



REPUBLIC OF KENYA

OFFICE OF CHIEF OF STAFF AND HEAD OF THE PUBLIC SERVICE

STRATEGIC PLAN 2023 - 2027

KENYA
VISION **2030**

Synergy, the Epitome of True Success

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Office of Chief of Staff and Head of the Public Service

VISION STATEMENT

An effective, efficient and accountable Public Service

MISSION STATEMENT

Promote Values and Principles of Public Service

CORE VALUES

Patriotism;

Professionalism;

Teamwork;

Integrity;

Inclusivity;

Accountability and;

Fairness.



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Office of Chief of Staff and Head of the Public Service

FOREWORD



Kenya aims to become a middle-income country that is rapidly industrializing and offering all its citizens a high quality of life. This will be achieved through implementation of the *Bottom-Up Economic Transformative Agenda*, “BETA”, aspirations outlined in the Kenya Vision 2030, Fourth Medium Term Plan, alongside and other international commitments. Collectively, these plans outline clear policies, programmes and projects that the Government intends to implement during the 2023-2027 plan period.

The Plan will be preceded by the Constitution of Kenya, 2010, Executive Order No.2 of 2023 and the relevant legal framework and governance structures. Government Ministries, Departments and Agencies (MDAs) will be the primary drivers for the implementation and delivery of the government transformative agenda alongside other priorities and emerging government commitments.

I am therefore delighted to launch the 2023-2027 Strategic Plan for the Office of Chief of Staff and Head of the Public Service. The plan provides a framework that guides the Chief of Staff and Head of the Public Service in coordinating and supervising the implementation of government development plans, aspirations and commitments. Specifically, the Plan promotes effective and efficient coordination of Government. Internally, the Plan establishes a seamless and convergent service delivery relationship with other organs of government.

The plan will guide the Office of Chief of Staff and Head of the Public Service in promoting a shared commitment of upholding values and principles of governance, efficiency and productivity, transparency and accountability in the public service delivery; ensure national security, national unity, and foster public engagement for a cohesive and prosperous Kenya.

The development of this Plan adopted an inclusive and participatory approach including a review on the implementation of the previous Strategic Plan; undertaking environmental scans including SWOT and PESTEL analysis; holding consultative forums with stakeholders; and holding forums with the Management to validate the final Plan.

It is my hope that the implementation and delivery of this plan will inexorably improve the livelihoods of Kenyans as envisaged in the national development agenda for the plan period.

FELIX K. KOSKEL, E.G.H.
CHIEF OF STAFF AND HEAD OF THE PUBLIC SERVICE



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PREFACE AND ACKNOWLEDGEMENT



The Office of Chief of Staff and Head of the Public Service plays a central role in spearheading the implementation and delivery of services to Kenyans by executing the broader mandate of providing overall coordination in the implementation of Government Policy Directives.

The five-year Strategic Planning provides a platform to define the desired future by undertaking targeted development initiatives towards improving the livelihoods of all Kenyans. The primary goal is to transform the entire public service into a responsive, highly performing, results oriented, effective, efficient, and citizen-centric.

This Plan will be implemented under the structure of government as outlined in the Executive Order No. 1 of November 2023 (Revised). The Plan is aligned with Government's commitment of promoting '**A Whole-Government-Approach**' in the delivery of public service that will ensure delivery of five (5) pillars or objectives of revamping economic growth; fostering job creation; lowering the cost of living; enhancing foreign exchange inflows; and promoting inclusive growth.

In each key result areas, strategic objectives and strategies have been formulated, and relevant activities identified to guide implementation of the plan. The realization of planned objectives will require striking a balance between adequate resource allocation and frequent evaluation to track annual progress. This Plan therefore adopts a focused development approach with targeted policies, strategies and interventions aimed at improving the living standards of Kenyans as envisioned by the Constitution of Kenya, 2010 and the Kenya Vision 2030.

I wish to extend special gratitude to the Chief of Staff and Head of the Public Service for leading the way in giving strategic direction and guidance that guided the development of this Strategic Plan. I also appreciate the Heads of Departments for their stewardship in this process. In a special way, let me acknowledge the key role played by the technical team who worked tirelessly to ensure that the Strategic Plan affirms the Governments' aspiration for the people of Kenya.

The realization of the goals envisaged herein will require dedication, focus and collaboration by all stakeholders, I certainly look forward to walking this journey together. It is my belief that with the commitment and support, we shall provide support to H.E. President towards delivering quality services to citizens.

ARTHUR A. OSIYA, C.B.S.
PRINCIPAL ADMINISTRATIVE SECRETARY



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Office of Chief of Staff and Head of the Public Service

EXECUTIVE SUMMARY

The Office of the Chief of Staff and Head of the Public Service is established in line with Article 132 of the Constitution and holds delegated authority to under-take day-to-day operations of the Office of the President. It is mandated to promote effective and efficient coordination of Government for a unified implementation of programmes and projects by MDAs.

The 2023-2027 Strategic Plan provide a roadmap the OCOS&HOPS will pursue in the next five years. The Plan builds on the achievements and lessons learnt during the implementation of the previous Strategic Plans. It takes cognizance of the identified risks and mitigation measures in place. Most importantly, it encapsulates the Government's aspirations and commitments to the people of Kenya.

As guided in the Plan, the goal of the OCOS&HOPS is to effectively coordinate, supervise and oversight MDAs for efficient public service delivery to the citizens. In all its undertaking, the OCOS&HOPS will be guided by values and principles of governance in the public service and the core values outlined herein.

The 2023-2027 Strategic Plan has identified fifteen (15) Key Results Areas and Strategic Objectives that will enable the realization of desired goals:

A Whole-of-Government-Approach in public service delivery- To promote effective and efficient coordination of Government for a unified implementation of programmes and projects by MDAs.

Public sector reforms and reengineering- To ensure up-to-date monitoring and reporting of values and principles of governance in the public service.

Legal and Regulatory Compliance- To promote transparency and accountability in the use of Public Resources in the public service.

President's priority initiatives- To ensure implementation of the President's Priority Initiatives.

Ensure Effective Oversight of Public Entities- To enhance coordination of organizational and structural reforms of public entities.

Territorial integrity- To reaffirm Kenya's territorial integrity.





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National values and principles of governance- To promote national values and principles of governance

Resource Surveys and Remote Sensing- To enhance utilization of geo-spatial information by MDACs.

Counter Terrorism Strategy- To ensure prompt response to and management of terrorism threats.

Betting Control and Licensing- To transform gambling into a force of social progress.

The Power of Mercy- To transform the pardon process on the exercise of the power of mercy into a force of social progress.

Government Press- To transform the Government Press into a viable commercial entity.

Effective Information Management and Stakeholder Engagement- To ensure effective and efficient information management and Stakeholder Engagement

Climate Change Action- To promote adoption of climate resilient practices and technologies.

This Strategic Plan is outlined into eight chapters as follows:

Chapter One: The chapter gives a background overview of the OCOS&HOPS, key guiding policies and the methodology for the preparation of the Strategic Plan.

Chapter Two: This chapter outlines the Vision, Mission and Mandate of OCOS&HOPS, Strategic Goals, Core Values and Quality Policy Statement.

Chapter Three: The chapter gives an overview of the opportunities, threats, strengths and weaknesses by undertaking external and internal environmental scan. It also gives internal business progresses, resources and capabilities, analysis of past performance and stakeholder analysis.

Chapter Four: This chapter outlines the Strategic Issues, Key Results Areas, Strategic Objectives and Strategies implementing the Strategic Plan.

Chapter Five: This chapter provides analysis of outcomes of the strategic objectives, strategies and strategic choices.



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Chapter Six: This Chapter highlights the implementation and coordination framework and riskmanagement framework.

Chapter Seven: This chapter highlights the financial Resource Requirements, Resource Gaps, Resource Management and Mobilization Strategies.

Chapter Eight: This Chapter provides monitoring, evaluation and reporting framework.



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CHAPTER ONE: INTRODUCTION

1.0 Overview

This chapter outlines institutional profile of the Office of the Chief of Staff and Head of the Public Service (OCOS&HOPS), the approach and the context within which strategic planning is developed. It also gives the historical context of the OCOS&HOPS and the methodology for developing the 2023-2027 Strategic Plan.

1.1 Strategy Planning as tool for Organizational Success

This Strategic Plan guides the delivery of the mandate by integrating and aligning the priorities of the Office of Chief of Staff and Head of the Public Service. It operationalizes the strategic thinking of the OCOS&HOPS's top leadership.

To realize the desired goals, the Strategic Plan will: -

- (a) Map stakeholder profile;
- (b) Institute a mechanism for A Whole-of-Government Approach; and
- (c) Indicate how it will address internal and external challenges.

1.2 Historical Background of the Office of the Chief of Staff and Head of the Public Service

The Office of the Chief of Staff and Head of the Public Service was established in 1964 when Kenya became a Republic, then referred to as the Office of the President. It inherited executive powers previously exercised by the Prime Minister and the Governor General on delegation from the Queen of England. On becoming a Republic, the President became the Head of State, Head of Government, and Commander in Chief of the Armed Forces as provided for by the independence Constitution of Kenya. As the newly independent nation grew, demand for service delivery increased necessitating the creation of special purpose organs known as Ministries of State in the Presidency. to perform them.

The Presidency and Cabinet Affairs Office as previously known was charged with organization and coordination of Government business, initiating policy, organising activities of the Cabinet and its Committees. It provided policy advisory to public agencies and other stakeholders and served as a secretariat to the Cabinet. Following the signing of the National Accord of 2008, supervision and coordination of Government business was assigned to the newly created Office of the Prime Minister while the Presidency continued to provide the overall strategic leadership and policy direction to the entire government.



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Since independence up to and during the National Accord Era, the office was headed by The Permanent Secretary to the President, Secretary to the Cabinet and Head of Public Service (PSSC/HOPS). The Head of the Public Service in the capacity as Secretary to the Cabinet headed a secretariat that directly supported the President in the execution of Cabinet mandate and other functions.

The role of the PSSC/HOPS then as stipulated in Dispatch of Government Business was: -

- (i) The Permanent Secretary to the President is also Secretary to the Cabinet and Head of the Public Service.
- (ii) The Head of Public Service is responsible to the President for the general efficiency of the Civil Service, for facilitation of the activities of the Civil Servants, and for the overall organization of the machinery for the execution of the Government's policies.
- (iii) The Head of Public Service is ultimately responsible to the President for ensuring that all agencies of the Government are adequately staffed for the performance of their functions.
- (iv) The Secretary to the Cabinet in accordance with such instructions as may be given by the President, arranges the business and keeps the minutes of meetings of the Cabinet, and conveys the decisions of the Cabinet to the appropriate persons or authority.

The Secretary to the Cabinet is responsible to the President for ensuring that the appropriate authority concerned with a Cabinet decision takes action and for this purpose, he/she will maintain a register of all Cabinet decisions and action(s) taken thereon. Continued focus on success in execution of its mandate necessitated adoption of strategic management. On this basis, OCOS&HOPS has gone through the first period of strategic planning which ended in December, 2022.

1.3 The Context Within which the Strategic Plan is Developed

The OCOS&HOPS operates within global, regional and national policy, legal and regulatory frameworks. They define the context within which the OCOS&HOPS strategic goals are implemented. They include the United Nations 2030 Agenda for Sustainable Development; the African Union Agenda 2063; the East Africa Community Vision 2050; the Constitution of Kenya 2010; the Kenya Vision 2030; the Fourth Medium Term Plan 2023-2027; the Bottom-Up Economic Transformation Agenda 2022-2027; the Executive Order No.2 of 2023; (Revised), among other emerging policy and legal instruments.





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1.3.1 United Nations 2030 Agenda for Sustainable Development

Sustainable Development Goals (SDGs) are a universal call to end poverty and hunger, protect the planet, and ensure peace and prosperity for all. The SDGs recognize that ending poverty among other socio-economic challenges go in tandem with strategies to improve health, education, reduce inequality, spur economic growth, tackle climate change and preserve our oceans and forests. The OCOS&HOPS will continuously mainstream mechanisms that will meet the SDG aspirations towards a better and more sustainable future for all.

1.3.2 African Union Agenda 2063

The African Union Agenda 2063 is a strategic framework aimed at transforming the continent into a global socio-economic powerhouse. The OCOS&HOPS takes cognizance of the need to mainstream the African Union Agenda 2063 aspirations as an affirmation to support Africa's new path for attaining inclusive, sustainable economic growth and development.

The Agenda rallies on the implementation of continental initiatives for the realisation of an integrated continent based on the ideals of Pan Africanism and African Renaissance. They include good governance, democracy, respect for human rights, justice and the rule of law; peaceful and secure Africa; realisation of a strong cultural identity, common heritage, values and ethics.

1.3.3 East Africa Community Vision 2050

The EAC Vision 2050 is a broad outlook for the region to optimize the utilization of its resources for social wellbeing of the citizens. It envisions a cohesive EAC society with competitive economies and greater inter-regional interactions. It aims to realize thriving and conducive business environment with higher savings and investments that will spur a sustainable economic growth rates of at least 10% annually.

The OCOS&HOPS will play a key role in the realization of the EAC vision through identification of key strategic issues and goals that will promote good governance.

1.3.4 Constitution of Kenya

The Plan will be implemented within the context of the Constitutional tenets. The OCOS&HOPS shall underscore the importance of all articles in the Constitution by embracing a robust and progressive governance framework, enhance democracy and rule of law, promote transparency and accountability in the public service.

More importantly, the values and principles of public service will form the basis of this strategic plan.



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1.3.5 Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and Fourth Medium Term Plan

The MTP IV of Kenya Vision 2030 is anchored on the Bottom-up Economic Transformation Agenda (BETA) 2022-2027. The BETA focuses on five (5) broad sectors, namely Infrastructure, Social Sector, Environment and Natural Resources, Finance and Production, and Governance and Public Administration. The OCOS&HOPS is one of the key offices that form the Governance and public Administration sector.

The Strategic Plan of the OCOS&HOPS leverages the Bottom-Up Economic Transformation Agenda as a people-driven socio-economic empowerment strategy. The strategy prioritizes reduction of the cost of living, eradication of hunger, creation of jobs, expansion of the tax revenue base and improvement of the foreign exchange balance. The priorities will be delivered through the five (5) Pillar, namely; Agricultural Transformation; Micro, Small and Medium Enterprise (MSME); Housing and Settlement; Healthcare; Digital Superhighway and Creative Industry using the value chain execution framework.

1.3.6 Other Key Policy and Legal Instruments

The OCOS&HOPS Strategic Plan is anchored on various other government policies and legal instruments such as the Executive Order No. 2 of 2023 (Revised) on Organization of the Government of the Republic of Kenya; Public Service Commission Performance Management Regulations, 2021; Public Finance Management Act, 2012; Circular Letter No.1 of 2023 on Analysis and Interpretation of Mandates and Core Functions in MDACs following reorganization of Government contained in Executive Order No. 1 of 2023; and The National Disaster Risk Management Policy, 2017. These policy and legal documents embed a policy, legal and regulatory framework will also underscore the relevance of the strategic issues for the OCOS&HOPS.

1.4 Methodology of Developing the Strategic Plan

This strategic plan was a product of extensive consultations that included:

Step One: Initiation of the Strategic Planning Process:

- (i) Initiation of the strategic planning process by the top leadership. by determining the rationale and scope of the development of the Strategic Plan;
- (ii) Development of Terms of Reference (ToRs) by the top leadership; and
- (iii) Appointment of the technical team by the top leadership.





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Step Two: Strategic Plan Development

- (i) Interpretation, review and adoption of the TORs by the technical committee;
- (ii) Development of a costed roadmap by the technical team and approval of the same by the top leadership; and
- (iii) Development of the Strategic Framework by the technical committee.

Step Three: Strategic Plan Validation

- (i) Sharing of the draft strategic plan with the internal and external stakeholders;
- (ii) Incorporation of the feedback from stakeholders
- (iii) Submitting the draft strategic plan with the State Department for Economic Planning for review and feedback; and
- (iv) Incorporation of the feedback from State Department for Economic Planning.

Step Four: Finalization and Dissemination of the Strategic Plan

- (i) Approval of the final strategic plan by the top leadership; and
- (ii) Launch and dissemination of the final approved strategic plan.



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CHAPTER TWO: STRATEGIC DIRECTION

2.0 Introduction

This chapter provides the strategic direction of the OCOS&HOPS. It gives the mandate, vision, mission, strategic goals, the core values and quality policy statement.

2.1 Mandate

The mandate of the OCOS&HOPS is derived from the Constitution of Kenya, the Executive Order No. 2 of 2023 (Revised) on the organization of the Government of the Republic of Kenya. In line with Article 132, the office holds a delegated authority to undertake the day to day operations of the Office of the President, supervision and coordination of the MDAs.

It entails:

- (i) Coordination, Supervision and Oversight of MDAs in the implementation of the BeTA;
- (ii) Support the cabinet in undertaking its constitutional role including development of the Government priorities, programmes and policies;
- (iii) Support the President in executing his constitutional mandate including appointments into the public service in accordance with the constitution and the other laws;
- (iv) Protection of national interest and promotion of national security;
- (v) Advancement of Kenya's strategic interests at regional, continental and on international arena;
- (vi) Coordination of annual reporting on all measures taken and progress achieved in the realization of the national values and principles of governance;
- (vii) Coordination of the preparation and submission to parliament of the Report on the state of national security and Kenya's international obligations;
- (viii) Coordination of the preparation and submission to parliament of the Report on the exercise of the prerogative of mercy;
- (ix) Coordination of public service reforms and public service management;
- (x) Administrative head of the Executive Office of the President;
- (xi) Coordinating and convening Principal Secretaries committees;
- (xii) Promote ethics, good governance, efficiency and effectiveness in the provision of public services through the deployment of right skills, values and leadership in the Kenya public service;



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- (xiii) Transmit executive directives/orders and the presidential proclamations to ministries, state organs, state departments and state agencies for their information, implementation or other action;
- (xiv) Custodian of the Kenya public seal and other instruments of the state for national posterity;

2.2 Vision Statement

An effective, efficient and accountable Public Service

2.3 Mission Statement

Promote Values and Principles of Public Service

2.4 Strategic Goals

- (i) Enhance Coherence and harmony in the delivery of the Government's Transformative Agenda
- (ii) Enhance national values and principles of governance in the delivery of public service
- (iii) Achieve sustainable socio-economic transformation and prosperity
- (iv) Promote Public Service productivity
- (v) Enhance effectiveness in information and stakeholder management
- (vi) Build a responsive institutional capacity

2.5 Core Values

Patriotism;
Professionalism;
Teamwork;
Integrity;
Inclusivity;
Accountability and;
Fairness.

2.6 Quality Policy Statement

The OCOS&HOPS is committed to providing quality and timely services through effective and efficient utilization of available resources. The office has developed quality objectives that demonstrate relevant processes that are reviewed from time to time to ensure continuous improvement of the quality management system in place.



CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSES

3.0 Introduction

This chapter provides a situational analysis of external and internal environment with a view to understanding the opportunities, threats, strengths and weaknesses for the OCOS&HOPS. It also provides for identification, mapping and in-depth stakeholder analysis to understand their role and expectations. This will inform the identification of strategic issues, goals, objectives and strategies.

3.1 Situational Analysis

3.1.1 External Environment

The external environment helps us to identify opportunities and threats that forms the basis for future strategic actions. It focuses on the macro and micro environment at national, regional and global arenas. Below is a summary of the major external environment that might have implications on the implementation of the strategic plan of the OCOS&HOPS.

3.1.1.1 Macro-environment

Political factors

- (i) Political stability and cordial inter-governmental relations in the country;
- (ii) The current Russian-Ukraine conflict is expected to subsist and impact the global supplychain;
- (iii) The strained US-China relationship and its effect on the economy, trade and diplomatic relations;
- (iv) The renaissance of Pan-Africanism across the continent with emerging transformative leadership mindset will contribute to re-thinking and re-orientation towards regional cooperation and integration;
- (v) Kenya's relation with multilateral organizations, in particular as a host of the headquarters of the United Nations Environmental Programme (UNEP) and the permanent mission of the UN-habitat and signatory of various multi and bilateral partnerships including WHO's intention of building an emergency health hub for the East African region are expected to continue shaping Kenya's foreign policy; and
- (vi) The age-old scramble for resources and political power as well as the upsurge of unconstitutional changes of Governments through military interventions in some



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African countries and regions continue to compromise democratic maturity and Pan-Africanism.

Economic Factors

- (i) External shocks relating to inflation, interest rates, effects of lingering Covid-19 and global supply chain bottlenecks related to the Russia-Ukraine war;
- (ii) The volatility of oil prices and exchange rates among global currencies.
- (iii) The intensified global interconnectivity as a result of upsurge of digital uptake will continue to have economic implications on our economic and foreign policies;
- (iv) The projected slowdown of the global growth from 3.4 percent in 2022 to 2.9 percent in 2023 largely driven by sluggish growth of advanced economies led by USA, UK and Europe is likely to affect the growth in emerging economies like Kenya;
- (v) The upsurge of the emerging restructuring of the global financial architecture and the subsequent scramble for control of the global economy has led to the paradigm shift in global economic landscape in emerging markets, developing economies and developed economies; and
- (vi) Despite global economic shocks, the Kenyan economy exhibited resilience and therefore is expected to stabilize, and register an average projected growth of 6.0 percent.

Social- cultural Factors

- (i) Dynamic demographic trends ranging from age, gender, income and literacy levels, mortality rates and migration patterns;
- (ii) Advocacy for public participation, good governance, upholding of human rights and inclusivity by the public, special interest, vulnerable and marginalized groups;
- (iii) Upsurge of global labour mobility;
- (iv) Heightened extremism and fundamentalism in the guise of religious freedom, political sectarianism, and fight for human rights;
- (v) Increased awareness and knowledge of Government affairs by the public; and
- (vi) Increased incidences and prevalence of non-communicable diseases (NCDs),



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epidemics and pandemics.

Technological Factors

- (i) Emerging Artificial Intelligence, machine learning and big data analytics will continue to revolutionize innovations across different sectors.
- (ii) Adoption and utilization of advanced Information Communication Technology (ICT).

Environmental Factors

- (i) The climate change shocks and impacts are expected to deepen in the foreseeable future;
- (ii) The environmental pressure due to resource depletion, biodiversity loss and pollution is expected to be a cause of conflict and public health crisis; and
- (iii) Heightened global, continental and national climate action agenda.

Legal Factors

- (i) The Constitution of Kenya and other relevant laws;
- (ii) International treaties, conventions, agreements and protocols; and
- (iii) Any emerging litigations.

3.1.1.2 Micro-environment

Ministries, Departments and Agencies

The OCOS&HOPS supervises, coordinates and oversees MDAs. Therefore, understanding the space within which coordination and supervision of government policy is executed could be vital in realizing the strategic goal of the Office.

Goods and Services Providers

The OCOS&HOPS is a consumer of various assorted goods and services. The goods and service providers play a significant role in providing essential resources hence the need to maintain a good working relationship.

3.1.2 Summary of Opportunities and Threats

Based on the external environment analysis, a summary of the emergent opportunities and threats is provided in Table 3.1.



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Table 3.1: Summary of Opportunities and Threats

Factor	Opportunities	Threats
Political	<ul style="list-style-type: none"> • Cordial relations with MDAs and other stakeholders 	<ul style="list-style-type: none"> • Negative impacts of Politics • Misinformation and disinformation on government development agenda • Spontaneous insecurity incidences pose a threat on the delivery of government agenda.
Economic	<ul style="list-style-type: none"> • Economic benefits from cordial relationships from multi-lateral agencies • Partnership, linkages and support by regional and international Institution/bodies • Positive impact of globalization • Steady national economic growth • Unexploited potential of the Blue Economy • The Bottom-Up Economic Model 	<ul style="list-style-type: none"> • Supply chains disruptions due to Russia-Ukraine war • Debt burden • Fluctuation of oil prices • Foreign exchange crisis • Slowdown in the global economic growth • Biased credit rating by the international credit rating agencies



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Factor	Opportunities	Threats
Social	<ul style="list-style-type: none"> • Global labour market opportunities • Highly engaging, informed, and active public • A vibrant, productive and proactive youth population • A diverse and resilient society 	<ul style="list-style-type: none"> • Perfunctory attitude by a section of the public towards government development agenda • Negative effects of a globalized society • upsurge of extremism and fundamentalism • Disease prevalence and incidences • Abuse of expanded space for expression • Cultural indoctrination and negative ethnicity • Prevalent drug and substance abuse • Systemic corruption • High population growth rate
Technological	<ul style="list-style-type: none"> • Advanced developments in various core technologies • A society that is technologically adaptive and adoptive 	<ul style="list-style-type: none"> • Cyber insecurities • Disinformation, misinformation and information overload • Overreliance on technology has reduced human interaction and intervention
Ecological	<ul style="list-style-type: none"> • Heightened global, regional and national climate action agenda • Rich and diverse ecosystem 	<ul style="list-style-type: none"> • Climate change shocks and impacts; • Environmental stress
Legal	<ul style="list-style-type: none"> • Robust legal and regulatory framework • International Treaties, Conventions, Protocols and Agreements • Cordial relations among the three (3) arms of government 	<ul style="list-style-type: none"> • A litigious society • International Treaties, Conventions, Protocols and Agreements



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3.1.3 Internal Environment

The internal environment for OCOS&HOPS encompasses governance and administrative structures; internal business processes; resources and capabilities. The analysis of internal environment helps in identifying areas of strengths and/or weaknesses in the OCOS&HOPS.

3.1.3.1 Governance and Administrative Structures

- (i) The Executive Order No. 2 of 2023 (Revised) establishes the OCOS&HOPS.
- (ii) The OCOS&HOPS is guided by existing policy, legal, regulatory framework and circulars that are issued from time to time.
- (iii) Departments under the OCOS&HOPS have organizational structures
- (iv) Human Resource Management processes adhere to the guidelines provided by the human resource management policies and procedures from the Public Service Commission.

3.1.3.2 Internal Business Processes

- (i) The OCOS&HOPS embraces a multi-disciplinary approach for efficient task execution, fostering a culture of productivity through a robust results-based management framework. However, the culture of silo-mentality still manifests.
- (ii) There are clearly documented internal processes and procedures that guide the carrying out of various core activities of the OCOS&HOPS like planning and execution of government business, budget preparation and implementation; supply chain management; bill settlement among others. There is however a need for SOPs for these processes.
- (iii) The management of human resources at OCOS&HOPS is guided by the Human Resource Policies and Procedures Manual from the Public Service Commission (PSC).
- (iv) There are established processes for information management and dissemination at the OCOS&HOPS. . The OCOS&HOPS uses a number of systems to dispense in the course of undertaking its mandate. These include IFMIS, GHRIS, UHR, e-NIMES, PIMIS, GPCIS, and GPRS. there are however issues of interoperability, sub-optimal utilization and lack of integrated end user interface.



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3.1.3.3 Resources and Capabilities

- (i) There is exists high caliber personnel with requisite skills sets and competencies at leadership positions within the OCOS&HOPS. There is, however, sub-optimal staffing compared to approved establishment in some offices; stalled career progression; lack of clear succession management; and ineffective staff rewards/sanctions and development system.
- (ii) Inadequate vehicles in some offices while others have sub-optimal allocations
- (iii) The OCOS&HOPS is funded through exchequer releases. However, there is inadequate budgetary allocation for optimal execution of the mandate.
- (iv) The OCOS&HOPS has modern, furnished and decent office structures; tools and equipment; ICT and security infrastructure. Conversely, some office buildings are old and dilapidated while others do not have adequate ICT and security infrastructure. Some Offices equally have inadequate tools and equipment.

3.1.4 Summary of Strengths and Weaknesses

Table 3.2 provides analysis of Strengths and Weaknesses for the OCOS&HOPS.

Table 3.2: Summary of Strengths and Weaknesses

Component	Strengths	Weaknesses
Governance and Administrative Structures	<ul style="list-style-type: none">• Clear mandate as per the COK, Executive Order No. 2 of 2023 (Revised) and other legal, policies and regulatory frameworks• Visionary and transformative, leadership• able and competent advisory for decision making• Established partnerships and collaborations	<ul style="list-style-type: none">• Lack of approved organizational structure• Working in silos• Corruption



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Internal Business Processes	<ul style="list-style-type: none"> • Adoption of Management Information Systems • Existence of specialized offices that support performance and service delivery • Existence of properly defined Standard Operating Procedures • Established Performance Management framework 	<ul style="list-style-type: none"> • Silo mentality • Pockets of manual systems • Lack of interoperability of the different Information Systems • Slow uptake and adoption of ICT inservice delivery • Weak information and communications sharing mechanisms • Lack of proper communication channels to the public • Weak M&E framework • Weak organizational structure inhibiting team work
Resources and Capabilities	<ul style="list-style-type: none"> • Qualified, experienced and professional staff • Diverse skill sets and competencies • Multi-disciplinary pool of human resource 	<ul style="list-style-type: none"> • Limited fiscal space • Inadequate office space, equipment and furniture • Limited ICT equipment and connectivity infrastructure • Inadequate vehicles in some offices

3.1.5 Analysis of Past Performance

The Strategic Model of the 2018-2022 Strategic Plan of the OCOS&HOPS was driven by aspirations of promoting and mainstreaming values and principles of public service in accordance with the Constitution. The Vision, Mission and Core Value underscored the importance of National Values and Principles of Governance. These aspirations founded the Strategic Focus Areas (SFA) of the Strategic Plan, anchored on the mandate of the Office of the Chief of Staff and Head of the Public Service in line with the Executive Order No. 1 of 2017.

3.1.5.1 Key Achievements

The 2018-2022 SP for OCOS&HOPS realized a number of set goals, namely:

- (a) Supervised and Coordinated Ministries, Departments and Agencies;
- (b) Coordinated the implementation of Presidential Initiatives/Directives, taskforces and tribunals;
- (c) Provided advisory on Coordination of National Security;
- (d) Promoted the Management and territorial integrity of Kenya's international boundaries;
- (e) Promoted availability of Spatial Data to enhance sustainable utilization of natural



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resources;

- (f) Promoted Nationhood and national values;
- (g) Advised H.E. the President on his prerogative Exercise of the Power of Mercy;
- (h) Promoted digitalization of Government Services in e-citizen platform; and
- (i) Facilitated the delivery of the National State of the Nation Address.

3.1.5.2 Challenges

Despite achieving some key milestones, the 2018-2023 Strategic Plan fell short of most of the targets set in the Strategic Framework Agreements (SFAs). Several challenges hindered the successful implementation of the Strategic Plan. While some of these challenges were unforeseen and unavoidable, such as the Covid-19 pandemic and political tensions, the majority were structural challenges within the Executive Office of the President. These included:

- (a) The nature and structure of the OCOS&HOPS created operational challenges within its entities, particularly due to an independent reporting framework for each office;
- (b) The Strategic Plan suffered from insufficient financial resources. The preparation and implementation of the plan were not adequately informed by the available budgetary allocation;
- (c) Operating in silos;
- (d) Lack of coherence in planning and implementation; and
- (e) Weak monitoring and oversight of government programmes and projects.

3.1.5.3 Lessons Learnt

From the above, the following are some valuable lessons learnt:

- (a) Whole government approach is crucial in the execution of the programmes, policies and projects;
- (b) Budget realignment with the Strategic Plan (SP): It is crucial to align the budget with the strategic areas outlined in the SP to enhance implementation;
- (c) Operational framework alignment: The operational framework of the Strategic Plan should mirror the nature and structure of the offices within the OCOS&HOPS;
- (d) Buy-in from top management and leadership: Gaining support and commitment from top leadership within the OCOS&HOPS is essential. Key activities like launching the



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plan with the involvement of top leadership promote a sense of ownership and commitment to the Strategic Plan;

- (e) Managing unforeseen political tensions: It is important to address and manage political tensions that may arise during the implementation of the plan. While these tensions may be unpredictable, they should be acknowledged and effectively managed throughout the process; and
- (f) Have a robust monitoring and evaluation framework.

3.2 Stakeholder Analysis

A stakeholder is any person, group or institution that has an interest in the activities of an organization. The OCOS&HOPS has both external and internal stakeholders that form integral part of the day-to-day operations. Understanding the role of stakeholders their expectations is important as they constitute context within which decisions are made towards the success of the OCOS&HOPS's strategic objectives. . The analysis of the Office's key stakeholders is presented in Table 3.3.

Table 3.3: Stakeholder Analysis

S/NO	Stakeholder	Role	Expectations of the Stakeholder	Expectations of the OCOS&HOPS
1.	Government Ministries, Departments, and Agencies (MDAs)	Service delivery	<ul style="list-style-type: none">• Leadership• Policy guidance and coordination• Harmonious working relationship	<ul style="list-style-type: none">• Prudent economic and financial management• Participation in consultative meetings and forums• Implement policy directives• Collaboration



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S/NO	Stakeholder	Role	Expectations of the Stakeholder	Expectations of the OCOS&HOPS
2.	The Parliament	Legislation	<ul style="list-style-type: none"> • Response to parliamentary questions • Timely defending of budgets • Timely submission of legislative proposals and nominees for appointment to various bodies • Timely communication of Government Agendas • Accountability and transparency in resource utilization 	<ul style="list-style-type: none"> • Timely approval of budget and Bills • Fair allocation of resources • Support government business in the Parliament
3.	The Judiciary	<ul style="list-style-type: none"> • To interpret and apply the law accordingly • To resolve all disputes 	<ul style="list-style-type: none"> • To uphold the rule of law all the time 	<ul style="list-style-type: none"> • Timely adjudication of disputes • Delivery of fair judgment
4.	Civil Society	<ul style="list-style-type: none"> • Complementing Government Agenda • Advocacy 	<ul style="list-style-type: none"> • Consultations on Policy formulation • Provision of relevant information • Accountability • The OCOS&HOPS to be fair and just 	<ul style="list-style-type: none"> • Provide policy inputs • Accountability and compliance with the relevant laws and regulations • Complement government efforts • Participate in consultative forums



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S/NO	Stakeholder	Role	Expectations of the Stakeholder	Expectations of the OCOS&HOPS
5.	Citizens	Support OCOS&HOPS	<ul style="list-style-type: none"> • Effective, timely, and efficient service delivery • Timely response to complaints and inquiries • Regular dissemination of information • Fulfilment of government promises • Formulation of policies and unity of purpose 	<ul style="list-style-type: none"> • Compliance and conformity with laws and regulations • Support government programmes • Feedback on service delivery
6.	Suppliers and Service Providers	Supply goods and services	<ul style="list-style-type: none"> • Compliance with procurement laws and regulations • Timely payments • Fairness in tender awards and contract management 	<ul style="list-style-type: none"> • Timely delivery of quality goods and services • Compliance with procurement laws and regulations
7.	County Governments	Decentralization of Government Services	<ul style="list-style-type: none"> • Provide policy direction and facilitate consultations through inter-governmental meetings and forums • Mutual cooperation • Equitable resource distribution 	<ul style="list-style-type: none"> • Collaboration in the delivery of the Government Agenda • Accountability • Equitability in resource distribution • Efficiency in resource utilization • To raise their own source revenue
8.	Media	Publicity	<ul style="list-style-type: none"> • Provide timely and accurate information • Invite and engage 	<ul style="list-style-type: none"> • Responsible, objective and fair reporting;



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S/NO	Stakeholder	Role	Expectations of the Stakeholder	Expectations of the OCOS&HOPS
			media in Government programmes	<ul style="list-style-type: none"> Partnership in public education
9.	Staff	Service provision through appropriate use of knowledge and skills to facilitate achievement of objectives	<ul style="list-style-type: none"> Appropriate remuneration package and conducive work environment 	<ul style="list-style-type: none"> Optimal productivity and professionalism
10.	Private Sector	Partnership	<ul style="list-style-type: none"> Create an enabling environment for investments Holding consultative meetings/forums for economic development Provide policy direction Identify priority areas for development 	<ul style="list-style-type: none"> Engagement and cooperation with the government Fair trade practices Collaborations in development Timely remittance of taxes



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S/NO	Stakeholder	Role	Expectations of the Stakeholder	Expectations of the OCOS&HOPS
11.	Development Partners	Resource mobilization	<ul style="list-style-type: none"> • Provision of relevant information • Initiate bilateral and multilateral engagements to identify areas for support • Prudent resource management • Transparency and accountability 	<ul style="list-style-type: none"> • Provide resources at a reasonable rate • Operate within government policy and regulatory framework • Provision of relevant information • Align support to government priorities • Participate in Development Partners' Forums
12.	International Community	Support Government Agenda	<ul style="list-style-type: none"> • Cooperation in the implementation of bilateral and multilateral agreements • Adherence to international treaties and laws • Promote peace and co-existence 	<ul style="list-style-type: none"> • Cooperation in implementation of bilateral and multilateral agreements • Adherence to international laws and regulations. • Peace and co-existence



CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

4.0 Introduction

This chapter identifies the key issues that require attention by the OCOS&HOPS. It presents a description of such issues and corresponding goals and Key Result Areas (KRAs). The strategic issues, goals and KRAs will anchor the strategic objectives and strategies for the OCOS&HOPS.

4.1 Strategic Issues

The analyses of OCOS&HOPS's external and internal environments; stakeholder analysis; and analysis of past performance has brought out various trends out of which five (5) strategic issues have been identified. These issues are important and forward thinking and seize on emerging/potential opportunities and eliminate weaknesses as well as deal with threats. They include: Leadership, Coordination, and oversight of the Government Transformative Agenda; Sustainable Socio-economic Transformation and prosperity; Public Service delivery; Information and Stakeholder Management; and Institutional Capacity Development. The OCOS&HOPS has to expeditiously and effectively deal with these issues in order to achieve its vision, mission and mandate.

4.1.1 Leadership, Coordination, and Oversight of the Government Transformative Agenda

The government is implementing the Bottom-up Economic Transformation Agenda (BETA). Around this agenda are a number of other politico-legal, economic, socio-cultural, technological and environmental developments. There are also institutional imperatives that have direct implications on the realization of the aspirations of BETA. Effective realization of the agenda calls for efficacy in the implementation and execution of various priority policies, programs and projects by Ministries, Departments, Agencies and Counties (MDACs). The OCOS&HOPS will endeavor to ensure that MDACs align their programmes and projects with National development priorities outlined in the BETA, the fourth Medium-Term Plan (MTP IV) and the President's Initiatives and Directives by ensuring they are well aligned, coordinated, implemented and monitored. The strategic goal is geared towards enhancing coherence and harmony in the delivery of the Government Transformative Agenda.



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4.1.3 Sustainable Socio-economic Transformation and prosperity

The aspirations of the United Nations (UN) Agenda for sustainable development, the African Union's Agenda 2063 as well as the Kenyan Vision 2030, envision an all-inclusive and sustainable socio-economic development and prosperity of a nation with the intention of uplifting the lives of the citizens and ensuring climate change resilience. The emerging threat of climate change shocks and environmental stress has necessitated heightened global, regional and national climate action agenda geared towards the realization of a sustainably resilient and socio-economically empowered society. There exists an opportunity to leverage the diverse and resilient society towards achieving sustainable socio-economic transformation and prosperity while taking into account the rights of special interest groups. The OCOS&HOPS plays a pivotal role towards this end which finds clarity and focus in this plan whose goal is to achieve sustainable socio-economic transformation and prosperity.

4.1.4 Public Service delivery

The cardinal rationale for which a government exists is to deliver quality public service to her citizenry. To ensure effective and efficient service delivery to an ever demanding and informed citizenry, it becomes imperative to enhance public service reforms, public service performance re-engineering and productivity mainstreaming through implementation of full effective implementation of Results-Based Management (RBM). Building a responsive and agile public service would go a long way in meeting the unique and dynamic needs of the citizens. Towards this end, the OCOS&HOPS plays a pragmatic role in ensuring that public resources are prudently and frugally applied towards delivery of quality public service through effective performance management.

4.1.5 Information and Stakeholder Management

The government is largest organization in any country. Therefore, it delivers the bulk of services to various customer groups. Information regarding the government's development agenda and business has to be availed as provided for in the Constitution. The different customer groups constitute various stakeholders who consume information from government. Consequently, within the context of an increasingly demanding and informed public as well as rapid evolution of communications due to the influx of digital technology and rapidly changing information landscape, the management of information and the understanding of different stakeholders' needs becomes paramount. Providing citizens with information on priority programs and activities is a vital government function which underpins State-society





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relations. Effective packaging of factual information on the implementation of government's transformative development agenda, policies, and activities requires responsive and proactive mechanisms for tracking, gathering, processing and disseminating such information to the relevant stakeholders through various media platforms up to and including digitalization. Therefore, enhancing effectiveness in information and stakeholder management becomes a key focus area for the OCOS&HOPS in this plan.

4.1.6 Institutional Capacity Development

Effective implementation of the government's transformative economic agenda requires a supportive institutional environment. Such environment should constitute appropriate supportive governance and administrative structures; robust internal business processes as well as responsive resources and capabilities. To address the government's priorities of reducing cost of living, eradicating hunger, job creation, expanding the tax base, improving foreign exchange balances and inclusive growth through interventions in agriculture, micro, small and medium enterprises (MSMEs) economy, housing and settlement, universal health coverage, digital superhighway and creative economy requires apt institutional capacity. Consequently, the development of the OCOS&HOPS institutional capacity becomes central in order to ensure seamless execution of BETA and this plan's objectives. Hence, building responsive institutional capacity is a panacea to this end.

4.2 Strategic Goals

- (i) Enhance Coherence and harmony in the delivery of the Government's Transformative Agenda
- (ii) Enhance national values and principles of governance in the delivery of public service
- (iii) Achieve sustainable socio-economic transformation and prosperity
- (iv) Promote Public Service productivity
- (v) Enhance effectiveness in information and stakeholder management
- (vi) Build a responsive institutional capacity

4.3 Key Results Areas

The Key Result Areas identified by the OCOS&HOPS are linked to the strategic goals as shown in the table 4.1.



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Table 4.1: Strategic Issues, Goals and KRA

S/No.	Strategic Issues	Strategic goal	Key Results Areas
1	Leadership, Coordination, and oversight of the Government Transformative Agenda	Enhance Coherence and harmony in the delivery of the Government's Transformative Agenda	Whole of government approach
			Legal and Regulatory compliance
			President priority initiatives
			Public entities oversight
			Counter terrorism advisory
2	Sustainable Socio-economic Transformation and prosperity	Achieve sustainable socio- economic transformation and prosperity	Resource surveys and remote sensing
			Betting control and licensing
			Territorial integrity
3	Public Service delivery	Enhance Public Service productivity	Public service, reforms and reengineering
		Promote national values and principles of public service	Government press
			Power of mercy
4	Information Management and Stakeholder Engagement	Enhance effectiveness in information management and stakeholder engagement	National values and principles of governance
			Government information and communication
	Institutional Capacity Development	Build a responsive institutional capacity	Effective Stakeholder Engagement and Accountability
			Governance and administrative Structure
			Administration
			Planning
			Human Resource
			Finance
			ICT
			Supply chain





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CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

5.0 Introduction

This Chapter provides an overview of the Office of Chief of Staff and Head of the Public Service's strategic objectives, outcome, outcome indicator and strategies.

5.1 Strategic Objectives

- (i) Promote ethics and good governance in the provision of public services through deployment of right skills and leadership in the public service;
- (ii) Promote, national values and principles of governance;
- (iii) Promote effective and efficient public policy formulation and advisory for improved service delivery to Kenyans;
- (iv) Organize and execute Government Business;
- (v) Offer Administrative Headship to the Executive Office of the President;
- (vi) Co-ordinate and convene the Principal Secretaries Committees to support the Executive Office of the President in facilitating the organization and efficient execution of Government Business;
- (vii) Transmit Executive Directives/Orders and Presidential Proclamations to Ministries, State Organs, State Departments, and State Agencies for their information, implementation or other action;
- (viii) Custodian of the Kenya Public Seal and other instruments of the State for national posterity; and
- (ix) Undertake the day-to-day operations of the Office of the President.



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Table 5.1: Outcomes Annual Projections

Strategic Objective	Outcome	Outcome indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
KRA 1: Whole-of-Government-Approach							
SO1.1: To provide leadership and coordination of Government Policy	Aligned government policies, programs and projects	% level of alignment	100	100	100	100	100
KRA 2: Legal and Regulatory Compliance							
SO2.1: To promotetransparency andaccountability in the use of Public Resources Public Service	Mainstreaming of anti-corruption strategy	% level of mainstreaming	100	100	100	100	100
KRA 3: President’s priority initiatives							
SO3.1: To ensure implementation of the President’s Priority Initiatives	Realization of the BETA	% level of implementation	100	100	100	100	100
SO3.2: To promote inclusivity	Ensure inclusivity of Minorities and Marginalized in government agenda	% of inclusivity	100	100	100	100	100
KRA 4: Public Entities Oversight							
SO4.1: To enhance coordination of organizational and structural reforms of public entities	Good Governance of public entities	No. Of public entities	5	5	5	5	5
KRA 5: Counter Terrorism Strategy							
SO5.1: To ensure prompt response to and management of terrorism threats	Peace and stability	% implementationof the strategy	100	100	100	100	100
KRA 6: Resource Surveys and Remote Sensing							
SO6.1: To enhance utilization of geo-spatial information by MDACs	Sustainable utilizationof natural resources	% level of spatial planning and	100	100	100	100	100
KRA 7: Climate Change Action							
SO7.1: To promote adoption of climate resilient practices and		% level of implementation of climatechange	100	100	100	100	100



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Strategic Objective	Outcome	Outcome indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
technologies		practices and initiatives					
KRA 8: The Power of Mercy							
SO8.1: To transform the pardon process on the exercise of the power of mercy	Enhanced advisory on the prerogative of the power of mercy	% level of implementation	100	100	100	100	100
KRA 9: Betting Control and Licensing							
SO9.1: To transform gambling into a force of social progress	good governance in betting and gaming industry	% decrease in societal challenges in the gambling sector	100	100	100	100	100
KRA 10: Effective Information Management and Stakeholder Engagement							
SO10.1: To ensure effective and efficient information management and Stakeholder Engagement	Informed citizenry and effective stakeholder engagement	% of management and engagement	100	100	100	100	100
KRA 11: National values and principles of governance							
SO11.1: To promote national values and principles of governance	effective and efficient public service delivery	% level adoption of values and principles of governance	100	100	100	100	100
KRA 12: Optimal Institutional Capacity							
SO12.1: To enhance the institutional capacity for OCOS&HOPS	Responsive institutional capacity	% increase in institutional capacity development	100	100	100	100	100
KRA 13: Territorial integrity							
SO13.1: To reaffirm Kenya's territorial integrity	well established Kenya's international boundaries	% level of establishment	100	100	100	100	100
KRA 14: Public service reforms and reengineering							
SO14.1: To ensure up-to-date monitoring and reporting of values and principles of governance in the public service	Improved public service delivery	% level implementation of values and principles of public service	100	100	100	100	100



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Strategic Objective	Outcome	Outcome indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
KRA 15: Government Press							
SO15.1: To transform the Government Press into a viable commercial entity	effective and efficient Government Press	% level of transformation	100	100	100	100	100

5.2 Strategic Choices

Strategic choices are the means which the Office of the Chief of Staff and Head of the Public Service will pursue to realize the formulated strategic objectives. It is important to take note that, due consideration has been made of the strategic issues, goals and the corresponding key result areas. Table 5.2 gives the relationship between strategic objectives and strategic choices.

Table 5.2: Strategic Objectives and Strategies

S/No.	Key Results Areas	Strategic objective(s)	Strategies
1.	Whole-of-Government-Approach	To provide leadership and coordination of Government Policy	Promote ethics and good governance in the provision of public services through deployment of right skills and leadership in the public service
2.	Legal and Regulatory compliance	To promote transparency and accountability in the Public Service	Implement a framework for resolving recurring audit queries in the use of Public Resources
3.	President's priority initiatives	To ensure implementation of the President's Priority Initiatives	Prepare and implement a framework for tracking and reporting on the implementation
4.	Public Entities Oversight	To enhance coordination of organizational and structural reforms of public entities	Effective Coordination and dispatch of government decisions
5.	Counter Terrorism Strategy	To ensure prompt response to and management of terrorism threats	Implement counterterrorism strategy
6.	Resource Surveys and Remote Sensing	To enhance utilization of geo-spatial Information by MDACs	Promote adoption of spatial planning



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S/No.	Key Results Areas	Strategic objective(s)	Strategies
7.	Climate change action	To promote adoption of climate resilient practices and technologies	Areas adoption of climate smart practices
8.	The Power of Mercy	Enhance advisory on the prerogative of the power of mercy	Implement effective and efficient pardon system
9.	Betting Control and Licensing	To transform gambling into a force of social progress	Adopting progressive regulatory and governance gambling framework
10.	Effective Information Management and Stakeholder Engagement	To ensure effective and efficient information management and Stakeholder Engagement	Implement effective and efficient framework
11.	Optimal institutional capacity	To enhance the institutional capacity of OCOS&HOPS	Strengthen governance and administrative structures
12.	National values and principles of governance	To promote national values and principles of governance in the public service	Implement appropriate reporting framework
13.	Government Press	To transform the Government Press into a viable commercial entity	Acquire modern and progressive technologies and equipment
14.	Territorial integrity	To reaffirm Kenya's territorial integrity	Implement reaffirmation strategies
15.	Public service reforms and reengineering	To ensure up-to-date monitoring and reporting of values and principles of governance in the public service	Implement up-to-date monitoring framework





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CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

6.0 Introduction

To ensure effective implementation of the Strategic Plan for the OCOS&HOPS, the top leadership shall implement strategies that will operationalize identified strategies for the realization of desired goals and outcomes.

This chapter therefore provides a description of the framework that will operationalize and institutionalized the Strategic Plan.

6.1 Implementation Plan

The Strategic Plan will be implemented through the following strategies:

6.1.1 Action Plan

An Action plan provides a link between strategy and action, it is a monitoring and evaluation tool. A five (5) year corporate action plan for the OCOS&HOPS has been developed (Appendix I) of the Implementation Matrix. It describes key activities to be undertaken, expected outputs with corresponding indicators, annual targets, budget and responsibility.

6.1.2 Annual Work Plan and Budget

To support implementation of the strategic plan, annual work plans (AWPs) will be developed to operationalize the strategic plan. The work plans are derived from the 5-year action plan (implementation matrix) and provides details on activities undertaken and the results to be achieved each year. It forms the basis upon which the annual budget and the performance contract will be developed.

6.1.3 Performance Contracting

The AWPs precede the development of the performance contract. Work plans will be extracted from the 5-year action plan. Therefore, for ensuing years, the OCOS&HOPS AWP will be the performance contract for the OCOS&HOPS.

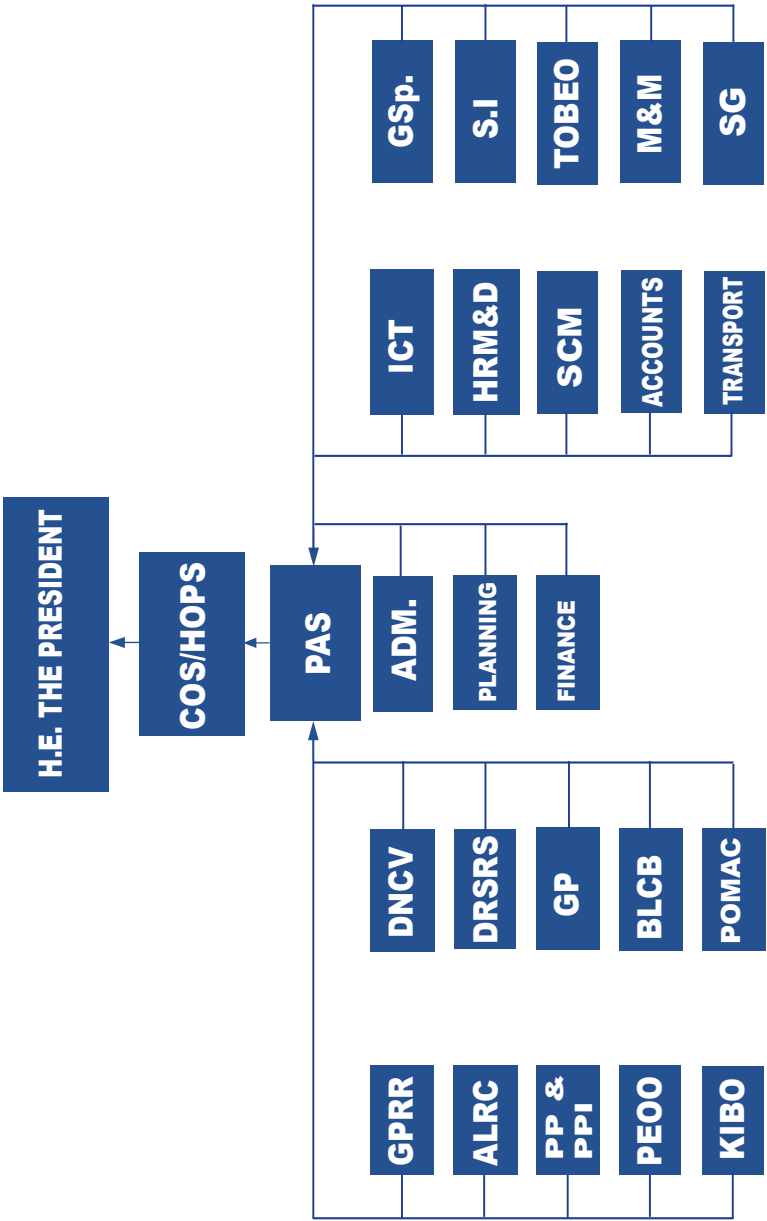
6.2 Coordination Framework

The coordination framework ensures effective institutionalization of the plan. Where there are inconsistencies, internal adjustment will be necessary.



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Diagram 1; Organizational Structure for OCOS&HOPS



Reporting

KEY:

• H.E.	-	His Excellency:	• GP	Government Press;
• COS & HOPS	-	Chief of Staff and Head of the Public Service;	• BLCB	Betting and Licensing Control Board;
• PAS	-	Principal Administrative Secretary;	• POMAC	Power of Mercy Advisory Committee;
• GPRR	-	Governance, Public Service Reforms and Re-engineering;	• S.I	Strategic Initiatives;
• ALRC	-	Audit Legal and Regulatory Compliance;	• TOBEO	The Oceans and Blue Economy Office;
• PP & PPI	-	Public Policy and the President's Priority Initiatives;	• ICT	Information and Communication Technology;
• PEOO	-	Public Entities Oversight Office;	• SCM	Supply Chain Management;
• KIBO	-	Kenya International Boundaries Office;	• HRM&D	Human Resource Management and Development;
• ADM	-	Administration;	• GSp.	Government Spokesperson;
• DNCV	-	Directorate of National Cohesion and Values;	• M&M	Minorities and Marginalized;
• DRSRS	-	Directorate of Remote Sensing and Resource Survey;	• SG	Smart Government



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6.2.1 Institutional Framework

Effective implementation of a strategic plan requires an appropriate institutional framework. To support implementation of this Strategic Plan, the OCOS&HOPS has put in place appropriate governance and administrative structures that will instill a paradigm cultural shift in performancemanagement in service delivery.

6.2.2 Staff Establishment, Skills Set and Competence Development

Table 6.1: Staff Establishment

Cadre	Approved Establishment (A)	Optimal Staffing Levels(B)	In-Post(C)	Variance D = (B-C)

Table 6.2: Skills Set and Competencies

Cadre	Skills set	Skills Gap	Competence Development

6.2.3 Leadership

The implementation of the Strategic Plan will be stewarded by Heads of departments who lead key thematic areas of the five (5) strategic issues identified. To ensure effective and focused functioning, they will be guided by the following terms of reference which will guide them in executing their themes:

- (i) Are the strategies and objectives realistic?
- (ii) Are strategies and objectives being achieved or not?
- (iii) Should the deadlines for completion be changed?
- (iv) Do personnel have adequate resources (money, equipment, facilities, training, etc.) to achieve the objectives?





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- (v) What can be learned from monitoring in order to improve future planning activities?

6.2.4 Systems and Procedures

Effective implementation of a strategic plan requires responsive and agile systems as well documented and robust standard operating procedures. Therefore, various extant management information systems would require significant enhancement to ensure end-to-end integration and interoperability as well as make them end-user friendly for optimal utilization. All critical processes and procedures will be clearly defined and documented to ensure timeous workflow.

6.2.5 Risk Management Framework

Table 6.4 below provides categorization of risks the Office of the Chief of Staff and Head of the Public Service anticipates in the course of implementation. , together with the respective planned actions for mitigation.



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Table 6.3: Risk Management Framework

Risk	Risk Likelihood	Severity	Overall Risk	Mitigation Measures
Slow uptake/adaptability of modern technology in the public service	High	Medium	Medium	Sensitization/training, Invest in research, innovations and adoption of appropriate technology
Lethargic in the public service	High	Medium	Medium	Sensitization/training
Misuse of public resources	High	Medium	Medium	Implementation of anti-corruption strategies
Threats associated with Cyber Security	High	High	High	Complying with regulatory framework on the of ICT services and data
Budgetary cuts /Inadequate budgetary provision for the planned programmes and projects	High	Medium	Medium	<ul style="list-style-type: none"> • prioritize resource utilization • Partnering with development partners



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CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

7.1 Financial Requirements

Table 7.1: Financial Requirements for Implementing the Strategic Plan

Cost Item	Projected Resource Requirements (KSh. Mn)					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
KRA1: Whole-of-Government-Approach	200.00	529.30	682.60	720.00	750.00	2,881.90
KRA 2: Legal and Regulatory compliance	100.00	120.00	150.00	160.00	180.00	710.00
KRA 3: President's priority initiatives	150.00	250.00	300.00	350.00	400.00	1,450.00
KRA 4: Public Entities Oversight	100.00	103.40	120.70	133.50	150.00	607.60
KRA 5: Counter Terrorism Strategy	450.00	550.00	650.00	750.00	850.00	3,250.00
KRA 6: Resource Surveys and Remote Sensing	500.00	882.80	529.70	632.50	725.00	3,270.00
KRA 7: Climate change action	80.00	150.00	170`	250.00	300.00	780.00
KRA 8: The Power of Mercy	150.00	362.10	384.30	435.50	500.00	1,831.90
KRA 9: Betting Control and Licensing	336.00	348.90	447.94	437.04	600.00	2,169.88
KRA 10: Effective Information Management and Stakeholder Engagement	100.00	100.00	120.00	150.00	200.00	670.00
KRA 11: Optimal institutional capacity	50.00	248.34	254.50	268.68	300.00	1,121.52
KRA 12: National values and principles of governance	250.00	600.70	760.00	806.30	830.00	3,247.00
KRA 13: Government Press	988.00	5,072.10	5,637.30	5,192.50	5,000.00	21,889.90
KRA 14: Territorial integrity	227.00	336.00	418.60	446.30	550.00	1,977.90
KRA 15 : Public service reforms and reengineering	80.00	200.00	200.00	200.00	200.00	880.00
Total	3,761.00	9,853.64	10,655.64	10,932.32	11,535.00	46,737.60



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Table 7.2: Resource Gaps

Financial Year	Estimated Financial Requirements (KSh Mn)	Estimated Allocations (KSh. Mn)	Variance (KSh. Mn)
Year 1	3,761.00	1,650.82	2,110.18
Year 2	9,853.64	1,896.11	7,957.53
Year 3	10,655.64	1,996.08	8,659.56
Year 4	10,932.32	2,055.92	8,876.39
Year 5	11,535.00	2,364.31	9,170.69
Total	46,737.60	9,963.24	36,774.36

7.2 Resource Mobilization Strategies

In order to facilitate the implementation of this Strategic Plan the OCOS&HOPS shall pursue the following:

- (i) Prioritizing off-budget resource mobilization
- (ii) Leverage ICT efficiency utilization of available resources.

7.3 Resource Management

To ensure prudent use of allocated resources, the OCOS&HOPS intends to:

- (i) Adhere to the Public Financial Management Act (2012) and attendant Regulations of 2015, Public Audit Act 2015, Public Procurement and Asset Disposal Act (2015) and its attendant Regulations (2020), and other financial Circulars issued by the National Treasury from time to time, and
- (ii) Institute internal control mechanisms and measures that will enhance effectiveness and efficiency such as digitalization key activities and processes.



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CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK

8.0 Introduction

The office of COS&HOPS will carry out continuous monitoring and evaluation of this strategic plan over the implementation period. This chapter discusses the key components of M&E which includes the monitoring framework, performance standards, evaluation framework, mid-term evaluation and end-term evaluation. Reporting framework and feedback mechanism will also be discussed.

8.1 Monitoring Framework

Monitoring provides for review of the progress of the implementation of the strategic plan. This progress review helps to determine the effectiveness of the identified strategies in achieving the strategic objectives. Where challenges are noted, recourse measures will be instituted to ensure smooth progression of the implementation and minimization of risks.

Systematic data collection for monitoring will be done through daily reports, focused group discussions, observation and interviews. The following table shows the output indicators to be monitored and the data collection method for each.

KRA	Output Indicator	Baseline	Data Collection Method
Whole of government approach			
Audit and legal compliance			
President priority initiatives			
Public entities oversight			
Counter terrorism advisory			
Resource surveys and remote sensing			
Betting control and licensing			
Territorial integrity			
Public service reforms and reengineering			



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KRA	Output Indicator	Baseline	Data Collection Method
Human capital development			
Government printing			
Power of mercy			
National values and principles of governance			
Government information and communication			
Effective Stakeholder Engagement and Accountability			
Governance and administrative Structure			
Administration			
Planning			
Human Resource			
Finance			
ICT			
Supply chain			

8.2 Performance Standards

The monitoring and evaluation framework being used by OCOS&HOPS shall be based on internationally accepted norms and standards and should include: relevance, efficiency, effectiveness, success and sustainability. Further the process will be guided by Kenya Norms and Standards for M&E.

The M&E exercise shall observe the letter and spirit of the Constitution. Specifically, it shall uphold and promote the National Values and Principles of Governance and other relevant provisions in the Constitution as provided in Article 10 1 (c) and (d) and Article 232 1(a-f).

In carrying out M&E, the focus will be on assessing and improving implementation of the National Development Agenda, including the Kenya Vision 2030, the MTPs and the BETA Plan. Additionally, it will track, promote and contribute to achievement of International Commitments that the country ascribes to including: Sustainable Development Goals and Africa Agenda 2063, among others.



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The M&E processes shall be independent, impartial, transparent, inclusive in approaches and rigorous in methodology. In doing so, an opportunity for engagement of stakeholders at various levels of the plan implementation cycle will be provided. This will increase ownership and sustainability.

The M&E process will generate information that is useful and meet stakeholder's needs. M&E findings will be presented and disseminated in an appropriate format and timely manner for utilization. Findings shall be objective, reliable, consistent and dependable to aid timely corrective actions, contribute to institutional learning, informed decision-making processes, accountability for results and generating knowledge and empowering stakeholders.

Highest standards of integrity and respect for the beliefs, manners and customs of the social and cultural environment shall be observed. To be considered also will be the human rights and gender equality throughout all M&E processes. The design, conduct and management of the M&E practice shall conform to agreed ethical standards and government protocols.

The Strategic Theme Teams will be created, through the coordination of the Heads of the Central Planning and Project Monitoring Departments in the OCOS&HOPS. The teams will be responsible for data collection for the respective KRAs.

8.3 Evaluation Framework

The OCOS&HOPS will carry out periodic evaluation of the strategic plan to assess the level and extent of achievement of the objectives towards attainment of the strategic goals along respective KRAs. Mid-term evaluation will be carried out in December 2025 while end-term evaluation will be undertaken in December 2027.

The methods for data collection will include review of key strategic documents and program reports, key informant interviews, departmental meetings, observation and questionnaires.

The following criteria will guide the evaluation:

Relevance: this will assess the extent to which the strategic plan has addressed the priorities of OCOS&HOPS and how it continues to do so even when there are changes in circumstances over the implementation period.

Coherence: it establishes how other interventions support the strategic plan and vice versa.

Effectiveness: assesses the extent to which the objectives of the strategic plan were achieved or are expected to be achieved in the case of a mid-term evaluation.

Efficiency: this evaluation will measure the economical use of resources to achieve the desired results.



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Impact: this assesses the positive or negative changes produced by the strategic plan in the OCOS&HOPS either directly or indirectly, intended or unintended.

Sustainability: this will be done to establish whether the benefits of the strategic plan are likely to be sustained once the external support ends. This includes examination of the environmental, financial, economic and institutional capacity needed to sustain the net benefits over time.

The two evaluations will be guided by clearly defined outcome indicators, baselines and targets as summarized in Table 8.1. KRAs and Outcomes have been drawn from the Action Plan Implementation matrix in Table 6.1.

Table 8.1: Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
KRA 1						
KRA 2						
KRA 3						

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

8.3.1 Mid-Term Evaluation

The mid-term evaluations will be carried out in December 2025. The aim is to identify and address any potential problems in design and implementation of the plan. This evaluation will establish the quality of indicators and their performance against the mid-term targets. The evaluation will be undertaken internally within the OCOS&HOPS, with Planning and M&E unit taking the lead.

8.3.2 End-Term Evaluation

This evaluation will be conducted in December 2027 at the end of the implementation period.

The purpose of this evaluation will be to:

- Improve performance through learning by providing feedback to strategic plan implementation team and the stakeholders.
- Improve accountability and transparency of public spending by departments under OCOS&HOPS. The evaluation will inform if the strategic plan interventions are providing value for money.
- Augment the current knowledge by determining what works, what does not work with regard to government strategic plan, for whom and under what circumstances. Knowledge is key in informing future strategies which will primarily be decided





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according to available evidence.

- (iv) Generate evidence for decision making in policy making, planning, resource allocation and implementation.

While carrying out the evaluation, the following principles will guide the process:

Utility principle: This intended to ensure that an evaluation will serve the information needs of intended users and be owned by stakeholders. The evaluation will be conducted by a team of credible and competent evaluators and the scope shall be broadly selected to address pertinent questions and be responsive to the needs and interests of stakeholders. The report shall be clear, concise and in the correct format. The evaluations shall be reported and disseminated to contribute to a body of knowledge that can be accessed and utilized by a wider audience.

Feasibility: This is designed to ensure that evaluation will be useful, participative, realistic and efficient. The methodologies will be practical and appropriate to help data collection where necessary. All the relevant stakeholders will participate in the evaluation and the process shall be cost effective.

Precision and quality: This aims to ensure that evaluation has resulted in technically relevant data, demonstrating efficiency of the strategic plan. Content analysis will be carried out in detail to include the social, political and environmental aspects. The information to be used will be valid, reliable, systematic and representative of the diversity in the OCOS&HOPS. Qualitative and quantitative data shall be properly and systematically analyzed to ensure that various questions on evaluation, including expected results, are conclusive.

Respect and ethics: These intend to safeguard the respect of legal and ethical rules as well as the well-being of stakeholders involved in the evaluation or affected by its findings. The evaluation shall be designed and conducted in compliance with rights and moral and physical integrity of stakeholders and their community. Respect of privacy of personal data collected will be observed. The principles of effectiveness and transparency shall be applied by the evaluators in every management action linked to the project and in the conduct of the evaluation. The findings of the evaluation will be owned by stakeholders and the limits of the methodologies used precise. Recommendations resulting from this ownership will be designed with stakeholders. Privacy will be maintained during the whole process to avoid any attempt to intimidate executing agencies or evaluators.



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8.4 Reporting Framework and Feedback Mechanism

The OCOS&HOPS shall prepare periodic reports indicating the progress of each department/unit in the implementation of the plan. The various reports will be reported as follows:

S/No	Report	Period	Responsible Person
1.	Quarterly Report	At the end of each quarter	Section leads
2.	Annual Report	At the end of the financial year	Section leads
3.	Monitoring Report	Continuous	Planning/M&E Team
4.	Evaluation Report	Mid-term and End-term	Planning/M&E Team

The OCOS&HOPS will use prescribed templates provided in Tables 8.2, 8.3 and 8.4. for reporting. All the responsible persons will be guided to ensure timely and complete reports. Any concerns relating to the implementation of the strategic plan will be addressed to the head of Planning Unit at OCOS&HOPS for resolution. The reports shall inspire the confidence of the stakeholders in order to ensure utilization for learning and informed decision making.

The lessons learnt will be captured and fed into a continual adjustment and improvement of the necessary corrective interventions in the strategy. Measurements of actual performance will be made at predetermined times and compared with the performance standards. If the actual results fall outside the desired tolerance range, action shall be taken to correct the deviation. The action will not only correct the deviation but also prevent its recurrence.



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Table 8.2: Quarterly Progress Reporting Template
(Specify name of MDAC, Constitutional Commission, and Independent Office)

QUARTERLY PROGRESS REPORT

QUARTER ENDING

Expected Output	Output Indicator	Annual Target (A)	Quarter for Year		Cumulative to Date	Remarks	Corrective Intervention
			Target (B)	Actual (C)	Target (D)		

Table 8.3: Annual Progress Reporting Template

(Specify name of MDAC, Constitutional Commission, and Independent Office)

ANNUAL PROGRESS REPORT

YEAR ENDING

Expected Output	Output Indicator	Achievement for Year.....			Cumulative to Date (Years)			Remarks	Corrective Intervention
		Target (A)	Actual (B)	Variance (B- A)	Target (C)	Actual (D)	Variance (D-C)		





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Table 8.4: Evaluation Reporting Template

Key Result Area	Outcome	Outcome Indicator	Baseline		Mid-Term Evaluation		End of Plan Period Evaluation		Remarks	Corrective Intervention
			Value	Year	Target	Achievement	Target	Achievement		
KRA 1										
KRA 2										
KRA 3										







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