
Technological	<ul style="list-style-type: none"> <li>• Adoption of robust and well-developed ICT infrastructure</li> <li>• Knowledge and Skill Transfer</li> </ul>	<ul style="list-style-type: none"> <li>• Change of technology</li> <li>• Lack of statistical evaluations</li> <li>• Lack of annual statistics on diaspora, emigration and their impact, ineffectively influencing policy making</li> <li>• Absence of diaspora data strategy</li> <li>• Cyber security</li> </ul>



Environmental Factor	Opportunities	Threats
Legal	<ul style="list-style-type: none"> <li>• The current review of the Diaspora Policy and Foreign Service Act is a great opportunity to improve legal service to Diaspora</li> <li>• Collaboration with Kenyan Diaspora Legal Experts through Contribution to Legal Scholarship for academic research and publications to address legal challenges to Kenyans living in Diaspora, and bring forth best practices, and innovative solutions</li> </ul>	Diaspora bill- The proposed Bill will help to strengthen and institutionalize the mandate of the State Department anchor diaspora matters in legislation and aid in furtherance of the State Department's nine (9) point mandate.
Ecological	<ul style="list-style-type: none"> <li>• Climate Change Resilience, Natural Resource Conservation including water, wildlife and ecosystems through safeguarding the country's biodiversity</li> <li>• Partnerships for Ecological Sustainability through Green Initiatives and Projects</li> </ul>	Climate change is a major driver of migration. As Kenya continues to face cyclical droughts and extreme weather conditions, this may lead to migration outside the country.

### 3.0.2 Internal Environment

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

#### Value Chain Analysis

The Value chain analysis envisages five primary steps namely inbound operations, operations, outbound logistics, marketing and sales, and service; and four secondary steps namely procurement and purchasing, human resource management, technological development and company infrastructure, in understanding the internal processes of an organization. The steps are summarized in the table below:



**Table 3: Primary and Secondary Steps in the Value Chain Analysis**

1. In-bound Operations	Operations
9-point mandate	<ul style="list-style-type: none"><li>● Planning</li><li>● consultations</li></ul>
	<ul style="list-style-type: none"><li>● meetings</li><li>● assigning roles and responsibilities</li><li>● Human resource management</li><li>● company infrastructure</li><li>● Resource deployment Technological development</li><li>● reporting</li></ul>
2. Outbound logistics	Marketing and Sales
<ul style="list-style-type: none"><li>● Communication</li><li>● procurement</li><li>● Travel;</li><li>● Repatriations</li></ul>	<ul style="list-style-type: none"><li>● sensitization;</li><li>● Advocacy;</li><li>● Visibility</li></ul>

**Functional Analysis**

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

- a) Policy
- b) Technical
- c) Administration and Support

**Policy**

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

**Technical Divisions**

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

**Administration and Support**

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

## **The Administration**

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

## **Planning and Monitoring**

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

## **Finance and Accounting**

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

## **Supply Chain Management (SCM)**

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

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

## **Human Resource Management and Development (HRM&D)**

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

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

## **Transport and Communication**

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

## ICT

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

### Resource-Based View Analysis

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

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

The perpetuation of this course saw progressive establishment of the diaspora through pooling resources for furthering education abroad which opened up opportunities for present day diaspora.

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

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

### Comparative analysis

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

Majority of Kenyans in the Diaspora are highly educated with diverse education backgrounds that has propelled them to the global arena. They are generally hardworking and resilient; a strength that is common among them in the Diaspora has built a sense of community solidarity, shared cultural



values, experiences, and aspirations. Most of them have unique talents in Sports; long and short races and these have propelled them to the limelight at individual level and the Country. The Kenya Diaspora is limited by language barriers and cultural diversity in their host countries that may be hostile to them.

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

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

### **3.0.2.1 Governance and Administrative Structures**

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

#### **Office of the Prime Cabinet Secretary**

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

#### **Office of the Chief Administrative Secretary**

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

#### **Office of the Principal Secretary**

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

#### **Technical Directorates**

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

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

#### **Diaspora Welfare and Rights Directorate**

The Directorate is responsible for promotion of continuous dialogue with Kenyans abroad. The specific functions of the Directorate are to:

- i. Develop, implement and review diaspora policies, strategies and guidelines;

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

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

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

### **Diaspora Welfare Division**

The Division has the following functions:

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



## Liaison and Partnerships Divisions

The Division has the following functions:

- i. Coordinate the formation of umbrella associations for Kenyan diaspora;
- ii. Encourage and facilitate philanthropic initiatives by Kenyans in the Diaspora to support humanitarian projects in the country in both national and county levels;
- iii. Champion for political representation of the diaspora in the National Governance structures;
- iv. Liaise with County Governments on diaspora matters;
- v. Provide information and support to Kenyan diaspora on consular services and legal matters;
- vi. Liaise with Kenyan diplomatic missions abroad to coordinate diaspora outreach and engagement efforts;
- vii. Provide training and capacity building for government officials on diaspora engagement and management;
- viii. Mobilize resources for diaspora engagement activities, including funding, partnerships and technical support;
- ix. Establish partnerships with relevant government agencies and organizations to support diaspora programs; and
- x. Liaise with government and non-governmental organizations on matters pertaining to the diaspora.



## **Diaspora Investments and Entrepreneurship Directorate**

The functions of the Directorate are to:

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

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

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

### **Diaspora Savings, Investments and Remittances Division**

The Division has the following functions:

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



- x. Collaborate with financial institutions to harness diaspora savings; and
- xi. Facilitate diaspora SACCOs in collaboration with relevant stakeholders.



### **Diaspora Skills and Expertise Division**

The Division has the following functions:

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



# Support Functions



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

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

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

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

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

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

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

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

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

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

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

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

### 3.0.2.2 Internal Business Processes

1. Functional units in SDDA operate within the existing policies, laws, regulations, manuals,

and circulars such as those guiding procurement, finance, accounting and human resource functions. The State Department will prioritize digitalization of internal processes and procedures.

2. Several systems are used to dispense the mandates, including IFMIS, GHRIS, UHR, e-NIMES, PIMIS, GPCIS, and DIIMS.
3. The SDDA will embrace a multi-disciplinary approach for efficient task execution, fostering a culture of productivity through a robust Results-Based Management Framework, Business processes re-engineering and use of productivity metrics.
4. The SDDA will utilize established communication units for information dissemination and management to guide dissemination of information to all stakeholders.

### 3.0.2.3 Resources and Capabilities

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

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

**Table 4: Summary of Strengths and Weaknesses**

Factor	Strengths	Weaknesses
Governance and Administrative Structures	<ul style="list-style-type: none"> <li>SDDA is established through an Executive Order</li> <li>Political goodwill from the national government</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate policy and legal framework</li> <li>Limitations in foreign investments</li> </ul>
Internal Business Processes	Business Process Reengineering and digitalization of processes	Disaggregated data
Resources and Capabilities	<ul style="list-style-type: none"> <li>Competent and committed staff/human capital</li> <li>Presence of Kenya Missions in many parts of the world</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate staff across all cadres</li> <li>Inadequate infrastructure</li> <li>Low budgetary allocation</li> </ul>
Stakeholders	<ul style="list-style-type: none"> <li>Support from key stakeholders</li> <li>Presence of Kenyans in the diaspora</li> </ul>	<ul style="list-style-type: none"> <li>Low awareness of the State Department's Mandate by the Kenyans and the Diaspora</li> <li>Intergenerational cultural heritage: Fostering a sense of cultural heritage among second and third generations of the diaspora has been a challenge</li> </ul>



### 3.0.3 Analysis of Past Performance

#### 3.0.3.1 Key Achievements

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

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



7. Baseline Survey: The State Department conducted a baseline survey to assess the capacity of Embassies, High Commissions and Consulates to establish Diaspora desks for efficient and effective provision of consular services. The exercise covered five regions namely; Middle East, Europe, Africa, Asia and Americas;
8. Diaspora Homecoming Convention: Facilitated hosting of the 9<sup>th</sup> Kenya Diaspora Homecoming convention from 7<sup>th</sup> to 9<sup>th</sup> December, 2022 at Ole Sereni Hotel, Nairobi to bring the Diaspora together for networking and sharing of available opportunities;
9. Strategic Diaspora Engagements: Strategic diaspora engagements were held with Kenyans in Gaborone, Brussels, Berlin, Kigali, Seoul, Riyadh, London, Canberra, Havana, Addis Ababa, Helsinki and Washington DC, to champion and protect their rights and welfare, and harness investments and remittances;
10. Bilateral Labour Agreements: Bilateral Labour Agreements were negotiated with the Government of the State of Qatar and the Kingdom of Saudi Arabia. This was to unlock employment opportunities for Kenyans in foreign jurisdictions;
11. Global Labour Migration Strategy: The Global Labour Migration Strategy was developed in collaboration with the State Department for Labour and Skills Development. The Strategy will ensure safe migration of Kenyans as they harness opportunities abroad;
12. Digitalization of Government Services: SDDA digitalized nine (9) citizen-centered services in line with the presidential directive to enhance service delivery; and



13. Investment and Remittances: The Ministry held consultations with Key stakeholders, including the Central Bank of Kenya and Local Commercial Banks. The consultations aimed to eliminate bottlenecks on remittances and facilitate development of diaspora facing investment products. A key outcome of these consultations was the fast-tracking and eventual launch of DhowCSD – An online application by the Central Bank which facilitates Kenyans in the diaspora to invest in government securities.

### 3.0.3.2 Challenges

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

1. High transaction cost on remittances estimated at 6.20 percent of the amount sent; The cost of transaction on remitting money to Kenya through the existing formal channels is high leading to increased use of informal channels and difficulty in tracking remittance inflows;
2. Inadequate incentive framework for remittances and diaspora investments;
3. Low awareness on available investment opportunities for Kenyans in Diaspora due to weak structures and inadequate coordination among Kenyans Abroad;
4. Weak structures and uncoordinated mechanisms to create awareness for Kenyans abroad on the investment opportunities available in Kenya is also another challenge, coupled with lack of incentive framework to promote Diaspora investments;
5. Integration of Diaspora returnees face challenges occasioned by bottlenecks of Association Rules that discriminate against professional returnees, examples of such rules are those imposed by various licensing Association such as the Kenya Engineering License Board and others that frustrate the returnees from practicing their trade, while their counterparts from similar institutions abroad, are hired at exorbitant salaries as “Expatriates”
6. Inadequate human resource capacity in the Kenya missions abroad to offer effective and efficient consular services, especially in areas with high concentration of Kenyans;
7. Inadequate Policy, Legal and Institutional frameworks: There is inadequate legal framework to address changes in the internal and external environment and fully integrate the Kenyan diaspora into national development;
8. Low registration by Kenyans abroad with the Kenya Missions hampers protection of welfare and rights and constraints effective delivery of consular services due to mistrust between the embassies and Diaspora; and lack of proper diaspora engagement
9. Slow uptake of Information Technology Enabled Services (ITES) resulting in underutilization of online services and making it difficult to provide effective and efficient services to Kenyans abroad;
10. Inadequate and fragmented data on Kenyan diaspora: Sourcing and management of data on Kenyans abroad has been a challenge characterized by fragmented and uncoordinated data from different MDAs. This hampers effective planning, engagement and support for Kenyans in the diaspora;
11. Inadequate framework on transferability and portability of social security benefits: Kenyans abroad contribute to various social security services in their countries of residence. On termination of their services, there are no bilateral agreements to facilitate transferability and

portability of Social Security Benefits to Kenya to ensure full integration of returnees into society;

12. Inadequate labour migration legal framework: The Government has a constitutional responsibility to protect its citizens and their property both within and outside the country. However, some Kenyans working abroad, both skilled and unskilled, are exposed to unsuitable working conditions attributed to inadequate legal framework;
13. Increased mental health issues: Many Kenyans in the diaspora continue to face mental health challenges due to culture shock, poor working/living conditions, discrimination and loss of livelihoods.
14. Inadequate enforcement of the legal and regulatory framework on ethical recruitment to curb unscrupulous private recruitment agencies that take advantage of uninformed and unsuspecting Kenyans;
15. Contract substitution: Migrant workers especially the youth at times sign contracts with local recruiting agents before departure but upon arrival in the country of destination, they are forced to sign new contracts drawn in foreign languages they do not comprehend which leave them vulnerable to exploitation.

### 3.0.3.3 Lessons Learnt

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

1. Integrated data management is imperative in enhancing service delivery to Kenyans in the diaspora;
2. The protection of the rights and enhancing of the welfare of the Diaspora is critical to the wellbeing of the Kenyan diaspora abroad.
3. Lack of up-to-date Bilateral Labour Agreements (BLAs) with foreign governments hampers GoK effort to effectively protect Kenyan nationals seeking employment in the diaspora; There is need to review existing Bilateral Labour Agreements (BLAs)/MoUs and sign new instruments with foreign governments in order to effectively protect Kenyan nationals seeking employment abroad including portability of social security benefits;
4. Designation of an interlocutor for IEBC's engagements with the Ministry of Foreign & Diaspora Affairs, Kenya Missions abroad, and foreign Missions in Kenya is key in facilitating election preparedness for Kenyans in the Diaspora. There is need for Electoral reforms for Diaspora Voting to consider issues like period of voting, gazetted polling stations, and use of electronic equipment or platforms to allow more Kenyans abroad to participate at the elections. Participation in political process should be open to dual citizens, like in UK, only the Executive Position should be exempt from vying as a dual national.
5. High transaction costs for remitting money through existing formal channels has exacerbated use of informal channels by the Kenyan diaspora: There is need to address the high transaction costs of remittances, which is currently at an average of 6% (AIR, 2023) and reduce to 3% or less by 2030 as per SDG 10(c);
6. Hosting of webinars on various national development topical issues is a critical means of promoting dialogue with Kenyans in the Diaspora; and





7. The presence of the Kenyan diaspora associations provides a platform for engagement and mobilization of Kenyans in diaspora.
8. The Government and Parliament should promulgate laws, rules and regulations to ensure that Professional Kenyan Returnees are regarded and treated the same way as expatriates are treated in employment and remuneration, such a move would attract talent. There is also need for local professional bodies to embrace the returnees by recognizing their qualification and expertise.

### 3.1 Stakeholder Analysis

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

**Table 5: Analysis and Mapping of Stakeholders**

Stakeholder	Role	Stakeholder expectations from the State Department	State Department's expectations from the Stakeholders
<b>Kenyan Diaspora</b>	<ul style="list-style-type: none"> <li>• Collaboration with GoK to ensure that their welfare and rights are effectively championed and protected</li> <li>• Collaboration with the Government and other stakeholders in achieving Kenya's development</li> </ul>	Mobile Consular Services, Diaspora engagement, link to other MDAs, Registration platform, protection of welfare and rights	<ul style="list-style-type: none"> <li>• Cooperation with the State Department and Kenya Missions abroad</li> <li>• Diaspora Direct Investments</li> <li>• Link to opportunities in the diaspora</li> <li>• Skills, expertise and technology transfer</li> <li>• Participation in Kenya's electoral processes</li> </ul>
<b>Ministries, Departments and Agencies (MDAs)</b>	<ul style="list-style-type: none"> <li>• Collaboration in policy formulation and implementation of crosscutting programmes</li> <li>• Creation of diaspora facing investment products</li> </ul>	Cooperation and collaboration in development and implementation of policies, legal frameworks, programs, projects, budgets and work plans	<ul style="list-style-type: none"> <li>• Formulation of diaspora facing policies and products</li> <li>• Provision of reliable and timely Information</li> <li>• Collaboration with the State Department to sensitize the diaspora on available investment opportunities</li> </ul>

Stakeholder	Role	Stakeholder expectations from the State Department	State Department's expectations from the Stakeholders
<b>Kenyan Missions and High Commissions</b>	Collaboration in service delivery to Kenyans in the diaspora	<ul style="list-style-type: none"> <li>• Involvement in planning, policy formulation, budgeting and implementation of programmes and projects</li> <li>• Provision of skilled human capital</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in planning, policy formulation, budgeting and implementation of relevant SDDA programmes and projects</li> <li>• Networking and collaboration with foreign governments</li> <li>• Provision of consular services</li> </ul>
<b>Parliament</b>	<ul style="list-style-type: none"> <li>• Formulation of diaspora responsive legislation</li> <li>• Budget approval and Oversight</li> <li>• Public participation in legislative process, law reforms that cover the diaspora</li> </ul>	<ul style="list-style-type: none"> <li>• Develop appropriate policies and bills</li> <li>• Prudence and accountability in utilization of allocated funds</li> <li>• Sensitization on issues affecting the Kenyan diaspora</li> <li>• Linkage between Parliament and Kenyans in the diaspora</li> </ul>	<ul style="list-style-type: none"> <li>• Timely enactment of diaspora responsive bills</li> <li>• Timely appropriation of budget</li> <li>• Oversight on the State Department's mandate and budget implementation</li> </ul>
<b>Judiciary</b>	<ul style="list-style-type: none"> <li>• Dispensation of justice to Kenyans in diaspora</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate negotiation and signing of Bilateral Labour Agreements with host countries</li> <li>• Sensitization of the Judiciary on issues affecting the Kenyan diaspora</li> <li>• Collaboration in sensitizing Kenyans on rights and welfare</li> </ul>	<ul style="list-style-type: none"> <li>• Offer justice to Kenyans in diaspora in reasonable time</li> <li>• Exchange sentence programmes with Host countries for Kenyan diaspora to be sentenced and serve jail terms at home</li> </ul>
<b>County Governments</b>	<ul style="list-style-type: none"> <li>• Policy and advocacy</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitize the Diaspora on investment opportunities in counties</li> <li>• Consult the Counties when formulating laws, policies and strategies</li> <li>• Sensitization of counties on opportunities available in foreign countries</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of an enabling environment for Diaspora Direct Investments in counties</li> <li>• Development of diaspora responsive policies, strategies and investment products</li> <li>• Timely response to requests for permits by the diaspora</li> </ul>
<b>Development Partners</b>	<ul style="list-style-type: none"> <li>• Technical and financial assistance</li> <li>• Technology transfer</li> </ul>	<ul style="list-style-type: none"> <li>• Transparency, accountability and value for money</li> <li>• Proactive engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Technical and financial support for implementation of projects and programs</li> <li>• Alignment of development assistance to GoK policies and priorities</li> </ul>
<b>Media</b>	<ul style="list-style-type: none"> <li>• Awareness creation</li> <li>• Watchdog</li> </ul>	<ul style="list-style-type: none"> <li>• Dissemination of information on the State Departments programmes and projects</li> <li>• Provide correct data and information on the Diaspora</li> </ul>	<ul style="list-style-type: none"> <li>• Publicity and awareness creation on diaspora matters</li> <li>• Fair media coverage</li> </ul>
<b>Educational/Research institutions</b>	<ul style="list-style-type: none"> <li>• Research development and</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration in research and capacity building</li> <li>• Use of research findings to inform policy and decision making</li> </ul>	<ul style="list-style-type: none"> <li>• Key source of knowledge, information and data</li> <li>• Involvement in research agenda setting</li> <li>• Supply of skilled human capital</li> <li>• Prioritize research on matters affecting the diaspora</li> </ul>
<b>Diaspora Associations</b>	<ul style="list-style-type: none"> <li>• Link between SDDA and the Diaspora</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration in formulation of policy, legal and institutional frameworks</li> <li>• Awareness creation on opportunities available to the diaspora</li> <li>• Linkage between the diaspora and the State Department</li> </ul>	<ul style="list-style-type: none"> <li>• Dissemination of data and information</li> <li>• Implementation of policies and programmes</li> <li>• Advocacy, lobbying and representation in various forums in the diaspora</li> </ul>
<b>Private Sector</b>	<ul style="list-style-type: none"> <li>• Resource mobilization</li> <li>• Participate in policy</li> </ul>	<ul style="list-style-type: none"> <li>• Involvement in policy, legal and institutional reforms</li> </ul>	<ul style="list-style-type: none"> <li>• Efficient delivery of contractual obligations</li> </ul>

Stakeholder	Role	Stakeholder expectations from the State Department	State Department's expectations from the Stakeholders
	<ul style="list-style-type: none"> <li>formulation</li> <li>Creation of employment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Sensitization on the diaspora Dissemination</li> <li>Develop models for partnership with the private sector</li> </ul>	<ul style="list-style-type: none"> <li>Absorption of diaspora skills, expertise and technology</li> <li>Collaborate in implementation of programmes and projects</li> </ul>
Staff	<ul style="list-style-type: none"> <li>Implementation of programmes and projects</li> </ul>	<ul style="list-style-type: none"> <li>Staff Motivation</li> <li>Promotion of staff welfare and mental health</li> <li>Career and personal development</li> <li>Conducive work environment</li> </ul>	<ul style="list-style-type: none"> <li>Effective and efficient service delivery</li> <li>Adherence to laws, rules, circulars and manuals in service delivery</li> <li>Undivided loyalty</li> </ul>
Recruitment Agencies	<ul style="list-style-type: none"> <li>Recruiting Kenyans for identified jobs in the diaspora</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate timely registration of agencies after due diligence</li> <li>Identifying job opportunities and facilitating negotiation of BLAs that favour Kenyans in diaspora</li> <li>Sensitization on issues affecting the diaspora</li> </ul>	<ul style="list-style-type: none"> <li>Adherence to the laws governing the running of Agencies</li> <li>Efficient delivery of contractual obligations</li> <li>Participation in stakeholder engagements</li> </ul>
Banks and other Financial Institutions	<ul style="list-style-type: none"> <li>Creation of diaspora responsive products</li> <li>Facilitation of Diaspora remittances and investments</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration in Sensitizing the diaspora on diaspora facing products</li> <li>Provision of feedback from the diaspora</li> </ul>	<ul style="list-style-type: none"> <li>Respond positively to requests for diaspora facing products</li> <li>Facilitate diaspora investments by reducing bottlenecks to remittances</li> <li>Incentivize the diaspora with competitive savings products</li> </ul>



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

### 4.0 Overview

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

### 4.1 Strategic issues

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

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

#### **Low Diaspora Savings and Investments**

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

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

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



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

**Increased Cases of Kenyans in Distress Abroad and the Plight of Migrant Workers:** These are issues of great concern that require attention and action from both sending and receiving countries. Towards this end, the State Department intervenes through provision of Consular Services, awareness and pre-departure training, hotlines and support networks, collaboration with host countries and

provision of mental health support for Kenyan migrants who face distress situations. Further, there are deliberate efforts by the Kenyan Government to facilitate bilateral agreements, skills and training, legal support and redress and awareness campaigns to address the plight of Kenyans in distress. Through such efforts, it is possible to create a safer and more supportive environment for Kenyan migrants and ensure that they thrive in the various destinations abroad.

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

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

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

### **Limited involvement of Diaspora in national development processes**

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

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

### 4.2 Strategic goals

The following Strategic goals aim to address the Strategic issues affecting the operations of the State Department:

- Improved Diaspora Welfare and Rights;
- Increased Diaspora Savings, Investments, Remittances and Technology Transfer
- Increased Diaspora jobs mobility, jobs placements, and Skills and technology transfers;
- Strengthened Diaspora engagement and partnerships
- Strengthened Policy, Legal and Institutional Framework

### 4.3 Key Results Areas

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

**Table 6: Strategic Issues, Goals, and KRAs**

STRATEGIC ISSUES	GOALS	KEY RESULT AREAS (KRAs)
i. Increased regional and cross-border conflicts ii. Increased cases of human trafficking ii. Increased cases of Kenyans in distress abroad and the plight of migrant workers	Improved Diaspora Welfare and Rights	KRA 1: Diaspora Welfare and Rights
i. High transaction costs of remittances ii. Low Diaspora Savings and Investments	Increased Diaspora Savings, Investments, Remittances and Technology Transfer	KRA 2: Savings, Investment and Remittances (SIR)
Harnessing diaspora skills, experience, and expertise	Increase Diaspora jobs mobility, jobs placements, and Skills and technology transfers	KRA 3: Skills, Expertise and Technology Transfer
i. Trust deficit from the Diaspora towards the Government ii. Disaggregated data on the Diaspora ii. Limited involvement of Diaspora in national development processes	Strengthened Diaspora engagement and partnerships	KRA 4: Diaspora Engagement and partnerships
Inadequate policy, legal and institutional frameworks	Strengthened Policy, Legal and Institutional Framework	KRA 5: Policy, Legal and Institutional Frameworks

## CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

### 5.0 Overview

Chapter provides measurable strategic objectives, and outlines strategies targeted to actualize the set objectives. The Chapter also provides a projection of the implementation process of the Key Result Areas over the plan period.

### 5.1 Strategic Objectives

The Strategic Objectives are to:

1. Protect the rights and promote the welfare and interest of the Kenyan Diaspora;
2. Facilitate Diaspora Savings, Investments, remittances and technology transfer;
3. Strengthen engagement and partnership with the Kenyan diaspora; and
4. Facilitate placement of Kenyans in the international jobs market, skills and technology transfers.
5. Strengthen Policy, Legal and Institutional Framework



Table 7: Outcomes and Annual Projections

Strategic Objectives	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
KRA 1: Diaspora Welfare and Rights							
Strategic Objective 1: To protect the Rights of the Diaspora and Champion their Welfare	Improved service delivery to the Kenyan Diaspora	% Level of Satisfaction with Government Services	100	100	100	100	100
	Resolved reported grievances	% of reported grievances resolved	100	100	100	100	100
KRA 2: Savings, Investment and Remittances							
Strategic Objective 2: To Increase Diaspora Savings, Investments and Remittances	Enhanced contribution of the Diaspora to GDP	% Contribution of remittances to GDP	3	4	5	6	7
	Increased Diaspora remittances	Remittances (KES. Billions)	582.8	687.1	791.4	895.7	1000
	Reduced cost of remittance	% reduction in the transactions cost of remittances	6	5	4	3	2
KRA 3: Diaspora Skills, Expertise and Technology Transfer							
Strategic Objective 4: To increase Diaspora Savings, Investments, Remittances and Technology Transfer	Enhanced contribution of the Diaspora to the GDP	% Contribution of remittances to the GDP	3	4	5	6	7
	International employment opportunities identified, published and communicated to MDAs	No. of employment opportunities identified (Millions)	-	1	1	1	1
KRA 4: Diaspora Engagement and partnerships							
Strategic Objective 3: Strengthen engagement and partnership with the Kenyan diaspora	Enhanced engagement and partnership with the Diaspora	% Contribution of remittances to the GDP	3	4	5	6	7
	Diaspora engagements and collaboration strengthened	% Level of confidence in Government	-	100	100	100	100
	Enhanced ownership of Government initiatives	% Level of citizen satisfaction	-	100	100	100	100



Strategic Objectives	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
KRA 5: Policy, legal and institutional framework.							
Strategic Objective 5: To strengthen Policy, Legal and Institutional Capacity	Improved service delivery	% level of Citizen satisfaction level	-	100	100	100	100
		% of management audit recommendations implemented	100	100	100	100	100
		% score for Productivity index	-	100	100	100	100
	Efficient and Effective utilization of financial resources	Absorption rate of allocated resources	98	100	100	100	100
	Improved digitalization in service delivery	% level of digitalization	-	100	100	100	100

**Table 8: Strategic objectives and Strategies**

Key result Areas	Strategic Objective	Strategies
<b>KRA 1: Diaspora Welfare and Rights</b>	To Protect Rights of Diaspora and Champion their Welfare	<ul style="list-style-type: none"> <li>● Develop and operationalize a diaspora database in DIIMS</li> <li>● Leverage ICT and facilitate incentives to register the diaspora</li> <li>● Negotiate Strategic Partnerships on Diaspora jobs</li> <li>● Establish and operationalize diaspora desks in Missions</li> <li>● Facilitate Mobile Consular services</li> <li>● Facilitate repatriation of remains/ Kenyans in distress</li> <li>● Facilitate evacuation of Kenyans in case of extreme circumstances</li> <li>● Undertake high level consular visits</li> <li>● Integrate returnees to the society – create awareness and advise on available opportunities</li> <li>● Offer counseling and mental health services</li> <li>● Establish and operationalize the Diaspora Welfare and Emergency Programme</li> <li>● Establish and manage safe houses</li> </ul>
<b>KRA 2: Savings, Investment and Remittances</b>	To Increase Diaspora Savings, Investments and Remittances	<ul style="list-style-type: none"> <li>● Engagements with key stakeholders on establishment of diaspora facing investment products</li> <li>● Engage key stakeholders in the financial sector to facilitate elimination of bottlenecks in remittances</li> <li>● Facilitate establishment and operationalization of diaspora Saccos</li> <li>● Profile investment opportunities in counties and hold County Investments Forums</li> <li>● Hold conferences/expos to mobilize diaspora investments</li> <li>● Myth busting on taxation/ double taxation of the Diaspora</li> </ul>
<b>KRA 3: Diaspora Skills, Expertise and Technology Transfer</b>	To increase transfer of skills, expertise, knowledge, and technology	<ul style="list-style-type: none"> <li>● Initiate negotiation and signing of BLAs and MoUs</li> <li>● Map diaspora transferable skills and Technologies for Adoption in Kenya</li> <li>● Seek international job opportunities and advertise in <i>Kazi Majuu</i> Portal</li> <li>● Hold skills and technology transfer exchange fora to build a skills and technology profile</li> <li>● Map out the Kenyan diaspora in different regions</li> <li>● Create channels for skills, expertise and technology transfer</li> <li>● Identify, negotiate and facilitate mutually recognized qualifications</li> <li>● Develop a database for Diaspora expertise</li> <li>● Technology and skills transferred by the Kenyan Diaspora into the economy</li> <li>● Conduct job fairs across counties in collaboration with other MDAs</li> </ul>

Key result Areas	Strategic Objective	Strategies
<b>KRA 4:</b> Diaspora Engagement and Partnerships	Diaspora responsive policy, legal and institutional frameworks	<ul style="list-style-type: none"> <li>● Host diaspora conferences and expos</li> <li>● Annual diaspora Excellence Awards</li> <li>● Facilitate the establishment of Kenya House Facility Centers abroad</li> <li>● Participate in sports, arts and music events in the diaspora</li> <li>● Engage Diaspora Associations</li> <li>● Engage Diaspora during official visits</li> <li>● Hold virtual town halls/webinars</li> <li>● Hold meetings with regional deans</li> <li>● Promote patriotism and social cohesion through prominent Kenyans - (including sports men/women, artists,</li> </ul>
<b>KRA 5:</b> Policy, legal and institutional framework	To strengthen policy, legal and institutional frameworks	<ul style="list-style-type: none"> <li>● Operationalize Diaspora Placement Agency</li> <li>● Develop the Diaspora Bill</li> <li>● Review the Kenya Diaspora Policy, 2014</li> <li>● Facilitate Establishment of Diaspora Summit</li> <li>● Incorporate diaspora centric initiatives in governance and national development agenda</li> </ul>

# CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

## 6.0 Overview

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

### 6.1 Implementation Plan

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

#### 6.1.1 Action Plan

Implementation Matrix Attached as Annex I.

### 6.2 Coordination Framework

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

#### 6.2.1 Institutional Framework

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

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

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



### 6.2.3 Leadership

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

**Table 9: Summary of the Leadership and Specific Areas of Responsibility**

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

### 6.2.4 Systems and Procedures

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

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

## 6.3 Risk Management Framework

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

**Table 10: Risk Management Framework**

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

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

# CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

## 7.0 Overview

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

## 7.1 Financial Resources

The State Department will require a total of KES. 22, 862 million to fully implement this Strategic Plan with the bulk of the resources coming from the exchequer. The funds will be used in provision of diaspora and consular services to Kenyans abroad; championing the diaspora welfare and rights; establishment of a Diaspora Integrated Information Management System (DIIMS); facilitating international placement and opportunities for Kenyans; creating an incentive framework for diaspora remittances; hosting of strategic diaspora investment conferences and general implementation of the State Department's core mandate as envisaged in the Executive order No 1 of 2023.

**Table 11: Financial Requirements for implementing the Strategic Plan**

Cost Item	Projected Resource Requirements (KES. millions)					
	2023/24	2024/25	2025/26	2026/27	2027/28	Total
KRA 1: Welfare and Rights	210	1,370	880	950	980	4,390
KRA 2: Savings, Investment and Remittances	190	667	797	767	837	3,258
KRA 3: Diaspora Skills, Expertise and Technology Transfer	165	1,660	1,235	1,205	1,045	5,310
KRA 4: Diaspora Engagement and partnerships	128	468	468	468	468	2,000
KRA 5: Policy, Legal and Institutional Frameworks	139	999	1,119	1,119	489	3,865
Administrative Costs	799	804	804	815	817	4,039
TOTAL	1,631	5,968	5,303	5,324	4,636	22,862

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

The annual Strategic Plan funding requirements and funding shortfall are indicated in the table below. The five-year cumulative funding shortfall over the plan period is KES. 17, 285 billion.





**Table 12: Resource Gap**

Financial Year	Estimated Financial Requirements (KES. Millions)	Estimated Allocation (KES. Millions)	Variance (KES. Millions)
FY 2023/24	1,631	1,114	517
FY 2024/25	5,968	1,115	4,853
FY 2025/26	5,303	1,116	4,187
FY 2026/27	5,324	1,116	4,208
FY 2027/28	4,636	1,116	3,520
<b>Total</b>	<b>22,862</b>	<b>5,577</b>	<b>17,285</b>

### 7.1 Resource Mobilization Strategies

The financing objectives of the State Department will be geared towards assuring resource adequacy for the implementation of the Strategic Plan. The SDDA shall pursue the following strategies:

- i. Continue lobbying for increased funding from the exchequer through the MTEF budget making process.
- ii. Engage Development Partners and the Private Sector (Public Private Partnership including the Diaspora)
- iii. Leverage ICT toward reducing operational costs and for efficient and effective service delivery to the Kenyan Diaspora.

### 7.2 Resource Management

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

To ensure prudent use of allocated resources, the SDDA will employ the following strategies:

- i. Strictly adhering to the Public Financial Management Act (2012) and other related Acts and regulations including PFMA Regulations of 2015, Public Audit Act 2015, Public Procurement and Asset Disposal Act (2015) and its Regulations (2020), as well as Circulars issued by the National Treasury.
- ii. Enhance internal control mechanisms and institute measures that enhance effectiveness and efficiency such as digitization of operations and processes.
- iii. Pooling of common user resources by centralizing common services e.g. printing and transport.
- iv. Ensuring that the Budget Implementation Committee is active and adhering to budgetary provisions and fiscal policy.
- v. Strengthening the offices of the internal Auditors; and
- vi. Restricting contracted services to only activities where internal capacity is inadequate.

## CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK

### 8.0 Overview

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

### 8.1 Monitoring Framework

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

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

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

### 8.2 Performance Standards

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

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

### 8.3 Evaluation Framework

Progress reports will be prepared by the implementing departments strictly to coincide with budgetary cycles. Reports will describe actions taken by departments/divisions/units towards achieving specific outcomes of the plan and may include costs, benefits, performance measures and updates. Highlights of major achievements will be posted on the website of the State Department as well as shortfalls.

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

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

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

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

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

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

The following major evaluation activities will be undertaken mid-term evaluation; end term evaluation and ad hoc evaluation (on need basis) as per the Table 8.1.

**Table 13: Outcome Performance Matrix**

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
<b>KRA 1:</b> Diaspora Welfare and Rights	Improved service delivery to the Kenyan Diaspora	Level of Satisfaction with Government Services	-	2023	100	100
	Resolved reported grievances	% of reported grievances resolved	-	2023	100	100
<b>KRA 2:</b> Diaspora Savings,	Enhanced contribution of the Diaspora to GDP	% Contribution of remittances to GDP	3	2023	5	7
Investments and Remittances	Increased Diaspora remittances	Remittances (KES. Billions)	582.8	2023	895.7	1000
	Reduced cost of remittance	% reduction in the transactions cost of remittances	6	2023	4	4
<b>KRA 3:</b> Diaspora Skills, Expertise and Technology Transfer	Enhanced contribution of the Diaspora to the GDP	% Contribution of remittances to the GDP	3	2023	5	7
	International employment opportunities identified, published and communicated to MDAs	No. of employment opportunities identified (Millions)	-	2023	0.5	1
<b>KRA 4:</b> Diaspora Engagement and partnerships	Enhanced engagement and partnership with the Diaspora	% Contribution of remittances to the GDP	3	2023	5	7
	Enhanced collaboration and ownership of Government initiatives	% Level of satisfaction	-	2023	100	100
<b>KRA 5:</b> Policy, Legal and Institutional Frameworks	Improved service delivery	% level of satisfaction by the Diaspora	-	2023	100	100
		% implementation of management audit recommendations	-	2023	100	100
		No. of policies and bills reviewed	-	2023	2	3
		% score for Productivity index	-	2023	100	100
	Efficient and Effective utilization of financial resources	Absorption rate of allocated resources	98	2023	100	100
	Improved digitalization in service delivery	% level of digitalization	-	2023	100	100



### **8.1.1 Mid-Term Evaluation**

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

### **8.1.2 End - Term Evaluation**

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

## **8.2 Reporting Framework and Feedback Mechanisms**

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

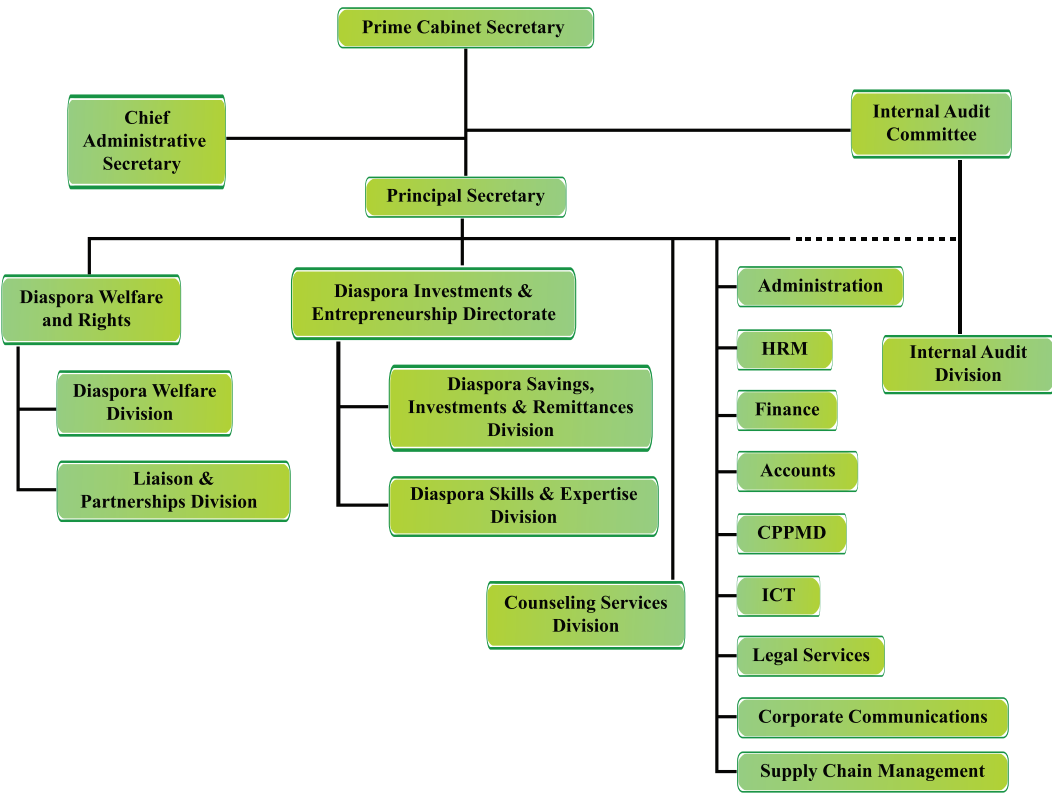
- i. The M&E team members will undergo the M&E training; and
- ii. The M&E secretariat will be trained in data management and reporting.

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

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

Annexes

Annex I: State Department for Diaspora Affairs Organogram



## Annex II: State Department for Diaspora Affairs Organization Structure

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

Designation	J/G	CSG	In-Post	Proposed Establishment
Driver III/II/I/Snr/Chief	D/E/F/H	16/15/14/1 2		6
<b>Sub-Total</b>				<b>10</b>
<b>Clerical Officers</b>				
Principal/ Chief Clerical Officer	K/J	10/11		3
Senior Clerical Officer	H	12		4
<b>Sub-Total</b>				<b>7</b>
<b>Support Staff</b>				
Senior Support Staff	G	13		1
Support Staff/Cleaning Supervisor/IIB/IIA/ Cleaning Supervisor I	C/D/E/F /	17/16/15/1 4		6
<b>Sub-Total</b>				<b>7</b>
<b>Finance Division</b>				
Senior Chief Finance Officer/Chief Finance Officer	S/R	5/6		1
Senior Principal Finance Officer/Principal Finance	P/N	7/8		1
Finance Officer I/II	L/K	9/10		2
<b>Sub-Total</b>				<b>4</b>
<b>Accounts Division</b>				
Senior/Deputy Accountant General	S/R	5/6		1
Principal Accountant	P	7		1
Senior Accountant	L	9		2
Accountant II/I	J/K	11/10		4
<b>Sub-Total</b>				<b>8</b>
<b>Central Planning and Project Monitoring Department</b>				
Director Planning	S	5		1
Chief Economist /Principal Economist	R/P	6/7		1
Economist II/I	K/L	10/9		2
<b>Sub-Total</b>				<b>4</b>
<b>Supply Chain Management Division</b>				
Deputy Director, Supply Chain Management	6	R		1
Assistant Director, Supply Chain Management	P	7		1
Principal Supply Chain Management Officer/t	N	8		1
Senior Supply Chain Management Assistant	L	L		0
Supply Chain Management Officer II/I	J/K	11/10		1
Supply Chain Management Assistant IV/III/II/I	G/H	13/12		1
<b>Sub-Total</b>				<b>5</b>
<b>Public Communication Officers/Assistant</b>				
Director, Public Communications/Deputy Director, Public Communication	S/R	5/6		1
Assistant Director Public Communications	P	7		1
Principal Public Communication Officer	N	8		1
Senior Public Communication Officer /Assts.	L	9		1
Public Communication Officer II/I /Assts.	J/K	11/10		4



Designation	J/G	CSG	In-Post	Proposed Establishment
Film Officer I	K	10		1
<b>Sub-Total</b>				<b>9</b>
<b>Legal Unit</b>				
Principal State Counsel	P	7		1
Senior State Counsel I	N	8		1
<b>Sub-Total</b>				<b>2</b>
<b>Receptionist</b>				
Senior Receptionist	J	11		1
Receptionist Assistant II/I	G/H	13/12		1
<b>Sub-Total</b>				<b>2</b>
<b>Information Communication Technology</b>				
Assistant Director, Information Communication Technology	P	7		1
Principal Information Communication Technology Officer	N	8		1
Senior Information Communication Technology Officer	L	9		1
<b>Sub-Total</b>				<b>3</b>
<b>Library Unit</b>				
Senior Library Assistant	J/K	45210.00		1
<b>Sub-Total</b>				<b>1</b>
<b>Records Management Unit</b>				
Assistant Director, Records Management	P	7	0	1
Principal Records Management Officer	N	8	0	1
Senior Records Management Officer	L	9	0	
Records Management Officer III/II/I	H/J/K	12/11/10	2	1
<b>Sub-Total</b>				<b>3</b>
<b>TOTAL</b>				<b>244</b>

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

## Skills Set and Competence Development

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

Cadre	Skills Set	Skills Gap	Competence Development
	techniques; Coaching; Counseling and mentoring; Stress and crisis management; Teambuilding; Project Management; Senior Management Course; Report and memorandum writing skills and Performance management	techniques; Coaching; Counseling and mentoring; Stress and crisis management; Team building; Project Management; Senior Management Course; Report and memorandum writing skills and Performance management	Mentoring; Guidance & Counseling; Career Management; Performance Management; Management of Terminal Benefits and Training of Trainers
Finance Officers Skills Set	Strategic Management and Planning; Business process re-engineering; Training techniques; Coaching; Counseling and mentoring; Stress and crisis management; Teambuilding; Project Management; Senior Management course; Report and Memorandum writing skills	Strategic Management and Planning; Business process re-engineering; Training techniques; Coaching; Counseling and mentoring; Stress and crisis management; Teambuilding; Project Management; Senior Management course; Report and Memorandum writing skills	Budget Management; Strategic Planning Management; Project Management; Senior Management Course; IFMIS Management and Data analysis; Good Governance for effective service delivery; Performance Management; Strategic Leadership and Development Program; Public expenditure Management and Coaching and Mentoring.
Accountants Skills Set	Strategic Management and Planning; business process re-engineering; stress and crisis management; teambuilding; Project Management and Senior Management Course	Strategic Management and Planning; business process re-engineering; stress and crisis management; teambuilding; Project Management and Senior Management Course	Budget Management; Financial Management; Relevant Master Programme; Senior Management Course; IFMIS Management and Data analysis; Good Governance for effective service delivery; Performance Management; Strategic Leadership and Development Program and Public Expenditure Management CPA
Supply Chain Skills Set	E- Government Procurement Strategies; Integrated Financial Management and Information System (IFMIS); Policy Formulation; Tax application; Disaster Management; Monitoring and Evaluation; Conducting Market Survey and Research and Financial Management	E- Government Procurement Strategies; Integrated Financial Management and Information System (IFMIS); Policy Formulation; Tax application; Disaster Management; Monitoring and Evaluation; Conducting Market Survey and Research and Financial Management	E-Procurement and IFMIS Market Survey and research skills Data collection and management Financial Management Policy Formulation Senior Management Course Strategic Leadership and Development Program Tax application Supply Chain Management Course Coaching and mentoring
Economists Skills Set	Project planning and Management; Pre-Feasibility and feasibility Study Analysis; Project Management; Human Resource Management and Development policies	Project Planning and Management; Feasibility Studies Analysis; Project Management and Human Resource Management and Development policies	Project Management; Public Expenditure Management; Policy Formulation; Strategic Leadership and Development Program; Good Governance; SMC; SLDP; Strategic Planning and Management; Master program; Research Methodology and Feasibility Studies Analysis

Cadre	Skills Set	Skills Gap	Competence Development
Clerical Officers Skills Set	Use of Digital Decision Making, Problem Solving, Change Orientation Interpersonal skills; Time management; Issuing of stores Records and Archival management; Minute taking and report writing and drafting official letters	Use of Digital Decision Making, Problem Solving and Change Orientation Interpersonal skills; Time management; Issuing of stores; Records and Archival management; Minute taking and report writing and drafting official letters	ICT – Computer skills; Supervisory Skills Development Course; Public Relations & customer care; Management of Terminal Benefits; Change Management; Records and Archives management; Refresher course for clerical Officers; HIV/AIDS management and Performance Management



Annex III: Implementation Matrix

Objective	Expected Output	Key activities	Key Performance Indicator	Source of Funds	Target for 5 years	Target					Indicative Budget (in Kshs. Million)							Responsibility
						2023/24	2024/25	2025/26	2026/27	2027/28	Total	2023/24	2024/25	2025/26	2026/27	2027/28		
Key Result Area 1 : Diaspora Rights and Welfare																		
To protect Rights of Diaspora and champion their welfare	Evacuation Plan developed	Develop an evacuation plan	Evacuation plan	GOK	1	1	-	-	-	-	1,000	30	200	200	270	300	DW Div	
	Diaspora Emergency and Welfare Facility developed	Develop a Diaspora welfare facility	Accessible Emergency welfare facility	GOK	1	1	1	1	1	1	1,900	10	870	380	320	320	DW Div	
	Kenyans in distress abroad safely evacuated	Facilitate safe evacuation of Kenyans in distress in the Diaspora	% of Kenyans evacuated	GOK	100	100	100	100	100	100	500	100	100	100	100	100	DW Div	
			% of returnees offered psychosocial services	GOK	100	100	100	100	100	0	0	0	0	0	0	0	DW Div	
	Migrants Rights and welfare fora held	Facilitate migrant rights and welfare fora	No of fora held	GOK	5	1	1	1	1	1	40	-	10	10	10	10	DW Div	
	Diaspora Returnees' Integration implemented	Facilitate integration of reported diaspora returnees	% of returnees integrated	GOK	100	100	100	100	100	100	0.50	0.1	0.1	0.1	0.1	0.1	DW Div	
	Promotional conferences and Expos undertaken	Hold diaspora conferences and investment expos	No of diaspora conferences and investments Expos held	GOK	20	4	4	4	4	4	100	20	20	20	20	20	20	DSI&R
Decentralize consular services in the diaspora	Undertake webinar engagements	Undertake annual mobile consular services	No of webinar engagements	GOK	5	1	1	1	1	1	0.50	0.1	0.1	0.1	0.1	0.1	DSI&R	
			No of consular services	GOK	16	4	4	4	4	4	100	20	20	20	20	20	DW Div	

Objective	Expected Output	Key activities	Key Performance Indicator	Source of Funds	Target for 5 years	Target					Indicative Budget (in Kshs. Million)							Responsibility
						2023/24	2024/25	2025/26	2026/27	2027/28	Total	2023/24	2024/25	2025/26	2026/27	2027/28		
	Streamlined relations in countries with major consular issues affecting Kenyans	Conduct annual high-level consular visits	No of high-level meetings done	GOK	20	4	4	4	4	4	150	30	30	30	30	30	DW Div	
		Visit Kenyans abroad in prisons, custody, deportation centers and hospitals	No of Diaspora Prison visits done	GOK	5	1	1	1	1	1	100	20	20	20	20	20	DW Div	
		Operational Diaspora Safe houses	Operationalize Diaspora safe houses	No of operational safe houses	GOK	10	2	2	2	2	2	600	-	120	120	180	180	DW Div
			SUB-TOTAL								4,491	210	1370	880	950	980		
Key Result Area 2: Savings, Investments and Remittances																		
To increase Diaspora Savings, Investments and Remittances	Diaspora facing investment products developed	Lobby for development of Diaspora facing investment products developed	No. of Diaspora facing products developed	GOK/ PPP	5	1	1	1	1	1	895	25	110	230	230	300	DSI&R Div, CFO	
	Transaction costs on Remittance reduced	Negotiate with agencies on the cost reduction modalities	% Reduction in remittance cost	GOK	5%	1	1	1	1	1	40	-	10	10	10	10	DSI&R Div, CFO	
	Diaspora SACCOs established	Facilitate establishment of diaspora SACCOs	No. of SACCOs formed	GOK	5	1	1	1	1	1	40	-	10	10	10	10	DSI&R Div, CFO	
	County investment profiles developed and disseminated to the Diaspora	Develop county investments Profiles	No. of county investment profiles developed	GOK	47	9	9	9	10	10	40	-	10	10	10	10	DSI&R Div, DoP	

Objective	Expected Output	Key activities	Key Performance Indicator	Source of Funds	Target for 5 years	Target						Indicative Budget (in Kshs. Million)						Responsibility	
						2023/24						2023/24							
						2023/24	2024/25	2025/26	2026/27	2027/28	Total	2023/24	2024/25	2025/26	2026/27	2027/28			
	County Investment fora held	Map out county investment opportunities	No. of fora held	GOK	100	20	20	20	20	20	200	-	50	50	50	50	DSL&R Div, DoP		
	County Investment products from Diaspora established	Negotiate and roll out county investment products	No. of products rolled out	GOK	5	1	1	1	1	1	50	-	20	30	-	-	DSL&R Div, CFO, DoP		
		Market diaspora specific county products	No. of Diaspora specific Products	GOK	5	1	1	1	1	1	50	-	20	30	-	-	DSL&R Div, CFO, DoP		
	Bi-laterals & Multilateral engagements to identify new & opportunities for international employment & investment held	Facilitate negotiation of 4 Bi-laterals & Multilateral engagements	No. of instruments signed	GOK	20	4	4	4	4	4	800	160	160	160	160	160	DL&P Div DW Div		
	Diaspora investments established	Facilitate establishment of Diaspora investments	No of investments established	GOK	5	1	1	1	1	1	40	-	10	10	10	10	DSL&R Div		
	Information availed on investments opportunities to the Diaspora	Publish information on investments opportunities to the Diaspora	No of investment opportunities identified	GOK	10	2	2	2	2	2	40	-	10	10	10	10	10	DSL&R Div	
			Published investments handbook	GOK	1	1	1	1	1	1	5	1	1	1	1	1	1	DSL&R Div	
	Foreign Direct Investment identified for the Kenyan Diaspora	Facilitate identification and negotiations on FDI for the Kenyan Diaspora	No of negotiated FDIs for the Kenyan Diaspora	GOK	5	1	1	1	1	1	40	-	10	10	10	10	10	DSL&R Div	
		Linkages between the Kenya Diaspora	Facilitate a linkage between the Kenya	No. of diaspora members/entities linked with	GOK	500	100	100	100	100	100	40	-	10	10	10	10	10	DSL&R Div

Objective	Expected Output	Key activities	Key Performance Indicator	Source of Funds	Target for 5 years	Target					Indicative Budget (in Kshs. Million)							Responsibility
						2023/24	2024/25	2025/26	2026/27	2027/28	Total	2023/24	2024/25	2025/26	2026/27	2027/28		
	with the various Kenyan Investments and Financial services established	Diaspora with the various Kenyan Investments and Financial services	Kenyan Investments															
			No. of financial service providers linked with Diaspora	GOK	10	2	2	2	2	2	0	0	0	0	0	0	DS&R Div	
	Collaborations with Kenyan financial institutions to develop diaspora tailored financial products;	Facilitate tailor making of financial products for diaspora	No of financial institutions collaborating on products	GOK	10	2	2	2	2	2	40	-	10	10	10	10	DS&R Div	
			No of Diaspora tailored financial products	GOK	10	2	2	2	2	2	0	0	0	0	0	0	DS&R Div	
	Diaspora trade disputes arbitrated	Participate in trade dispute arbitrations in liaison with other State agencies	% of Diaspora trade disputes arbitrated	GOK	100	100	100	100		20	-	5	5	5	5	5	DS&R Div	
	Collaborations in authentication of credibility of various institutions that seek to work with the Kenya Diaspora	Facilitate collaboration of authentications across institutions	No of authenticated institutions	GOK	25	5	5	5	5	5	40	-	10	10	10	10	DL&P Div	
	Collaborations with financial institutions to provide incentives for entrepreneurship for the Kenyan Diaspora	Facilitate negotiations on incentivizing entrepreneurship opportunities	No of incentives offered	GOK	10	2	2	2	2	2	40	-	10	10	10	10	DS&R Div	



Objective	Expected Output	Key activities	Key Performance Indicator	Source of Funds	Target for 5 years	Target						Indicative Budget (in Kshs. Million)						Responsibility
						2023/24	2024/25	2025/26	2026/27	2027/28	Total	2023/24	2024/25	2025/26	2026/27	2027/28		
	Collaborations with state and non-state agencies in facilitating a Diaspora investment bond to promote investments	Facilitate negotiations on a Diaspora investment bond	No of diaspora bonds issued	GOK	5	1	1	1	1	1	40	-	10	10	10	10	DL&P Div	
	Collaboration with African Institute of Remittances and other stakeholders to harness savings and reduce the cost of remittances.	Participate in negotiating lowered remittance costs	% Reduction in remittance costs	GOK	5%	1	1	1	1	1	40	-	10	10	10	10	DSI&R Div	
			% Increase in diaspora savings		7.5%	1.5	1.5	1.5	1.5	0	0	0	0	0	0	D&R Div		
	Missions branded to serve as hubs for trade, investment, international deployment	Brand missions serving as hubs	No of missions serving as hubs	GOK	62	12	12	12	13	13	1,008	5	202	202	202	202	DSI&R Div	
			SUB-TOTAL								3453	190	667	797	767	837		
Key Result Area 3: Diaspora Skills, Expertise and Technology transfer																		
To build and maintain skills database	A Diaspora integrated information management system	Develop DIMIS	DIMIS % operational	GOK	100	80	20	-	-	-	1,530	60	800	430	400	240	DS&E Div, Info Comm Unit	
		Create 24hr Diaspora response center	Response center % operational		100	80	20										DS&E Div, Info Comm Unit	
		Policies, projects and programs database created	Create a database for policies,	Database	GOK	1	1	-	-	-	-	40	-	10	10	10	10	CPPMD Info Comm Unit

Objective	Expected Output	Key activities	Key Performance Indicator	Source of Funds	Target for 5 years	Target					Indicative Budget (in Kshs. Million)							Responsibility
						2023/24	2024/25	2025/26	2026/27	2027/28	Total	2023/24	2024/25	2025/26	2026/27	2027/28		
		projects and programs																
	Diaspora Competences for marketing Kenya as a destination of Choice for trade, investment and tourism identified and implemented	Identify Diaspora competences	No of competences identified	GOK	250	50	50	50	50	50	485	5	120	120	120	120	DS&E Div	
		Identify destinations of choice	No of destinations of choice identified	GOK	5	1	1	1	1	1	-	-	-	-	-	-	DS&E Div	
	International Employment opportunities & investment opportunities identified published and communicated to MDAs	Map out employment and investment opportunities	No of employment opportunities identified	GOK	4M	-	1M	1M	1M	1M	1300	100	300	300	300	300	DS&E Div DSI&R Div	
			No of investment opportunities identified	GOK	10	2	2	2	2	2	-	-	-	-	-	-	DS&E Div DSI&R Div	
	Technology and skills transferred by the Kenya Diaspora to the Economy	Facilitate inbound technology and skills transfer	No of inbound skilled diaspora transferred	GOK	10	2	2	2	2	2	50	-	20	10	10	10	DS&E Div	
			No of inbound technologies adopted		10	2	2	2	2	2	-	-	-	-	-	-	DS&E Div	
	Mapped skills and expertise of Kenyan diaspora in different regions and sectors identified	Undertake 4 skills scoping exercises	No of diaspora regions mapped	GOK	25	10	5	5	-	-	20	-	5	5	5	5	DS&E Div	
			Hold four investment/skills Diaspora forums	No of forums held	GOK	5	1	1	1	1	1	100	20	20	20	20	20	DS&E Div
Map Diaspora professionals and business people in 12 Countries				No of countries mapped	GOK	60	12	12	12	12	12	20	-	5	5	5	5	DS&E Div

Objective	Expected Output	Key activities	Key Performance Indicator	Source of Funds	Target for 5 years	Target						Indicative Budget (in Kshs. Million)						Responsibility
						2023/24	2024/25	2025/26	2026/27	2027/28	Total	2023/24	2024/25	2025/26	2026/27	2027/28		
Facilitated knowledge transfer by created channels through which diaspora members share their skills, knowledge, and expertise with their counterparts in Kenya	Facilitated knowledge transfer by created channels through which diaspora members share their skills, knowledge, and expertise with their counterparts in Kenya	Create channels for skills, knowledge and expertise sharing	No. of channels established on knowledge transfer	GOK	10	2	2	2	2	2	400	-	100	100	100	100	DS&E Div	
		Diaspora web portal developed	Updated Online Portal (%)	GOK	100	100	100	100	100	100	-	-	-	-	-	-	DS&E Div, ICT	
	Supported diaspora members in returning to Kenya by providing information on job opportunities and investments	Offer counseling for returnees	% of returnees supported	GOK	100	100	100	100	100	100	400	-	100	100	100	100	DS&E Div DW Div	
		Publish opportunities for returnees	Published information	GOK	1	1	1	1	1	1	-	-	-	-	-	-	DS&E Div DW Div	
	Fostered partnerships between diaspora members and organizations in Kenya for development of new projects and initiatives	Develop partnership projects and initiatives	No of partnerships developed	GOK	25	5	5	5	5	5	40	-	10	10	10	10	DS&E Div DL&P Div	
	Advisory services to diaspora members on available investments opportunities in Kenya provided	Hold advisory seminars for diaspora on Kenyan investment opportunities	No of seminars held	GOK	16	4	4	4	4	4	40	-	10	10	10	10	DL&P Div	
			No of diaspora members/entities advised (Millions)	GOK	1	0.2	0.2	0.2	0.2	-	-	-	-	-	-	-	DL&P Div	

Objective	Expected Output	Key activities	Key Performance Indicator	Source of Funds	Target for 5 years	Target					Indicative Budget (in Kshs. Million)							Responsibility
						2023/24	2024/25	2025/26	2026/27	2027/28	Total	2023/24	2024/25	2025/26	2026/27	2027/28		
	Mutually recognized qualifications identified, negotiated and facilitated	Standardize qualifications with Kenya and diaspora	No of instruments negotiated	GOK	20	4	4	4	4	4	400	-	100	100	100	100	DL&P Div	
	Skills database of inventory for Diaspora expertise	Develop skills database	% Development of Skills database	GOK	100	100	100	100	100	100	40	-	10	10	10	10	DS&E Div Info Comm Unit	
	Collaborations with stakeholders to create awareness on incentives for the Diaspora to engage in entrepreneurship activities	Hold stakeholder engagements on entrepreneurship	No of stakeholder engagements held	GOK	20	4	4	4	4	4	40	-	10	10	10	10	DL&P Div	
	Business processes re-engineered	Re-engineer diaspora processes	No of processes re-engineered	GOK	10	2	2	2	2	2	40	-	10	10	10	10	DS&E Div DS&E Div DW Div Info Comm Unit	
	Enhanced performance management and operational excellence	Automate operations	% Of processes automated	GOK	100	80	20	-	-	-	40	-	10	10	10	10	CP&MD Info Comm Unit	
	Kenyaans sensitized on jobs abroad	Undertake job fairs across counties	No. of job fairs	GOK	47	2	12	11	11	11	470	20	120	110	110	110	DS&E Div	
			SUB-TOTAL								5,315	185	1,780	1,345	1,315	1,15		

Key Result Area 4: Diaspora Engagement and partnerships

Objective	Expected Output	Key activities	Key Performance Indicator	Source of Funds	Target for 5 years	Target					Indicative Budget (in Kshs. Million)							Responsibility
						2023/24	2024/25	2025/26	2026/27	2027/28	Total	2023/24	2024/25	2025/26	2026/27	2027/28		
To include the Diaspora into the National Dialogue and Agenda	Diaspora liaison offices established	Establish diaspora liaison offices in all regions	No of liaison offices	GOK	10	2	2	2	2	2	200	-	50	50	50	50	DL&P Div	
	Diaspora excellence awards gala hosted	Award exemplary Kenyans in diaspora	No. of awards issued	GOK	25	5	5	5	5	5	1000	-	250	250	250	250	DW Div	
	Honorary Consuls appointed	Appoint honorary consuls	No of honorary consuls	GOK	62	20	20	22	-	-	120	-	30	30	30	30	DW Div	
	A framework for technology and skills transfers and cooperation among Diaspora created	Develop a framework	Framework	GOK	1	1	-	-	-	-	40	-	10	10	10	10	DS&E Div Info Comm Unit	
	Diaspora engagements strengthened	Conduct 4 engagement meetings with diaspora in outbound state visits	No of engagement meetings in outbound state visits	GOK	20	4	4	4	4	420	420	20	100	100	100	100	DL&P Div	
		Hold 36 diaspora virtual town hall meetings	No of virtual town hall meetings	GOK	180	36	36	36	36		0.50	0.1	0.1	0.1	0.1	0.1	DL&P Di Info Comm Unit	
		Hold 4 meetings with regional deans	No of meetings with regional deans	GOK	20	4	4	4	4	4	0.50	0.1	0.1	0.1	0.1	0.1	DL&P Di Info Comm Unit	
		Diaspora database link in the Ministry website	Updated database	GOK	1	1	1	1	1	1	0	0	0	0	0	0	0	DL&P Div Info Comm Unit
	Update and maintain Kenya diaspora database															DL&P Div Info Comm Unit		



Objective	Expected Output	Key activities	Key Performance Indicator	Source of Funds	Target for 5 years	Target					Indicative Budget (in Kshs. Million)					Responsibility
						2023/24	2024/25	2025/26	2026/27	2027/28	Total	2023/24	2024/25	2025/26	2026/27	
		Create a platform for public participation of the diaspora in National Development	No of diaspora participation platforms	GOK	1	1	1	1	1	1	5	1	1	1	1	DL&P Div Info Comm Unit
To enhance Kenya's rich culture in the diaspora	Kenyan culture mainstreamed in the diaspora	Organize, attend and participate in 6 cultural events, festivals and exhibitions in the diaspora	Organization, participation and attendance of Cultural events, festivals and exhibitions.	GOK	30	6	6	6	6	6	25	5	5	5	5	Diaspora Culture Diplomacy Unit
	National days participation across Missions	Participate in 6 national day celebrations in Kenya Missions	Participation in National day celebrations.		30	6	6	6	6	6	25	5	5	5	5	Diaspora Culture Diplomacy Unit
	Feasibility studies for the establishment of Kiswahili Cultural Centers	Conduct feasibility studies for the establishment of 4 Kiswahili Cultural Centers	Feasibility study reports.		20	4	4	4	4	4	25	5	5	5	5	Diaspora Culture Diplomacy Unit
	Cultural Centers established abroad	Establish 4 Kiswahili Cultural Centers to be housed in Kenya Missions abroad.	No. of Kiswahili Cultural Centers established		20	4	4	4	4	4	40	8	8	8	8	Diaspora Culture Diplomacy Unit
	Take part in cultural exhibitions and fairs	Participate in 5 sport, arts and music events in the Diaspora	Participation in sport, music and arts events.		10	2	2	2	2	2	25	5	5	5	5	Diaspora Culture Diplomacy Unit
			SUB-TOTAL								1,520	128	468	468	468	
Key Result Area 5: Policy, legal and institutional framework																

Key Result Area 5: Policy, legal and institutional framework

Objective	Expected Output	Key activities	Key Performance Indicator	Source of Funds	Target for 5 years	Target						Indicative Budget (in Kshs. Million)						Responsibility
						2023/24	2024/25	2025/26	2026/27	2027/28	Total	2023/24	2024/25	2025/26	2026/27	2027/28		
Strengthen policy, legal and institutional frameworks	Diaspora Policy Reviewed	Review of Diaspora Policy	Diaspora policy	GOK	1	1	-	-	-	-	10	10	-	-	-	DL&P Div CPPMD		
	Public service Guidance and Counseling Policy domesticated to SDDA	Domesticate Public service Guidance and Counseling policy to SDDA	Guidance and Counseling policy	GOK	1	1	-	-	-	-	10	10	-	-	-	DL&P Div Counseling & Wellness UNIT CPPMD		
	Mental health Action Plan developed and implemented	Mental Health Action Plan implemented on establishment of wellness units	Operationalized counseling and wellness unit	GOK	1	1	-	-	-	-	5	5	-	-	-	DL&P Div Counseling & Wellness UNIT CPPMD		
	Sensitized staff on counseling policy at Headquarters and Missions	Organize workshops at Headquarters and Missions	Number of workshops held	GOK	20	4	4	4	4	4	0.50	0.1	0.1	0.1	0.1	DL&P Div Counseling & Wellness UNIT CPPMD		
	Develop and disseminate Diaspora Mental Health Strategy	Develop diaspora Mental Health Strategy	Develop Diaspora Mental Health strategy	GOK	1	1	0	0	0	0	5	1	1	1	1	DL&P Div Counseling & Wellness UNIT CPPMD		
		Sensitization of strategy at missions	No of interventions implemented		20	4	4	4	4	4	120	24	24	24	24	DL&P Div Counseling & Wellness UNIT CPPMD		
	Diaspora and Consular units abroad	Establish diaspora and Consular units	No of diaspora consular desk offices	GOK	62	0	20	21	21	-	1860	0	600	630	630	0	DW Div DL&P Div	

Objective	Expected Output	Key activities	Key Performance Indicator	Source of Funds	Target for 5 years	Target					Indicative Budget (in Kshs. Million)							Responsibility
						2023/24	2024/25	2025/26	2026/27	2027/28	Total	2023/24	2024/25	2025/26	2026/27	2027/28		
	established and operationalized	Deploy Diaspora officers	No of diaspora officers deployed	GOK	26	0	11	15	0	0	-	-	-	-	-	DW Div DL&P Div		
		Recruit Diaspora technical assistants	No of Diaspora technical assistants recruited	GOK	26	0	11	15	0	0	-	-	-	-	-	DW Div DL&P Div		
	Security and ICT in Missions improved	Establish ICT security infrastructure	No of missions secured	GOK	62	20	20	22	-	-	1000	90	160	250	250	250	Info Comm Unit	
		Train diaspora staff in missions on ICT security	No of staff trained		124	40	40	44	-	-	-	-	-	-	-	-	Info Comm Unit	
	Developed human capacity in ICT	Develop ICT manual	ICT Manual	GOK	5	1	-	-	-	-	20	-	5	5	5	5	Info Comm Unit	
		Train all staff	% of staff trained	GOK	100	80	20	-	-	-	-	-	-	-	-	-	Info Comm Unit	
	Draft diaspora bill	Draft diaspora bill	Diaspora bill	GOK	1	1	-	-	-	-	40	-	10	10	10	10	DW Div DL&P Div	
	Draft policies	Draft ICT and cyber security policy	ICT policy	GOK	1	1	-	-	-	-	40	-	10	10	10	10	Info Comm Unit	
			Cyber security policy	GOK	1	1	-	-	-	-	40	-	10	10	10	10	10	Info Comm Unit
	Mainstreaming gender, youth and disability in SDDA operations	Develop a database on vulnerable groups and their needs	Database developed	GOK	1	1	-	-	-	-	40	-	10	10	10	10	DA, DW Div Info Comm Unit	
Enhanced performance management for diaspora officers	Develop Performance Management System for diaspora officers	Performance Management System	GOK	1	1	-	-	-	-	40	-	10	10	10	10	HRM&D, CPPMD		

Objective	Expected Output	Key activities	Key Performance Indicator	Source of Funds	Target for 5 years	Target						Indicative Budget (in Kshs. Million)						Responsibility	
						2023/24	2024/25	2025/26	2026/27	2027/28	Total	2023/24	2024/25	2025/26	2026/27	2027/28			
Service charters developed, displayed and implemented	Draft and approve service charter across departments	Developed and display SC	GOK	1	1	-	-	-	-	-	40	-	10	10	10	10	DA, HRMD&D		
					80	20	-	-	-	-	-	-	-	-	-				
	Sensitize staff on SC implementation	Staff trained on SC	GOK	100															
	Monitor compliance with SC	Rate of Compliance	GOK	100		100	100	100	100	100	-	-	-	-	-	-			
	Resolve arising complaints	% of resolved ecomplaints	GOK	100		100	100	100	100	100	-	-	-	-	-	-			
	Biannual customer satisfaction surveys completed	Conduct biannual customer satisfaction surveys	Baseline reports	GOK	5	1	1	1	1	1	1	40	-	10	10	10		10	CPPMD
			Exit reports	GOK	5	1	1	1	1	1	1	5	1	1	1	1		1	CPPMD, HRM&D
			Customer survey reports	GOK	5	1	1	1	1	1	1	-	-	-	-	-		-	CPPMD, DA
	Work Plan developed, disseminated and monitored	Develop and disseminate annual work plan	Signed work plan	GOK	5	1	1	1	1	1	1	40	-	10	10	10		10	CPPMD, All HoDS
	PC developed, disseminated and monitored	Develop and disseminate annual performance contracts	Signed PS PC	GOK	5	1	1	1	1	1	1	40	-	10	10	10		10	CPPMD
Signed CS PC				5	1	1	1	1	1		-	-	-	-	-	-	CPPMD		
Implemented and monitored policies, projects and programs	Monitor implementation of policies, projects and programs	Annual performance review reports	GOK	5	1	1	1	1	1	1	160	-	40	40	40	40	CPPMD		
		No of quarterly M&E programs	GOK	20	4	4	4	4	4	20	4	4	4	4	4	4	CPPMD		

Objective	Expected Output	Key activities	Key Performance Indicator	Source of Funds	Target for 5 years	Target					Indicative Budget (in Kshs. Million)					Responsibility		
						2023/24	2024/25	2025/26	2026/27	2027/28	Total	2023/24	2024/25	2025/26	2026/27		2027/28	
			and project reports															
			Mid and end term review report on the strategic plan		10	2	2	2	2	2	10				5		CPPMD	
	Policies, projects and programs database created	Create a database for policies, projects and programs	Database	GOK	1	1	-	-	-	-	40	-	10	10	10	10	CPPMD Info Comm Unit	
	M&E in missions	Train officers on M&E	No of officers trained	GOK	30	-	30	-	-	-	250	-	50	50	50	50	CPPMD	
		Undertake 4 M&E in Missions with high number of Diaspora	No of M&E Exercises undertaken		20	4	4	4	4	4	150	30	30	30	30	30	CPPMD	
	Science, Technology and Innovation Mainstreaming	Develop institutional STI Mainstreaming Strategy	STI Mainstreaming strategy	GOK	1	-	1	-	-	-	40	-	10	10	10	10	10	DA, HRM&D, CPPMD
		Develop and implement STI Mainstreaming Annual Work Plan	STI mainstreaming work plan	GOK	5	1	1	1	1	1	15	-	-	-	-	-	-	DA, HRM&D, CPPMD
		Submit quarterly and annual reports online to NACOSTI	Quarterly STI reports	GOK	16	4	4	4	4	4	-	-	-	-	-	-	-	DA
		Productivity Mainstreamed	Develop Productivity Metrics	Productivity metrics	GOK	1	1	-	-	-	-	40	-	10	10	10	10	10



Objective	Expected Output	Key activities	Key Performance Indicator	Source of Funds	Target for 5 years	Target						Indicative Budget (in Kshs. Million)					Responsibility
						2023/24	2024/25	2025/26	2026/27	2027/28	Total	2023/24	2024/25	2025/26	2026/27	2027/28	
		Compute Productivity Index	Productivity index	GOK	5	1	1	1	1	1	4	-	4	-	-	-	DA, HRM&D, CPPMD
		Develop workplace productivity improvement strategy	Improvement strategy	GOK	1	1	1	1	1	1	4	-	4	-	-	-	DA, HRM&D, CPPMD
		Submit quarterly performance reports	Quarterly reports	GOK	20	4	4	4	4	4	-	-	-	-	-	-	HRM&D
			SUB-TOTAL								3,915		139	999	1,119	1,119	489
			GRAND-TOTAL								18,413		832	5,164	4,499	4,509	3,819

### Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline		Target		
			Value	Year	Mid-Term Period	End-Term Period	
KRA 1: Diaspora Welfare and Rights	Improved service delivery to the Kenyan Diaspora	% level of Satisfaction with Government Services	-	2023	100	100	
	Resolved reported grievances	% of reported grievances resolved	-	2023	100	100	
	Enhanced awareness on immigrants' rights and welfare choices	No. of Kenyans in Diaspora sensitized (Millions)	0	2023	1	1	
KRA 2: Diaspora Savings, Investments and Remittances	Enhanced contribution of the Diaspora to GDP	% Contribution of remittances to GDP	3	2023	5	7	
	Increased Diaspora remittances	Remittances (KES. Billions)	582.8	2023	895.7	1000	
	Reduced cost of remittance	% reduction in the transactions cost of remittances	6	2023	4	4	

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
<b>KRA 3:</b> Diaspora Skills, Expertise and Technology Transfer	Enhanced contribution of the Diaspora to the GDP	% Contribution of remittances to the GDP	3	2023	5	7
	Growth in International employment opportunities identified, published and communicated to MDAs	No. of employment opportunities identified (Millions)	-	2023	0.5	1
	Enhanced engagement and partnership with the Diaspora	% Contribution of remittances to the GDP	3	2023	5	7
<b>KRA 4:</b> Diaspora Engagement and partnerships	Enhanced collaboration and ownership of Government initiatives by the Diaspora	% Level of satisfaction	-	2023	100	100
	Improved service delivery through Strengthened Policy, legal and institutional framework	% level of satisfaction by the Diaspora	-	2023	100	100
		% implementation of management audit recommendations	-	2023	100	100
<b>KRA 5:</b> Policy, Legal and Institutional Frameworks		No. of policies and bills reviewed	-	2023	2	3
		% score for Productivity index	-	2023	100	100
	Efficient and Effective utilization of financial resources	Absorption rate of allocated resources	98	2023	100	100
	Improved digitalization in service delivery	% level of digitalization	-	2023	100	100

Annex IV: Progress Reporting and Evaluation Templates

Table 14: Quarterly Progress Reporting Template

NAME OF OFFICE: \_\_\_\_\_

QUARTERLY PROGRESS REPORT

QUARTER ENDING .....

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

Table 15: Annual Progress Reporting Template

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

Table 16: Evaluation Reporting Template

Key Result Area	Outcome	Outcome Indicator	Baseline		Mid Term Evaluation		End of Plan Period Evaluation		Remarks	Corrective Action
			Value	Year	Target	Achievement	Target	Achievement		
KRA 1: Diaspora Rights and Welfare	Enhanced awareness on immigrants' rights and welfare choices	No. of Kenyans in Diaspora sensitized (Millions)	0	2023	1		2			
KRA 2 Savings, Investment and Remittances	Growth in Diaspora remittances via formal channels	Annual remittances (KES Billions)	582.8	2023	895.7		1,000			
KRA 3 Diaspora Skills, Expertise and Technology transfer	Growth in international employment and opportunities	No. of employment opportunities identified (Millions)	0	2023	0.5		1			
KRA 4 Diaspora Engagement and partnerships	Enhanced collaboration, partnerships and ownership of Government initiatives by the Diaspora	% level of satisfaction	9	2023	24		28			
KRA 5: Policy, legal and institutional framework	Strengthened Policy, legal and institutional framework	No. of policies and bills reviewed	0	2023	2		3			

# How We Do It

