REPUBLIC OF KENYA

KENYA EMBASSY, BRASILIA
BRAZIL

STRATEGIC PLAN
2023 - 2027

Theme:
Strengthening partnerships for effective diplomatic engagement and shared prosperity

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KENYA VISION 2030

FOREWORD

It is my esteemed pleasure to present the Strategic Plan 2023 - 2027 for the Embassy of the Republic of Kenya in Brasilia. The strategic direction outlined in this plan is shaped by the Strategic Plan of the Office of the Prime Cabinet Secretary and Ministry of Foreign and Diaspora Affairs (OPCS and MF&DA) and draws from the Constitution of Kenya 2010, Kenya Vision 2030 & the Fourth Medium Term Plan (MTP IV), Bottom-Up Economic Transformation Agenda (BETA), the Kenya's Foreign Policy and other key guiding documents.

Established in 2006, the Kenya Embassy Brasilia has the mandate of articulating and implementing Kenya's Foreign Policy in Brazil, Argentina, Bolivia, Chile, Paraguay, Peru and Uruguay. This Strategic Plan provides a roadmap to achieve this mandate and attain to our vision of being a modern and world class diplomatic Mission. It further charts the Mission's strategic objectives, key priorities, anticipated challenges, required resources and institutional frameworks for the five-year period. The Strategic Plan will be our lodestar as we diligently work to contribute to Kenya's socioeconomic development.

The Strategic Plan has outlined key result areas, performance indicators and a robust Monitoring & Evaluation framework to track progress. To implement its mandate, the Mission will engage a wide array of stakeholders including the Ministry of Foreign and Diaspora Affairs and other Ministries, State Departments and Agencies, the Governments of Brazil & countries of accreditation, the Kenyan Diaspora and the private sector.

The Mission will spearhead the enhancement of bilateral and multilateral relations with the countries of accreditation, foster mutually beneficial cooperation and deepen Kenya's diplomatic footprint. We shall also be at the forefront of forging closer trade and investment ties with Brazil and countries of accreditation through dynamic economic & commercial diplomacy. Mainstreaming the Kenyan Diaspora into national development, safeguarding their welfare and enhancing provision of Consular Services will be of particular importance.

The Mission shall endeavour to uplift Kenya's image and increase awareness of her rich cultural heritage through a progressive Public Diplomacy approach. Stringent governance, adherence to National Values, and a comprehensive policy and institutional framework shall underpin the Mission's activities.

We look forward to collaborating with all stakeholders to ensure efficient service delivery and attainment of Kenya's Foreign Policy objectives in Brazil and countries of accreditation.

Amb. Dr. Andrew Karanja, PhD
HEAD OF MISSION

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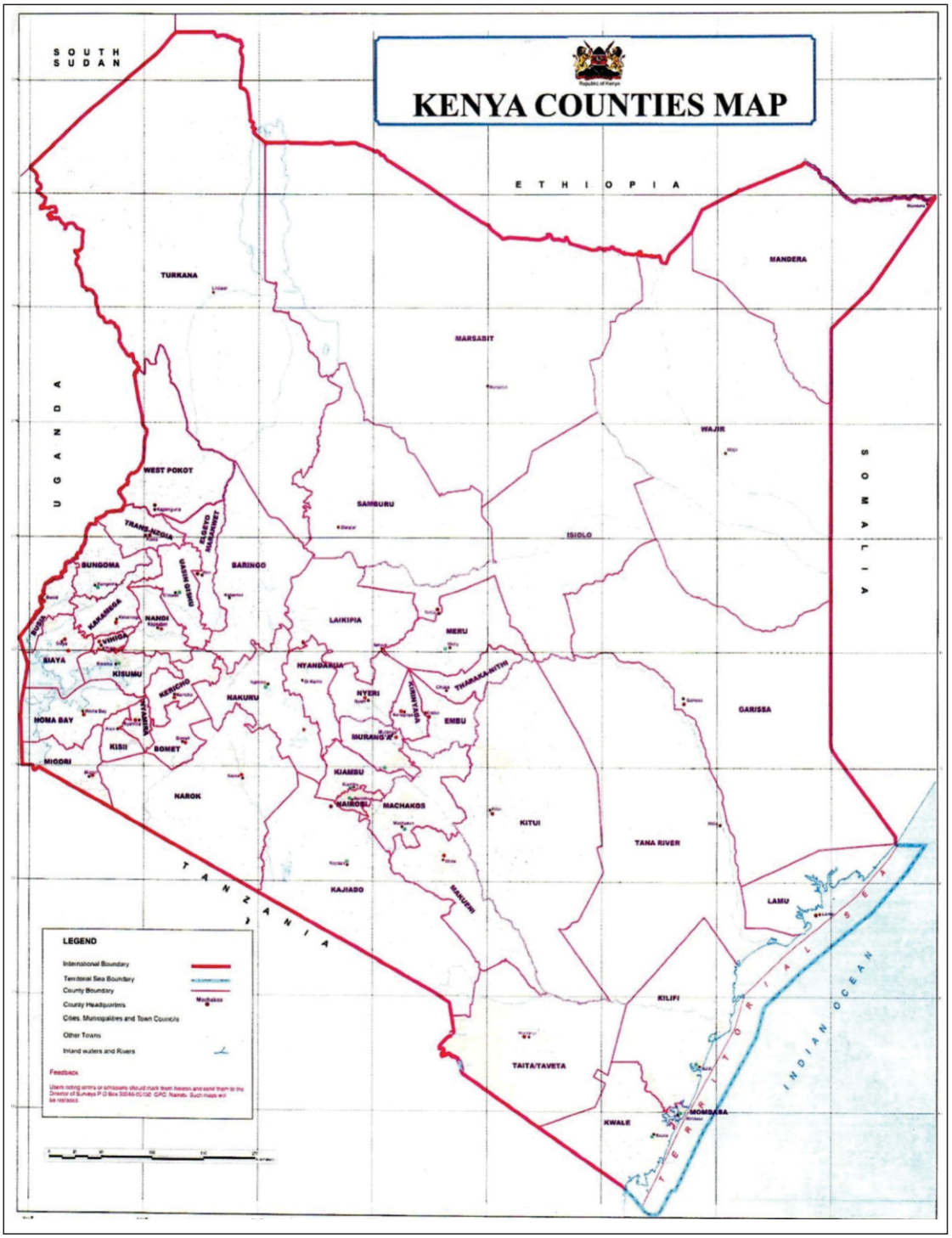
KENYA COUNTRY MAP



KENYA COUNTRY FACT SHEET

Official Name:	Republic of Kenya
Capital:	**Nairobi.** Nairobi is also Kenya's largest city. Other cities include: Mombasa, Kisumu and Nakuru.
Size, Location, Position and Shape	- 582,646 Sq. Km (of which land covers 571,416 sq. km and Water 11,230 sq. km. - Kenya lies between latitudes **4 1/2ºN** and **4 1/2ºS** and longitudes **34ºE** and **42ºE.**National Parks Covers 25,334 sq. km - Kenya is found in the Eastern part of Africa. - Kenya's shape can be described as being broad to the North and narrow to the South. - The equator almost divides Kenya into two equal parts. - The countries neighboring Kenya are **Tanzania, Uganda, Somalia, Ethiopia** and **South Sudan.** - To the South-East, Kenya is bordered by the Indian Ocean.
Currency	Kenyan shilling (KSH.)
Official Languages	Kiswahili and English
Religion	Christians, Muslims, Hindus and Traditional Beliefs
Population:	51,526,000* (population growth rate of 1.7%)
Life expectancy	67.47 years
People and Culture	Kenya has more than 40 ethnic groups and more than 60 languages that are spoken. The most common way to greet people is to say 'Jambo!'
Independence	12th December, 1963
Form of Government:	The Republic of Kenya is a unitary State. The President is both Head of State and Government. The country has a multi-party-political system whose hallmark is parliamentary democracy. The Parliament of Kenya is a bicameral house consisting of the National Assembly and the Senate. The National Assembly has in total 349 members plus the Speaker who is an ex-officio member. The Senate consists of 67 members plus the Speaker, who is an ex-officio member. The members of the National Assembly are referred as Members of Parliament (MP) while the Members of the **Senate** are referred as Senators. Both the MPs and Senators serve a 5-year term. **Current and former Presidents of Kenya:** Current: H.E. Dr. William Samoei Ruto 2013 – 2022: Hon. Uhuru Muigai Kenyatta 2002 – 2013: Hon. Mwai Kibaki 1978 – 2002: Hon. Daniel Arap Moi 1963 – 1978: Hon. Mzee Jomo Kenyatta
Administrative Structure	National Government and 47 County Governments that are distinct and independent.
Main sub-sector of the economy	Agriculture Sector is the mainstay of the economy. Others include Tourism, Manufacturing, Transport and Infrastructure, Information & Communications Technology and Building & Construction.
Commercial advantage	Kenya is a market-based economy; it is the economic, commercial, financial, and logistics hub of East Africa; has a tech-savvy youth, and educated population; and has built strong bilateral and multilateral trade relations with many countries.
Connectivity	Kenya boasts a robust aviation and maritime sector featuring several international airports and ports serving as vital Eastern Africa transportation hubs contributing significantly to Kenya's economic growth, particularly in agriculture, manufacturing, and tourism sectors. Importantly, the national flag carrier airline, Kenya Airways flies to over 40 destinations worldwide.

	educated population; and has built strong bilateral and multilateral trade relations with many countries.
Connectivity	Kenya boasts a robust aviation and maritime sector featuring several international airports and ports serving as vital Eastern Africa transportation hubs contributing significantly to Kenya's economic growth, particularly in agriculture, manufacturing, and tourism sectors. Importantly, the national flag carrier airline, Kenya Airways flies to over 40 destinations worldwide. **International Airports:** Jomo Kenyatta International Airport in Nairobi, Moi International Airport in Mombasa, Kisumu International Airport, Eldoret International Airport, Malindi International Airport and Wilson Airport in Nairobi. **Maritime Ports:** Mombasa, Lamu and Kisumu ports.
Natural resources	Natural resources include limestone, soda ash, salt, gemstones, fluorspar, zinc, diatomite, iron ore, precious stones, gypsum, wildlife, geothermal power and hydropower among others.
	Its mountain range includes Aberdare Range and Mau Escarpment
	Its major rivers include Tana and Galana in the east, and the Kerio, Turkwel, and Nzoia in the west
	Its forests cover 5,226.2 thousand hectares, representing a national forest cover of 8.8 per cent.
	The geography of Kenya is diverse. Kenya has a 536KM coastline on the Indian Ocean, which contains swamps of East African mangroves. Inland are broad plains and numerous hills. Central and Western Kenya is characterized by the Kenyan Rift Valley home to Kenya's highest mountain, Mount Kenya and Mount Elgon on the border between Kenya and Uganda. The Kakamega Forest in western Kenya is a relic of an East African rainforest. Much bigger is Mau Forest, the largest forest complex in East Africa. Kenya's lowland savanna and highland forests are home to many animals including elephants, lions, cheetahs, giraffes, zebras, hippos, rhinos among others. The Kenyan government has set up more than 50 reserves and parks to protect these animals. Kenya's ecosystems include deserts, swamps, mountains, and forests and each region has its mix of plants and animals that are suited to the area's particular conditions. Maasai Mara Nature Reserve is best-known for the Great Wildebeest Migration where, every year, more than a million wildebeest, zebra and antelope migrate clockwise around the Serengeti-Maasai Mara ecosystem. Sitting on approximately 22,000km^2, Tsavo National Park is the largest national park in Kenya and one of the largest in the world. It is home to the fabled man eaters of Tsavo. Mount Kenya is the highest mountain in Kenya and the second-highest (after Mt Kilimanjaro) in Africa. Maasai Mara is also where the Maasai people call home. The Maasai occupy a total land area of 160,000sq

	kilometers, with a population of approximately half a million people! They are well-known for being great warriors, the way they dress and their incredible jumping dance skills. Lake Turkana is also the largest lake in Kenya and the world's largest desert lake. It was once home to the largest wind farm in Africa, generating clean energy. Diani Beach, Malindi and Watamu are just a handful of the hot picks when it comes to beach destinations included in Kenya's vast stretch of coastline. The World Travel Awards recognized Kenya as the World's Leading Safari Destination in 2017, winning the award three years in a row.

BRAZIL FACT SHEET

Official Name	Federative Republic of Brazil
Capital City	Brasilia
Size, Location and Position	▪ 8,515,767 square kilometres ▪ Brazil is located in South America, bordered by Uruguay to the south; Argentina and Paraguay to the southwest ; Bolivia and Peru to the west ; Colombia to th e northwest; and Venezuela, Guyana, Suriname, and French Guiana to the north.
Currency	Brazilian Real
Official Languages	Portuguese
Religion	Roman Catholic, Evangelical and other traditional beliefs.
Population	212.6 million (2024)
Life Expectancy	69.86
People and Culture	The Brazilian people are known for their diverse cultural heritage, shaped by the country's indigenous roots and history of African, European, and Asian migration. This multicultural mosaic is reflected in Brazil's vibrant traditions, music, dance, cuisine, and festivals. Key hallmarks of the country's culture include iconic Carnival, Samba, Bossa Nova music and capoeira.
Independence	7th September 1822
Form of Government	Federal Presidential Republic
Administrative Structure	Brazil's administrative structure is organized as a federal system, comprising the Federal Government, 26 states, the Federal District, and over 5,500 municipalities.
Main Sectors of the Economy	Agriculture (Soybeans , Coffee, Sugarcane, Beef, and Poultry), Mining (Iron Ore, Gold, Bauxite, and Niobium); Energy (Oil, Natural Gas, Hydroelectric, Wind and Solar Power) ; Manufacturing and Industry (Automobiles, Aerospace and Defence, Machinery, Chemicals and Textiles)
Commercial Advantage	Rich endowment of natural resources; diversified economy; large domestic market; Innovation and Technology; leading agriculture sector; and energy security.
Natural Resources	Minerals (Iron Ore, Gold, Bauxite, Niobium, Copper, Manganese & Tin); Oil and Gas; Forests; Arable Agricultural Land; Water Resources; and an Abundance of Biodiverse Flora and Fauna.

DEFINITION OF TERMS

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

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

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

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

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

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

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

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

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

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

Strategic Issues: These are problems or opportunities emanating from situational analysis that an organization has to manage in order to be able to fulfil its mandate and

mission. They are fundamental policy choices, critical challenges/gap or opportunities that must be addressed or tapped in order for the organization to achieve its vision. They are the foundation upon which strategies are developed. Example: regional insecurity, unemployment.

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

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

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

Top Leadership: Individuals or groups of people who carry the Vision of an organization and are responsible for achieving its mandate. For Missions, it is the Head of Mission.

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

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

ACRONYMS AND ABBREVIATIONS

ABAV	Association of Brazilian Tour Agencies
ABC	Brazilian Cooperation Agency
ACTO	Amazon Cooperation Treaty Organization
AFA	Agriculture and Food Authority
AFCTA	African Continental Free Trade Area
AI	Artificial Intelligence
A-I-A	Appropriations in Aid
Apex Brazil	Brazilian Trade and Investment Promotion Agency
AU	African Union
AWPs	Annual Work Plans
BASA	Bilateral Air Services Agreement
BETA	Bottom-Up Economic Transformation Agenda
BMOs	Business Membership Organizations
COMESA	Common Market for Eastern and Southern Africa
CPPMD	Central Planning & Project Monitoring Department
EAC	East African Community
Embrapa	Brazilian Agricultural Research Cooperation
ETA	Electronic Travel Authorization
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
HRM&D	Human Resource Management & Development
ICT	Information and Communication Technology
IFMIS	Integrated Financial Management System
JCC	Joint Commission for Cooperation
KAGRC	Kenya Animal Genetics Resources Centre
KALRO	Kenya Agricultural and Livestock Research Organization
KenInvest	Kenya Investment Authority
KELLA	Kenyans Living in Latin America
KIICO	Kenya International Investment Conference
KPIs	Key Performance Indicators
KRAs	Key Result Areas
M&E	Monitoring & Evaluation
MCS	Mobile Consular Services
Mercosur	Southern Common Market
MDAs	Ministries, Departments and Agencies
MFDA	Ministry of Foreign and Diaspora Affairs
MSMEs	Micro, Small and Medium Enterprises (MSMEs)
MTP III	Third Medium Term Plan
MTP IV	Fourth Medium Term Plan
MTPs	Medium-Term Plans
NDU-K	National Defence University-Kenya

NIMES	National Integrated Monitoring & Evaluation System
OPCS	Office of the Prime Cabinet Secretary
PC	Performance Contracting
PCS	Prime Cabinet Secretary
PESTELE	Political, Economic, Social, Technological, Environmental and Legal and Ethical
PFMA	Public Financial Management Act
PMS	Performance Management System
SDGs	Sustainable Development Goals
SMART	Specific, Measurable, Achievable, Relevant, and Time-bound
UAM	Urban Air Mobility
UNASUR	Union of South American Nations
UNEP	United Nations Environment Programme
UNSC	United Nations Security Council

EXECUTIVE SUMMARY

This Strategic Plan outlines the framework under which the Mission will execute its mandate of projecting, promoting, and protecting Kenya's Foreign Policy in Brazil, Argentina, Bolivia, Chile, Paraguay, Peru and Uruguay during the 2023 - 2027 five-year period. It is a comprehensive blueprint designed to steer the Embassy towards achieving its goals in alignment with national, regional, and international development frameworks. This plan spans eight critical chapters, each addressing essential aspects of strategic planning and implementation.

Chapter One defines the importance of the Strategic Plan in achieving organizational success and provides the context of strategic planning. **Chapter Two** defines the Embassy's defines the Mission's Strategic Direction by outlining its mandate and articulating its Vision and Mission Statements, Strategic Goals, Core Values, and Quality Policy Statement.

Chapter Three provides an in-depth Situational and Stakeholder analysis of the contextual and environmental factors influencing the plan's development. This includes the external environment informed by the macro and macro environment and the internal environment that details the governance and administrative structures. On the other hand, Stakeholder Analysis maps out key players and partners of the Embassy. **Chapter Four** identifies the strategic issues emerging from the situational and stakeholder analyses that form the basis for formulating strategic goals. The Chapter also outlines Key Result Areas (KRAs) that are essential for achieving these strategic goals.

Chapter Five presents the strategic objectives the Mission will pursue over the next five years. It includes a 5-year projection of these objectives, expected annual outcomes, and the strategic choices necessary to achieve them. The implementation plan in **Chapter Six** details the actions to be undertaken to achieve the Mission's objectives as well as the envisaged institutional and organization framework.

Chapter Seven outlines the financial needs for implementing the plan's activities, projects, and human resource management and development. It estimates the financial requirements based on key result areas and compares them against projected resource allocations. The chapter identifies resource gaps and proposes strategies to bridge these gaps, ensuring prudent resource utilization.

Chapter Eight describes the systematic approach for monitoring and reviewing the plan's progress. It outlines the Monitoring and Evaluation Frameworks, Performance Standards, and the schedule for mid-term and end-term evaluations. Mechanisms for reporting and feedback on the implementation of strategic plan interventions are also detailed.

KENYA 2030

STRATEGIC PLAN 2023 - 2027

CHAPTER 1
INTRODUCTION

CHAPTER ONE: INTRODUCTION

This chapter describes the centrality of the Strategic Plan in achieving organizational success, the context and environment around which it is developed including consideration of national development priorities, regional and international development frameworks, relevant provisions of the Constitution, Kenya Vision 2030, BETA and the MTP IV.

1.1 Strategy as an Imperative for Organizational Success

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

Strategic Planning encompasses the formulation, implementation, and evaluation of cross-functional decisions aimed at guiding an organization towards the attainment of its overarching objectives. It comprises a series of systematic processes designed to assess an organization's strategic landscape and chart a course for the future, with the primary aim of enhancing performance, service delivery and governance effectiveness. These processes are centered around the development and execution of Strategic Plans, establishment of service delivery standards, creation of citizen service delivery charters, formulation of annual work plans, negotiation of performance contracts, and conducting staff performance appraisals. Together, these components form the foundation upon which organizations navigate complexities, adapt to changing environments, and strive for continuous improvement and excellence.

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

1.2 The Context of Strategic Planning

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

United Nations 2030 Agenda for Sustainable Development

The Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. These aspirations are aligned with the Kenya Vision 2030, which the Government is actively pursuing. This Strategic Plan aligns with specific SDGs as summarized below:

S/No.	Goal Description	Strategic Response by the Embassy
1.	**Goal 17 Target (3) "**Mobilize additional financial resources for developing countries from multiple sources".	The Mission will support the Government of Kenya's efforts to attract investments and development of incentive platforms for diaspora remittances, savings and foreign direct.
2.	**Goal 10** "Reduce inequality within and among countries".	The Mission support achievement of the SDG goal by facilitating signing of fair -trade agreements and following up on implementation of technical cooperation agreements between Kenya and countries of accreditation.
3.	**Goal 11**"Make cities and human settlements inclusive, safe, resilient and sustainable".	The Mission will support establishment of mutually beneficial city agreements between municipalities in Kenya and countries of accreditation.
4.	**Goal 13** "Take urgent action to combat climate change and its impacts"	The Mission will promote environmental diplomacy and identify opportunities for investment in climate adaptation and mitigation projects in Kenya as well as related capacity building opportunities

Africa Union Agenda 2063

African Union's Agenda 2063 is Africa's strategic framework that aims to deliver on its goal for inclusive and sustainable development towards a united and prosperous Africa. This Strategic Plan aligns with the following key aspirations:

S/No.	Aspiration Description	Strategic Response by the Embassy
1.	Aspiration No. 1 "A Prosperous Africa based on Inclusive Growth and Sustainable Development":	The Mission will support the engagement of the Diaspora and Foreign Direct Investment in major sector such as agriculture, education, healthcare and infrastructure development to increase investment and job creation that leads to economic growth and sustainable development.
2.	Aspiration No. 7 "Africa as a strong, united, resilient and influential global player and partner"	The Mission will work closely with the African Group of Embassies in Brasilia to forge a common voice and effectively pursue joint economic, cultural and cooperation objectives.

East African Community Vision 2050

The EAC Vision 2050 is a long-term development blueprint aimed at transforming the East African Community into an upper-middle income region within a secure and politically united East Africa based on the principles of inclusiveness and accountability by the year 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.

The Strategic Plan will facilitate implementation of the common aspirations of the EAC Vision 2050:

Enhanced inclusiveness in development and socio-economic transformation: -
The Mission will seek common positions with the Embassies of EAC partner states in engagements with the Governments of Brazil and countries of accreditation aimed at enhancing development and socio-economic transformation.

Constitution of Kenya 2010

The Constitution of Kenya is the supreme law of the Republic and binds all persons and all State organs at both levels of government. Article 10 of the Constitution outlines the national values and principles of governance, which include democracy, rule of law, transparency, accountability, inclusivity, human dignity, equity, social justice, inclusiveness, equality, human rights among others. Article 232 also spells out the values and principles of public service to include high standards of professionalism, accountability, inclusivity, effectiveness, responsiveness, and involvement of the people in the process of policy making. The Strategic Plan prioritizes the promotion of these values through outlining specific actions to ensure that these values are integrated into the office's operations and influence government policies.

The Mission has also prioritized championing the rights and welfare of Kenyans in the Diaspora and mainstreaming them in the national development processes in line with the Constitution.

Kenya Vision 2030, Bottom-Up Economic Transformation Agenda (BETA) and Fourth Medium Term Plan (MTP IV), 2023-2027

The Mission's Strategic Plan is guided by the Kenya Vision 2023, BETA and the Fourth Medium Term Plan. The Kenya Vision 2030 is the long-term development blueprint, which seeks to transform the country into a newly industrialized and globally competitive middle-income country, providing a high quality of life to all its citizens by the year 2030. The Vision is implemented through 5-year successive Medium-Term Plans (MTPs). MTP IV (2023-2027) will implement the fourth and second-last phase of the Kenya Vision 2030, which coincides with this Strategic Plan period. MTP IV sets the momentum for transition to the next long-term development agenda for the Country and aligns with the Bottom-Up Economic Transformation Agenda (BETA) and other regional and international development frameworks.

The BETA is geared towards economic turnaround and inclusive growth, and aims to increase investments under five pillars, namely: Agricultural Transformation; Micro, Small and Medium Enterprise (MSME); Housing and Settlement; Healthcare; Digital Superhighway and Creative Industry. The BETA also focuses on increased employment, equitable distribution of income, social security, expanded tax base and improved foreign exchange earnings. In

addition, it recognizes diaspora contribution as a major enabler to the growth of the economy and seeks to promote Diaspora engagement in Governance and national development.

Sector Policies and Laws

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

S/No.	Document Name	Purpose
1.	Foreign Service Act, 2021	Enacted to establish the Foreign Service of the Republic of Kenya, facilitating the management of the Service and the establishment of the Foreign Service Academy.
2.	Treaty Making and Ratifications Act, 2012	Provides guidelines and procedures for the making and ratification of treaties, ensuring compliance with international obligations.
3.	Kenya Foreign Policy, 2024	Outlines Kenya's foreign policy objectives, priorities, and strategies in engaging with the international community.
4.	Kenya Diaspora Policy 2024	The Policy identifies the Kenyan diaspora as an important constituency. It seeks to mainstream their participation in national development through championing of their rights, welfare and facilitating diaspora investments, remittances, skills and technology transfer.
5.	Administrative Rules Governing the Service of Kenya Missions, July 2022	Establishes administrative rules for Embassy and staff, facilitating smooth operations and coordination.
6.	Vienna Convention on Diplomatic Relations, 1961; Vienna Convention on Consular Relations, 1963	Provide guidelines on privileges, immunities, and reciprocal treatment of diplomats and consular officials.

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

1.3 History of the Kenya Embassy, Brasilia

The Embassy of the Republic of Kenya in Brasilia was established in 2006 and formally inaugurated on 14th September, 2010. The Embassy was also officially accredited to Argentina, Chile, Colombia and Venezuela.

The Cabinet of the Republic of Kenya vide Cabinet Memorandum CAB (21)35 of December 2021 on the Review of Multiple Accreditations of Kenya Missions abroad reorganized the Mission's accreditation. Consequently, the Mission is now accredited to Argentina, Chile, Peru, Bolivia, Paraguay and Uruguay.

1.4 Methodology of Developing the Strategic Plan

Development of the Kenya Embassy Brasilia Strategic Plan 2023-27 involved extensive consultations with both internal and external stakeholders. The Mission's staff drafted the Strategic Plan, conducted a situational analysis, internal and external environments analysis, and defined the strategic focus and strategies towards achieving the mandate of the office. The Strategic Plan was then developed and subjected to stakeholders for review. Subsequently, the stakeholders' comments were incorporated and the Strategic Plan validated and finalized. The process included requisite technical backstopping from the Central Planning and Project Monitoring Division (CPPMD).

The development process also referenced key policy documents, such as the Constitution of Kenya (2010), Kenya's Foreign Policy, the Kenya Diaspora Policy, Kenya Vision 2030, Bottom-Up Economic Transformation Agenda (BETA), among other relevant government policies and strategies.

KENYA 2030

STRATEGIC PLAN 2023 - 2027

CHAPTER 2

STRATEGIC DIRECTION

CHAPTER TWO: STRATEGIC DIRECTION

This chapter provides the Embassy's mandate, Vision Statement, Mission Statement, Strategic Goals, Core Values and Quality Policy Statement.

2.1 Mandate

The Core mandate of the Embassy is to articulate and implement Kenya's Foreign Policy in Brazil and countries of accreditation.

2.2 Vision Statement

To be a modern and world class Diplomatic Mission, safeguarding Kenya's national interests in Brazil and countries of accreditation.

2.3 Mission Statement

To project, promote and protect Kenya's interests and image in Brazil and countries of accreditation through innovative diplomacy and exemplary customer service.

2.4 Strategic Goals

In undertaking its programmes, the Embassy will pursue the following strategic goals:

- Protect Kenya's sovereignty and territorial integrity
- Enhance global and regional peace, security and stability
- Enhance Economic and Commercial Diplomacy
- Pursue bilateral cooperation, regional integration and international cooperation
- Enhance diaspora engagement and provision of consular services
- Enhance Public Diplomacy, cultural heritage and stakeholder engagement;
- Strengthen Policy, Legal and Institutional Capacity.

2.5 Core Values

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

S/No.	Core Value	Explanation
1.	**Patriotism**	Leverage the Mission's staff, stakeholders, and diplomatic networks in Brazil and countries of accreditation to actively foster, advocate, and embody love, loyalty, and dedication to our beloved nation, Kenya.
2.	**Intergrity**	Champion integrity by steadfastly adhering to virtuous moral and ethical principles, including honesty, truthfulness, consistency, and moral character, both in private and public.
3.	**Good Governance**	Good governance promotes teamwork to enhance service delivery and foster collective responsibility through coordination, networking, and collaboration. It also promotes creativity and agility in operations for effective and efficient service delivery.
4.	**Professionalism**	Uphold high level of competence, diligence, and meritocracy in work performance and apply quality standards in service delivery.
5.	**Inclusiveness**	Guarantee the engagement of the Diaspora in Brazil and countries of accreditation and other stakeholders in the realization of the Mission's mandate.
6.	**Sustainable Development**	The Embassy will actively support and facilitate collaboration with key industry stakeholders to channel resources, expertise and innovation into initiatives that promote economic growth, environmental protection and social well-being. These efforts will be guided by long-term thinking, responsible stewardship and a shared commitment to sustainable progress.

2.6 Quality Policy Statement

At the Kenya Embassy, Brasilia we are steadfast in our commitment to excellence and quality in all facets of our operations. We pledge to uphold the highest standards of professionalism, integrity, and efficiency in our diplomatic endeavors and services to the clients.

We are dedicated to:

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

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

KENYA 2030

STRATEGIC PLAN 2023 - 2027

CHAPTER 3
SITUATIONAL AND STAKEHOLDER ANALYSIS

CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSIS

This section provides an overview of the situation and stakeholder analyses. The situation analysis looks into the external environment informed by the macro-environment, micro-environment, industry/competitive environment and the market environment. Further, the situation analysis explores the internal environment that details the governance and administrative structures, internal business processes as well as resources and capabilities. Finally, stakeholder analysis maps out key players and partners of the Embassy.

3.1 Situational Analysis

External Environment

Below is an analysis of the Embassy's macro and micro-environment factors that will either support or impede the process of implementing this Strategic Plan.

Macro-Environment

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

Table 1: PESTELE Analysis

Category	Factors	Description
Political	**Foreign Policy dynamics**	Kenya operates in a dynamic Foreign Policy environment influenced by global geopolitics, requiring strategic alignment at bilateral, regional, and multilateral levels.
	Change of Government in Brazil and Countries of Accreditation	Change of Governments in Brazil and countries of accreditation may increase or diminish appetite of interlocutors to enhance bilateral, economic and regional ties with Kenya and Africa in general.
	Political Instability	Political instability in Brazil and countries of accreditation may impact the Mission's activities in pursuit of closer political and economic relations and safeguarding of Diaspora welfare.
Economic	**Fluctuating Economic Indicators**	Fluctuations in GDP growth, inflation, fiscal deficits and other key economic indicators impact on the Embassy's ability to attract Foreign Direct Investment, seek market access for Kenya's export products and stimulate tourism inflows.

Category	Factors	Description
	Regional Integration	Deepened integration of regional economic communities such as the Southern Common Market (Mercosur) and the Union of South American Nations (UNASUR) presents opportunities for Kenya to leverage on its leadership position in the East African Community (EAC), the Common Market for Eastern and Southern Africa (COMESA) and the African Continental Free Trade Area (AfCTA) to forge mutually beneficial trade agreements.
Social	**Culture**	The Embassy can leverage on the myriad possibilities to foster cultural exchanges and Kenya's rich cultural heritage for the development of the country, through festivals, exhibitions and promotion of the Swahili language, inter alia.
	Education	Brazil and countries of accreditation offer immense opportunities to establish academic cooperation, exchange programmes, joint research and secure university placement for Kenyan students.
	Diaspora	The Embassy can harness the expertise and dynamism of the growing Kenyan Diaspora in South America in the pursuit of its foreign policy objectives in various spheres including economic diplomacy, tourism promotion and knowledge transfer.
Technological	**Digitization of Government Services**	The ongoing digitization of Government Services is envisaged to enhance the efficiency and effectiveness of consular services.
	Cyber Security Threats	Increasingly sophisticated cyber security threats require the Mission to maintain up to date protective measures include a Firewall, Virtual Private Networks (VPNs), Anti-Virus Software and ensure continuous sensitization of staff.
	Digital Diplomacy	Increased uptake of digital platforms such as social media is likely to enhance the Mission's communication with the Diaspora and other key stakeholders.
Environmental	**Environmental Diplomacy**	Nairobi's status as the host of the United Nations Environment Programme (UNEP) and Global Environmental Diplomacy hub coupled with Kenya's leadership in shaping regional and global responses to climate change imbue the Mission with a strong mandate to burnish Kenya's environmental credentials in Brazil and countries of accreditation.
	Environmental Diplomacy	With Kenya's leadership role in shaping global responses to climate change, the Mission shall identify organizations with which mutually beneficial south-south cooperation in environmental matters could be established in areas such as promotion of sustainable use of natural resources, use of technology for real-tie satellite observation and forest monitoring.
Legal	**Constitution of Kenya, 2010**	The Constitution of Kenya, 2010 provides a platform for the pursuit of an open, transparent and accountable Government. It provides a progressive framework for public affairs management and cooperation among government agencies.

Category	Factors	Description
	Governing Regulations	The Mission's operations are governed by Kenya Foreign Policy 2024, *Foreign Service Act 2021* and the *Administrative Rules Governing the Service of Kenya Missions, July 2022* inter alia. In addition, the Mission is expected to adhere to provisions of various laws and regulations including *the Public Financial Management Act 2012*, the *Public Financial Management Regulations (National Government) of 2015*; *Public Procurement and Asset Disposal Act 2015*; *Public Procurement and Asset Disposal Regulations, 2020*; and *Public Audit Act of 2015*, inter alia.
Ethical	**Existing Agreements**	The Mission's outreach to stakeholders in Brazil and countries of accreditation will be informed by existing Agreements, Memoranda of Understanding and other cooperation frameworks.
	Transparency and Accountability	The Embassy shall remain transparent and accountable in its operations to foster confidence among key stakeholders, including the Kenyan Diaspora, public and private stakeholders in Brazil and countries of accreditation and international organizations, among others.
	Equity and Fairness	The Mission shall ensure that equitable treatment and fairness underpin provision of services as well as treatment of staff members.
	Privacy and Data Protection	The Mission will endeavour to safeguard data collected in the provision of consular services to the Kenyan Diaspora and other nationals in Brazil and countries of accreditation.

Micro-Environment

The micro-environment analysis looks at the fundamental factors within the immediate operating environment that exert influence over the optimal functioning and execution of the Embassy's mandate. Key among them include:

Table 2: Analysis of Micro-Environment

No.	Factor	Description
1.	Delayed exchequer releases	This limits the Embassy's ability to implement its programs within the planned timelines. Most of Mission's programs and activities are largely dictated by external calendars and schedules, while project contracts are implemented under foreign laws and regulations, some of which are very strict. Therefore, payment delays have far-reaching implications.
2.	Foreign Exchange Losses	The Mission experiences foreign exchange losses in the disbursements from the Ministry headquarters. This impacts on the Mission's ability to fund budgeted operations, programmes and activities.

No.	Factor	Description
3.	Human Resources	The Mission's Local and Home-Based Staff Establishment may need to be expanded to facilitate robust advancement of Kenya's foreign policy priorities in Brazil and countries of accreditation.
4.	Inadequate Budgetary Allocation	The Mission's budgetary allocation may be insufficient to support full engagement with stakeholders in Brazil and countries of accreditation. The expansive nature of Brazil, the distance of commercial hubs such as São Paulo from the administrative capital Brasilia, the lack of additional diplomatic representation and the dispersed nature of the Diaspora necessitate a strong budgetary allocation to support the Mission's outreach activities. Insufficient resources may also impact the quality and efficiency of consular services

Summary of Opportunities and Threats

The table 3. below gives a summary of environmental factors, opportunities and threats.

Table 3: Summary of Opportunities and Threats

Environmental Factor	Opportunities	Threats
Political	• Changing global geopolitical developments present opportunity for review of bilateral and to deepen ties with Brazil and countries of accreditation and the Global South. • Existence of bilateral and multilateral cooperation frameworks; • Friendly relations with Brazil and countries of accreditation. • Nairobi's status as the only United Nations host city in the Global South. • Kenya's increasingly robust leadership in various multilateral fora. • Opportunities posed by emerging geopolitical blocs such as BRICS.	• Sharp changes in the Foreign Policies of countries of accreditation with each electoral cycle, • Misinformation, disinformation and fake news. • Differences in host country and Kenyan laws across foreign jurisdictions where Kenyans reside. • Security threats, political protests and conflicts in the countries of accreditation may place the Mission, Staff and the Kenyan Diaspora in danger and also negatively affect efforts aimed at enhancing political and economic ties with Brazil and countries of accreditation
Economic	• Growing number of skilled Diaspora.	• Lack of direct flights between Kenya and South America.

Environmental Factor	Opportunities	Threats
	• Evolving status of Nairobi as a hub of multilateral diplomacy. • Vibrant private sector. • Kenya's positioning as a gateway to East and Central Africa and regional economic hub. • Reforms in the global financial architecture. • Job opportunities in Brazil and countries of accreditation. • Diaspora direct investments. • Foreign direct investments.	• Changes in foreign investment regulations or import tax policies in Brazil and countries of accreditation. • Tariff and Non-Tariff Barriers to trade. • Language Barriers • Economic downturns, inflation and high interest rates. • Global supply chain disruptions. • Multiple memberships in the economic blocs and realignment of strategic cooperation and shifting economic relations. • High cost of servicing debt. • High cost of remittances.
Social	• Kenya's diverse and rich cultures that can be tapped to increase the economic benefits • Opportunities for education, training and capacity building in Brazil and countries of accreditation • Relatively small but highly engaged Kenyan Diaspora in South America.	• Challenges of responding to Kenyans in distress in far flung areas of Brazil and South America. • Undocumented and unregistered Kenyans. • Language barriers
Technological	• Utility of social media as a tool for engagement with the Diaspora and other key stakeholders. • Advanced developments in various core technologies including Artificial Intelligence (AI).	• Increasingly sophisticated cybercrimes and espionage. • Rapid technological change that outpaces adoption. • Disinformation, misinformation and information overload
Legal	• Operationalization of the Kenya Foreign Policy, Foreign Service Act, 2021 and other governing regulations. • Facilitative Agreements between Kenya, Brazil and other countries of accreditation for investments, trade, and knowledge transfer	• Limited legal capacity in the Mission's Staff Establishment. • Differences in host country and Kenyan laws and regulations.
Ecological	• Recognition of Kenya's pre-eminence in multilateral environmental diplomacy.	• Climate change shocks and impacts. • Environmental degradation

Environmental Factor	Opportunities	Threats
	• Opportunities for knowledge transfer with Brazil and countries of accreditation and inter-governmental organizations such as the Amazon Cooperation Treaty Organization (ACTO). • Heightened global, regional and national climate action agenda. • Rich and diverse ecosystem • Untapped potential in the blue economy • Climate Finance • The presence of UN Environment Assembly and UN Habitat Assembly headquarters in Nairobi	• Food insecurity • Limited fiscal space to implement climate mitigation and adaptation measures.

Internal Environment

This section encompasses all factors within the Embassy that influence its operations and performance, including governance and administrative structures, internal business processes, resources, and capabilities. These elements collectively shape the Embassy's activities, processes, and effectiveness, thereby affecting its ability to achieve goals and adapt to external environmental changes

Governance and Administrative Structures

The Embassy led by an Ambassador/Head of Mission and the Deputy Head Mission at the rank of Ambassador and the Mission staff both Home Based and Local Staff are all vested with the responsibility of the implementation of the Strategic Plan.

The Mission Staff Establishment include Foreign Service Officers, Financial Attache, Administrative Attache, Commercial Attache and a complement of Local Staff. The Embassy operates under various working areas, which include Political, Commercial Diaspora & Consular, Finance and Procurement, Administration, Publicity and Planning working areas:

S/No.	Section	Responsibility
1.	**Political**	This section is responsible for representing, promoting, projecting and safeguarding Kenya's national interest in Brazil and countries of accreditation; articulating Kenya's foreign policy priorities; strengthening bilateral relations with Brazil and countries of accreditation and forging mutually beneficial technical cooperation.

S/No.	Section	Responsibility
2.	**Commercial**	The section is responsible for promotion of economic cooperation, trade and investment between Kenya and countries of accreditation. It undertakes this through meetings with potential investors and importers; facilitation of inbound and outbound trade missions; dissemination of trade and investment opportunities to relevant stakeholders in Kenya; participation in strategic trade fairs and exhibitions; and promotion of Kenya as a tourism destination.
3.	**Diaspora and Consular**	This section is responsible for safeguarding the welfare of the Kenyan Diaspora in Brazil and South America at large; provision of consular services; harnessing employment and enterprise opportunities; facilitating remittances, savings and investments; leveraging the Diaspora networks to stimulate knowledge exchange and technology transfer; continuous dialogue aimed at mainstreaming the diaspora into Kenya national development; and facilitation of the formation and registration of a Diaspora Association.
4.	**Finance and Procurement**	This section is responsible for coordinating the Mission budget and finances; ensuring effective implementation and utilization of funds; provision of accounting services; procurement of goods and services; payments of goods, services and rents; interpretation, implementation and enforcement of government procurement regulations, systems and procedures; inventory and asset control and disposal of surplus and unserviceable stores; preparation of the Mission's Annual Procurement Plans, Cash Flow Statements; submission of Monthly Returns; and administration of the Integrated Financial Management System (IFMIS).
5.	**Administration**	This section is responsible for the management of the of the human and capital resources of the Mission as well as matters related to Housing, Security, Transport, Asset Management, management of complaints and adherence to the Mission's Service Charter. Additionally, it offers transport, protocol, and office management services which encompass accurate record keeping, facilitating meetings, handling incoming and outgoing mail and calls, managing the diplomatic bag, and ensuring the overall cleanliness of the Chancery and the official Residence.
6.	**Publicity**	This section is responsible for management of the Mission's website, Social Media platforms, media liaison, and publication of the Mission's E-Newsletter.
7.	**Planning**	This section is responsible for formulation, monitoring, and evaluation of the Mission's Annual Work Plans, Performance Contracts and the Strategic Plan.

Figure 1: Home-Based Staff

H.E. Dr. Musalia Mudavadi, EGH, Prime Cabinet Secretary and Cabinet Secretary for Foreign and Diaspora Affairs (CENTER-LEFT) and Amb. Dr. Andrew Karanja, Head of Mission (CENTER-RIGHT) and the Home-Based Embassy Staff during the 5th Kenya-Brazil Political Consultations held in Brazil from 16th -17th May, 2025.

Internal Business Processes

The Embassy operates within the existing policies, laws, regulations, manuals, and circulars such as those guiding procurement, finance, accounting and human resource functions, as well as Brazilian laws where applicable. The Mission will prioritize documentation and digitalization of internal processes and procedures.

The Mission will also embrace a multi-disciplinary approach for efficient task execution, fostering a culture of productivity through a robust Results-Based Management Framework.

The Embassy has also adopted various measures aimed at enhancing its efficiency and effectiveness in pursuit of its mandate, including through Business Process Reengineering and identification of processes to be outsourced.

Resources and Capabilities

1. The Mission possesses qualified personnel with the requisite skills and competencies. There is, however, sub-optimal placement and deployment compared to the approved establishment, while the establishment itself is not adequate. There also a need to deploy staff with strong Portuguese and Spanish language competence.

2. The deployment of an Agricultural Attaché to the Embassy would also enable Kenya to fully take advantage of the comparative advantages Brazil has to offer in agriculture and livestock.

3. Inadequate budgetary allocation for optimal execution of the Mission's mandate. The Mission will explore various resource mobilization strategies to bridge the resource gap.

4. Inadequate office space and equipment at the Mission.

Summary of Strengths and Weaknesses

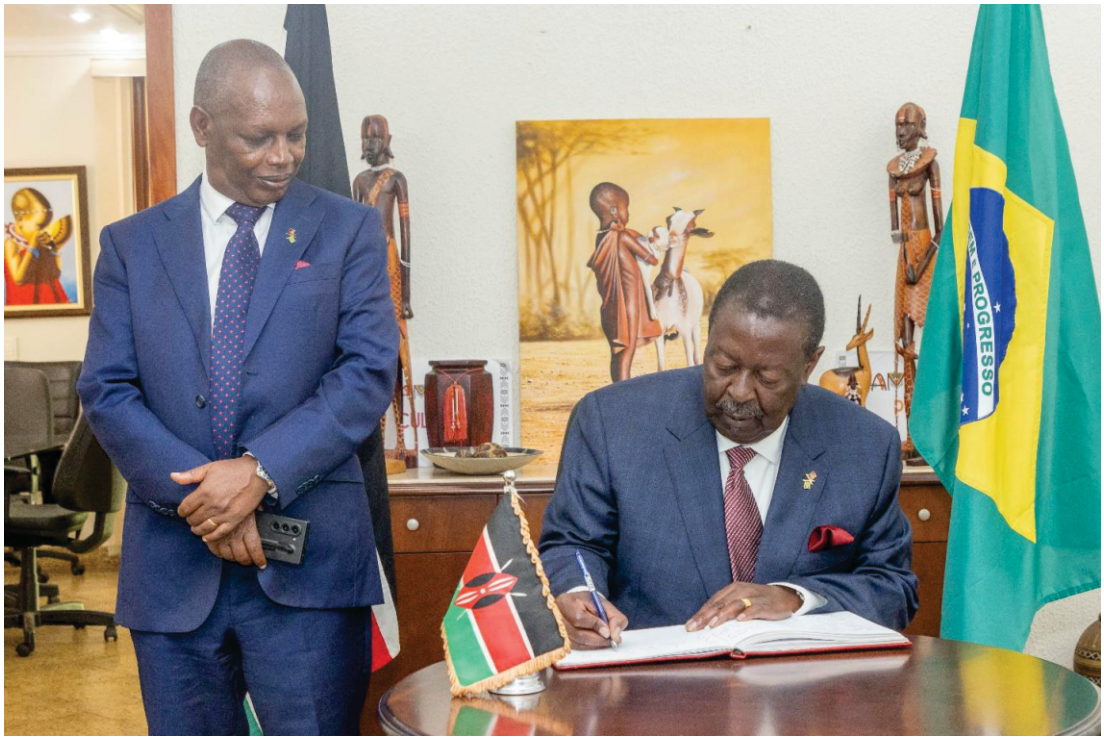
The emergent strengths and/or weaknesses of the Embassy is summarised in the table below.

Table 4 : Summary of Strengths and Weaknesses

Factor	Strengths	Weaknesses
Governance and Administrative Structures	• Clear mandate as per, Kenya Foreign Policy 2024, Executive Order No. 2 of 2023, Foreign Service Act, 2021 • Signed Agreements and MOUs in various sectors • The Vienna Conventions and other applicable international laws. • Established partnerships and collaborations	• Inadequate representation in Brazil and countries of accreditation. • Lack of clear policy framework on assisting distressed Kenyans
Internal Business Processes	• Clear operating framework as per the Administrative Rules Governing the Service of Kenya Missions July 2022. • Business Process Reengineering and digitalization of Government services • A widely accepted and supported internal culture of business process re-engineering	• Delay in implementation of agreements and MOUs. • Absence of adequate tools for tracking the implementation, monitoring, and reporting of cooperation frameworks. • Difficulty in connecting to Immigration Officers in Nairobi by phone due to time zone differences, in the case of urgent Electronic Travel Authorization (ETA) and other consular queries. • Receipt of incomplete documents affecting payment of vouchers.
Resources and Capabilities	• Competent and experienced Home Based and Local Staff • Vibrant and supportive Diaspora community	• Inadequate financial resources. • Lack of GoK owned Chancery and official residence.

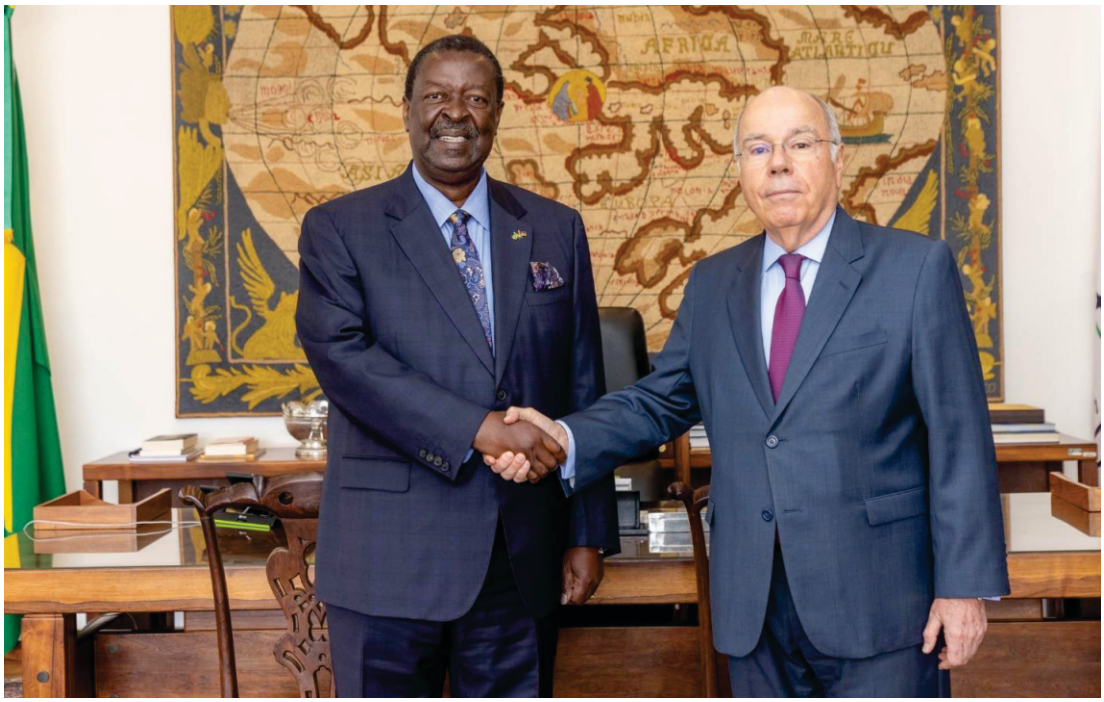
Analysis of Past Performance; Key Achievements

Figure 2: Kenya-Brazil Bilateral Relations



H.E. Dr. Musalia Mudavadi, EGH, Prime Cabinet Secretary and Cabinet secretary for Foreign and Diaspora Affairs, signing the Visitors Book at the Kenya Embassy, Brasilia during the 5th Kenya-Brazil Political Consultations on 16th -17th May, 2025, looking on is Amb. Dr. Andrew Karanja, Head of Mission.

Figure 3: Kenya- Brazil Foreign Affairs Ministers



H.E. Dr. Musalia Mudavadi, EGH, Prime Cabinet Secretary and Cabinet Secretary for Foreign and Diaspora Affairs (RIGHT) and H.E. Amb. Mauro Vieira, Minister of Foreign Affairs of Brazil (LEFT), during the 5th Kenya-Brazil Political Consultations on 17th May, 2025.

Within the implementation period of the 2018/19-2022/23 Strategic Plan, the Mission recorded the following commendable achievements:

Peace, Security, Sovereignty and Territorial integrity

This objective aimed to promote peace, security and stability as a prerequisite for sustainable development. It further aimed to safeguard Kenya's sovereignty and territorial integrity to ensure Kenya's right to make sovereign decisions and chart its own political and development path is respected.

1. The Mission actively participated in South America security forums where issues of terrorism, money laundering, combating organized crimes and drug trafficking were discussed. This collaboration especially information sharing immensely contributed to disruption of drugs trafficking networks that operates from South America to East African countries.

2. The Mission continuously assessed real and perceived threats to Kenya national interests and submitted appropriate reports to the Ministry headquarters.

3. The Mission also initiated negotiations for a Memorandum of Understanding between the National Defence University –Kenya (NDU-K) and the Brazilian Defence College as well as well as a draft Agreement on Cooperation in Defence Related Matters between the Governments of Kenya and Brazil.

Kenya's Interests Globally

Under this objective, the Mission aimed to enhance Kenya's influence to effectively advance and secure Kenya's interests globally through strengthening engagements both at bilateral and multilateral levels.

1. During the period under review, the Mission's mandate was expanded to enhance Kenya's diplomatic footprint and representation across a total of seven countries in South America, namely: Brazil, Argentina, Chile, Paraguay, Uruguay, Peru and Bolivia.

2. Prime Cabinet Secretary H.E. Hon. Musalia Mudavadi visited the Federative Republic of Brazil represented H.E. President William Samoei Ruto, PhD and the Government of the Republic of Kenya at the Swearing-In-Ceremony of H.E. Luiz Inácio Lula da Silva, the newly elected President of the Federative Republic of Brazil which took place on 1st January, 2023.

3. The Mission successfully rallied South American countries to support Kenya to be elected to the non-permanent seat at United Nations Security Council. In January 2021, Kenya took its place as a non-permanent member on the United Nations Security Council (UNSC).

4. The Cotton Victoria Project implemented through the Brazilian Cooperation Agency (ABC) has continued to boost cotton production in the country, provide employment opportunities, raw materials for industries and contribute to growth of national economy. In 2019, the Kisumu unit produced twice the national average per hectare, reaching 1,202 kg per hectare.

5. The Embassy further spearheaded discussions with the Brazilian Agricultural Research Cooperation (Embrapa) on the establishment of a regional hub in Kenya, under the auspices of the Kenya Agricultural and Livestock Research Organization (KALRO). The Mission also forwarded proposals for scientific cooperation with KALRO and other Kenyan agencies including the Kenya Animal Genetics Resources Centre (KAGRC).

6. In addition, the Brazilian Cooperation Agency is currently considering the following proposals for technical cooperation with KALRO, KAGRC and the Agriculture and Food Authority (AFA) respectively:

   I. Supporting Expansion of Technologies for a Competitive and Market Based Cassava Value Chain.
   ii. Enhancement of Rice Productivity, Production, Marketing and Utilization in Kisumu County.
   iii. Cooperation with AFA on development and regulation of fibre crops, namely Sisal and Cotton.
   iv. Joint Livestock Research and Development between KALRO, KAGRC and Embrapa.

7. In the wake of the COVID-19 pandemic, the Government of Brazil announced a donation of US$ 50,000 to the Government of Kenya through the World Food Programme for acquisition of medical supplies and equipment to contribute to the containment of COVID-19. The donations were handed to the Ministry of Health in February 2021. This contributed to the Big Four aspiration of enhancing medical supplies, under the Universal Health Care pillar.

8. The 4th session of the Political Consultations between Kenya and Brazil was successfully held on 4th February, 2021.

9. During the period under review, the Mission kick-started and advanced negotiations on the following draft agreements with Brazil:
   i. Memorandum of Understanding on Tourism Cooperation
   ii. Update on Bilateral Air Services Agreement (BASA)
   iii. Memorandum of Understanding on Crop and Livestock Cooperation

10. Kenya and Chile held the first Political Consultations on 3rd October 2019 in Nairobi where two MOUs were signed:
    i. MOU between the Foreign Service Academy and the Diplomatic Academy of Chile
    ii. MoU on the establishment of Joint Committee on Trade and Investment

11. His Excellency Ambassador Lemarron Kaanto presented his Letters of Credence to His Excellency Gabriel Boric Font, President of the Republic of Chile on 4th November, 2022. During a private audience with the Ambassador, H.E. President Boric affirmed the desire of the Government of the Republic of Chile to enhance ties with Africa, and that he was quite eager to have a closer engagement with Kenya in particular.

12. Engagements between the Mission and the Ministry of Foreign Affairs of Chile have shone light on Chile's desire to bolster its ties with Africa through the deepening of mutually beneficial South-South cooperation including in the areas of public sector capacity building, agriculture, blue economy and sustainable development and mining.

13. The Mission successfully hosted the Scheme Management Committee (SMC) of the Civil Servants Housing Scheme Fund (CSHF) which visited the Federative Republic of Brazil from 10th – 17th July 2022 to learn from best practice in institutions dealing with housing development and financing.

14. An MOU between the Ministry of Foreign Affairs of the Republic of Colombia and the Ministry of Foreign Affairs of the Republic of Kenya on the Establishment of Political Consultations was signed in August 2021. It presents an opportunity for Kenya to pursue closer ties with Colombia in advance of her national interest.

15. Ambassador Lemarron Kaanto served as the Chairperson of the 2023 Africa Day Preparatory Committee. He marshalled various stakeholders drawn from the Group of African Ambassadors, the private sector and Federal and State Governments to commemorate Africa Day 2023 successfully.

16. Under his stewardship, the centrepiece of the 2023 celebrations was a seminar on Brazil-Africa relations dubbed Brazil-Africa Seminar: Relaunching Partnerships from 22nd to 25th May 2023 at the Ministry of Foreign Affairs in Brasilia.

17. Ambassador Kaanto participated in a panel discussion on Entrepreneurship, Local Development, And Social Inclusion on 23rd May, 2023. The panel comprised of Minister for Social Development, Family and the Fight against Hunger, Hon. Wellington Dias and Amb. Carlos Sérgio Sobral Duarte, Secretary for Africa & Middle East. Ministry of Foreign Affairs of Brazil. He highlighted the Government of Kenya's Bottom-Up Economic Transformation Agenda (BETA) in his remarks.

18. With the participation of experts from Brazil and across the African continent, the seminar featured stimulating presentations and discussions on a range of topics that encompass Brazil-Africa relations, including technical co-operation between Brazil and Africa; empowerment, gender equity and social entrepreneurship; education and academic co-operation; trade and investment; and agricultural cooperation.

19. The seminar culminated in a closing session by His Excellency Luiz Inácio Lula da Silva, President of the Federative Republic of Brazil, on 25th May, 2023. H.E. President Lula also hosted a lunch for the African Heads of Mission, panellists, and other distinguished guests.

20. The Embassy convened a "Blue Talks" seminar in conjunction with the Embassy of Portugal and the United Nations Office in Brasilia on 16th and 17th March, 2023. The event was in preparation for the Second United Nations Ocean Conference which was co-hosted by Kenya and Portugal from 27th June to 1st July, 2022 in Lisbon, Portugal.

21. In attendance were members of the diplomatic corps as well as Government and United Nations officials, including the Minister for Environment of Brazil H.E. Joaquim Leite, the Minister of Foreign Affairs of Portugal (via virtual link), H.E. Augusto Santos Silva and H.E. Silvia

Rucks, United Nations Resident Coordinator for Brazil. Kenya's Principal Secretary for Shipping and Maritime, Amb. Nancy Karigithu participated in the meeting virtually and affirmed the importance of the conference as a platform to address the challenges facing our oceans including marine pollution and poor management of wastewater

22. The Mission prepared quarterly analytical briefs and reports on developments in Brazil and countries of accreditation and implications on to Kenya's national interests (security, economic and political).

Economic Cooperation, International Trade and Investment

Figure 4: Marketing Kenya as a preferred investment destination

H.E. Amb. Lemarron Kaanto giving a presentation during a Kenya Trade and Investment Promotion Seminar at the 2nd FeComercioGO Expo in Goiânia, Goiás State, Brazil, 2024.

This strategic plan took cognizance of the critical role of trade and investments in spurring economic development in Kenya. This strategic objective therefore aimed to advance Kenya's economic interest by deepening engagement and cooperation between the Kenya and the host country with a view of promoting Kenyan Exports and Foreign Direct Investment to Kenya.

1. Overall trade between Kenya and Brazil has been improving steadily with a 63% annual increase in trade flows in 2023 to USD 128 million.

2. The Mission facilitated a successful Trade & Investment Mission by Brazilian Investors to Kenya under the auspices of the 3rd Kenya International Investment Conference (KIICO) which took place from 29th to 31st May, 2023 in Nairobi. Brazil was designated as a Guest Country with a Country Specific Side-Event.

3. Leading Brazilian companies Randon, provider of transportation solutions including trailers and Marcopolo, bus manufacturer, established operations in Kenya during the period under review.

4. The Brazilian companies were drawn from the following diverse sectors: health, agriculture, commercial aviation, motor vehicle assembly & manufacturing, infrastructure development, security and technology. The mission was led by the Brazilian Trade and Investment Promotion Agency (Apex Brazil).

5. Eve Air Mobility, a subsidiary of Embraer, signed a Memorandum of Understanding with Kenya Airways in August 2021 to develop operational models for urban air mobility (UAM) through the latter's fully owned subsidiary, Fahari Aviation.

6. On 3rd October 2019 an MoU on the Establishment of a Joint Committee on Trade and Investment was signed between Kenya and Chile. The MoU is intended to enable identification, promotion and coordination of dialogue in fields of Trade and Investment cooperation, with the aim of inter alia, enhancing investment in manufacturing.

7. The Mission initiated and guided negotiations for an MoU between the Kenya Investment Authority (KenInvest) and the Brazilian Trade and Investment Promotion Agency (ApexBrasil) during the period under review.

8. The Mission has continually held meetings with potential importers and investors in Brazil and has strongly promoted Kenya's export products such as tea, coffee, fruits, vegetables, nuts, edible fats and oils, fish in Brazil through rigorous marketing campaigns, participation in key international Brazilian trade exhibitions and cultivation of linkages with key Brazilian stakeholders.

9. The Embassy organized a "Seminar on Promoting Kenya's Trade, Tea and Cultural Experience in Goiânia" on 2nd March 2023 geared towards creating awareness on investment opportunities to over 30 Brazilian senior business executives accredited to the Federation of Trade in Goods, Services and Tourism of the State of Goiás (FecomércioGO).

10. Following the successful engagement, several investors expressed great interest in visiting Kenya, with Mendez Lobo Construction forming part of the visit to Kenya by Brazilian investors in May 2023.

11. Ambassador Lemarron Kaanto delivered a presentation on Kenya's trade and investment profile to over 30 business executives in Brazil and South America, primarily drawn from alumni and associates of the ESADE Business School in São Paulo on 9th November, 2022. The members of the audience were drawn from the following sectors: Food & Beverage; Consulting; Technology; Finance; Air Travel; Health; Agro business; and Legal. Several of the businessmen present expressed an interest in promoting Kenyan products as well as exploring opportunities for Foreign Direct Investment.

12. The Mission participate in the inaugural Cultural Tea Week which took place in Brasilia from 1st to 7th August, 2022. The Mission was able to raise awareness about Kenyan tea and establish linkages key stakeholders in the nascent tea sector in Brazil, including growers, tea sommeliers, and distributors.

13. There exists great potential to harness the growing demand for the beverage in Brazil, with Kenyan tea standing out due to its superior and gourmet quality. During the Tea Cultural Week, the Mission was able to exhibit different varieties of Kenyan tea and created important linkages to facilitate further promotional activities in the Brazilian market

14. In 2020, Kenya had a trade surplus with Chile, exporting KES 729.5 Million worth of goods to Chile with imports worth KES 610.7 Million, with tea making up 97% of Kenya's export basket.

Diaspora Engagement and Consular Services

Figure 5: Kenyans Living in Latin America (KELLA)

Kenyans Living in Latin America (KELLA) during its official launch on 30th November 2024 in São Paulo, Brazil. The organization was established in May, 2023.

This strategic objective aimed to promote, utilize and enhance the contribution of the Kenyan Diaspora to national development as well as strengthen the assistance and protection accorded to the Kenyans living in the host country and countries of accreditation.

1. The State Department for Diaspora Affairs, in conjunction with the State Department for Immigration and Citizen Services, rolled out the first phase of the Mobile Consular Services (MCS) in Brazil from 26th to 30th June 2023. Members of the Kenyan diaspora in Brasilia, Rio de Janeiro and São Paulo benefitted from the exercise.

2. Diaspora leaders and volunteers were vital in mobilizing Kenyans needing services to avail themselves for the exercise.

3. In May 2019, the Mission successfully conducted Huduma Namba biometric registration of Kenyan citizens living in Brazil, Argentina, Colombia, Chile and Venezuela as well as Peru, Ecuador, Panama, Costa Rica, Bolivia, Uruguay and Paraguay. The information garnered from the exercise contributed to planning for Kenya's development goals as enshrined in the Big Four Agenda and Vision 2030.

4. During the period under review, the Embassy has supported the Diaspora community in South America to establish a formal umbrella association to facilitate enhanced dialogue, service delivery, and protection of rights and welfa

5. Notably, a Kenyans Living in Latin America (KELLA) Association was established in May 2023, with the constitution and leadership list under consideration by the State Department for Diaspora Affairs.

6. Starting in June 2022, the Mission has maintained a policy of having annual get-togethers with the Diaspora community, coinciding with Madaraka Day celebrations.

7. The Mission has also maintained a policy of scheduling diaspora engagements in official visits both within Brazil and in countries of accreditation.

8. The Mission also continually celebrates key diaspora milestones including graduations.

Figure 6: Supporting Kenyan Businesses Abroad

At the Ubunifu Association in Kenya Booth, Ms. Beatrice Kinyua Commercial Attache (CENTER) representing the Embassy at the International Business Fair (FIN Brazil 2025) in Balneário Camboriú City from 19th -16th May 2025. Ubunifu Association in Kenya, promoted and created awareness of Kenyan made products at the event.

Public Diplomacy and stakeholder engagement

This strategic objective sought to strengthen Kenya's global influence to enhance its reputation and recognition by developing mutual beneficial relations thus cementing Kenya's international position as a destination for investment, tourism and a trusted ally.

1. In terms of environmental diplomacy, the Mission initiated a yearly tree planting programme in conjunction with the Local Government of the Federal District of Brazil on 3rd March 2022, coinciding with Wangari Maathai Day.

2. The Embassy also hosted the African Diplomatic Corps, members of the Kenyan Diaspora and the general public for a screening of the award-winning documentary "Taking Root: The Vision of Wangari Maathai" at the Bank of Brazil Cultural Centre on 3rd March, 2022.

3. These initiatives have enhanced Kenya's image as a global champion of climate change mitigation and conservation of the environment.

4. The Mission provided logistical support to Team Kenya at the Deaflympics which took place from 1st to 15th May in Caxias do Sul, Brazil. Kenya bagged a total of 24 medals comprising of 5 gold, 7 silver and 11 bronze. With this performance Team Kenya was able to surpass its 2017 total of 16 medals (5 gold, 5 silver and 6 silver).

5. The Mission also supported Kenya's volleyball team Malkia Strikers which has continued to benefit from expert coaches from Brazil, elevating the team's performance and enhancing Kenya's image as a result. The team was in Brazil for a two-month training camp at the Osasco Volleyball Club in São Paulo before proceeding to the World Championships which took place from 23rd September to 15th October, 2022 in the Netherlands and Poland. The training was facilitated by the International Volleyball Federation (FIBV). The Mission's support of the team was covered in the Kenyan press.

6. The Mission twice (2021 and 2022) participated in the Association of Brazilian Tour Agencies (ABAV) Expo, considered one of the largest and most prestigious tourism fairs in Latin America. The Mission's participation served to enhance awareness about Kenya as an ideal tourism destination.

7. The Embassy welcomed Escola Classe 55 de Ceilândia Primary School students to the Chancery on 23rd March 2023. Ambassador Lemarron Kaanto led Embassy staff in educating the students on Kenya's culture, languages, cuisine, tourism & wildlife, among other things.

8. A group of students from Colégio La Salle Brasília students also visited the Embassy on 21st June 2023 to learn about Kenya's culture, economy, cuisine, sports and biodiversity, among other things.

9. The engagement with the Embassy proved beneficial to the students as they later organized a successful exhibition and musical presentation inspired by Kenya's flora, fauna and vibrant culture as part of their end of semester school celebration

10. The visits are part of the Mission's continued public diplomacy outreach with the local community in Brasilia.

Policy and Institutional Capacity

This strategic objective aimed to enhance the Mission's policy and institutional capacity through development and implementation of various policies as well as training and developing requisite competencies.

1. The Mission strengthened human resource capacity by sensitizing staff on the Service Charter on a biannual basis.

2. The Mission strengthened Governance Capacity by sensitizing all Staff on Ministerial policies, the Constitution of Kenya local labour laws and other statutory regulations.

3. The Mission strengthened budgeting, procurement and financial management by preparing annual work plans, procurement plans and cash flow projections.

4. The Embassy also secured the placement of a Kenyan Foreign Service Officer at the prestigious Rio Branco Institute (Foreign Service Academy of Brazil) from August 2022 to July 2024.

Figure 7: Landmark Commendation for the Embassy of Kenya, Brasilia for FY 2023/2024-2024/2025

H.E. Dr. Andrew Karanja, Ambassador of Kenya to Brazil (RIGHT) and Carlos Henrique Baqueta Fávaro, Minister of Agriculture, Livestock and Food Supply of Brazil display landmark Memorandum of Understanding (MoU) on Agriculture and Livestock Development during the signing ceremony on 22nd May, 2025 in Brasilia, Brazil.

H.E. Amb. Lemarron Kaanto (RIGHT) and H.E. Ronaldo Caiado, Governor State of Goiás (LEFT) during the Honorary Anhanguera Order of Merit Commendation Ceremony on 12th July, 2024.

Challenges

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

External Challenges:

i. Lack of direct flights from Kenya to South America. This impedes promotion of Kenyan products and tourism

ii. Delays in processing of letters of Credence for Countries with Multiple accreditations.

iii. Foreign Policy shifts in countries of accreditation.

Internal- Management/Administrative Challenges:

1. Inadequate resources both human and capital for marketing the country. The Mission is not adequately facilitated to undertake economic diplomacy due to shortage of funding.

2. Inadequate budgetary allocations especially for operations and maintenance limits the Mission's capacity to realize its strategic objectives. Most countries in the region are expansive and thus the Mission requires adequate resources to venture out to promote Kenya and also carry outreach visits to meet the Diaspora.

3. Appropriations in Aid (A-I-A) - The Mission witnessed reduced A-I-A collections after the government fully automated the issuance of visas through the E-Visa platform in June 2021.

4. Foreign Exchange Losses- The Mission experiences huge foreign exchange losses in the disbursements from headquarters. This impacts the already inadequate allocations

5. Staffing levels- the current Home Based and Local Staff establishment may compromise service delivery and attainment of the Mission's strategic objectives.

6. COVID-19 Pandemic- The closures associated with the pandemic affected interactions and the activities of the Mission.

7. Relatively low utilization of ICT solutions due to lack of adequate IT capabilities in Missions.

8. Delay in dispatch of funds undermines effective service delivery and at times leads to punitive fines from service providers

9. Lack of an Immigration Officer and biometric facilities to issue the new generation e-Passport.

Lessons Learnt

1. The COVID-19 pandemic ushered in new possibilities in diplomatic engagement where work can be done and objectives met through virtual meetings.

2. Deployment of political officers with proficiency in Portuguese and Spanish is central in the realization of the objectives of the Mission which covers a region that is predominantly Portuguese and Spanish speaking.

3. The high-level visits and engagements that took place during the review period brought about political good will and unlocked the full potential benefits of bilateral cooperation.

4. Enhancing innovativeness in resource management and service delivery is key to improving quality of services, cutting costs and maximizing on available resources.

5. Working closely with the Diaspora Community in Brazil and countries of accreditation is beneficial to the Mission due to the knowledge and experience they have about the countries of accreditation

6. Compliance with administrative and financial guidelines on management of Missions is key to enhancing efficiency and effectiveness.

3.2 Stakeholder Analysis

The Embassy recognizes the role of key stakeholders in implementation of this Strategic Plan. These stakeholders range from national government Ministries/Departments/Agencies (MDAs), host government, the diplomatic community, the Kenyan diaspora and Mission staff as shown below.

Table 5: Stakeholders Analysis

S/No.	Stakeholder	Role	Stakeholder Expectation	Mission Expectation
1.	Kenyan Diaspora	Consumption of Mission's services Provision of feedback on and suggestions on Mission's programmes Participate in Mission's activities/national days	Timely delivery of services Timely Consular services Involvement in national development processes Provision of information on national opportunities	Patriotism, Cooperation, collaboration and partnership in nation building. Cooperation with relevant State agencies Skills, expertise and technology transfer
2.	Governments of Brazil and countries of accreditation	Channel official communications between the Government of Kenya and the Governments of Brazil and the countries of accreditation.	Timely provision of services Collaboration and support Timely submission of requests	Timely response to correspondences Support in facilitating enhancement of diplomatic relations and partnerships
S/No.	**Stakeholder**	**Role**	**Stakeholder Expectation**	**Mission Expectation**
		Information about trade and investment opportunities in Kenya. Information regarding the regulations and procedures of the Government of Kenya. Authentication of legal documents. Participating in national and other functions. Coordination and facilitation of official appointments.	Enhanced cooperation	

S/No.	Stakeholder	Role	Stakeholder Expectation	Mission Expectation
3.	Government of Kenya	Primary interface with the Government and people of Brazil and countries of accreditation. Coordinate preparation for holding JCCs Provision of information on possible areas of cooperation between Kenya and Brazil, and between Kenya and the other countries of accreditation. Facilitation of state and official visits, as well as participation in trade fairs and exhibitions. Promotion of Kenyan candidatures. Coordinating and participating in bilateral negotiations and implementation of agreements between Kenya and Brazil and the other countries of accreditation.	Timely submission of reports Detailed analysis on matters touching on Kenya's national interest. Strong lobbying for Kenya's candidatures. Facilitation of meetings and logistical preparations for inbound delegations.	Timely Response to correspondences Timely release of funds Timely facilitation with procurement processes. Timely guidance on government policy and positions on various issues Timely preparation of aide memoires Adequate and timely deployment of staff.

S/No.	Stakeholder	Role	Stakeholder Expectation	Mission Expectation
		Dissemination of accurate and timely information on socio-economic and political developments in Brazil and countries of accreditation.		
	Diplomatic Community	Foster strong bilateral relations.	Timely response to correspondences and queries. Support in facilitating enhancement of diplomatic relations and partnerships.	Timely response to correspondences. Support in facilitating enhancement of diplomatic relations and partnerships.
	Mission Staff	Service provision	Fairness, equity, and conducive work environment Capacity building opportunities Staff motivation	Optimal productivity and professionalism Adherence to laws, rules, circulars, and manuals in service delivery
	The Media	Educate and inform	Provide timely and accurate information.	Responsible, objective and factual coverage and reporting. Partnership in public diplomacy
	Suppliers and Service Providers	Supply quality goods and services	Compliance with procurement laws and regulations. Timely payments. Fairness in tendering process	Timely delivery of goods and services. Compliance with procurement laws and regulations

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CHAPTER 4

STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

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

4.1 Strategic Issues

From its situational and stakeholder analysis, the Embassy has identified the following five (5) strategic issues**:**

i. Kenya's sovereignty and territorial integrity
ii. Global and regional peace, security and stability
iii. Economic and commercial diplomacy
iv. Bilateral relations, regional integration and international cooperation
v. Diaspora engagement and consular Services
vi. Public diplomacy, cultural heritage and stakeholder engagement
vii. Policy, legal and institutional capacity

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

Strategic Issue 1: Kenya's Sovereignty and Territorial Integrity

This strategic issue aims to strengthen bilateral with Brazil and countries of accreditation through exchange of high-level visits and meetings with key stakeholders in pursuit of Kenya's foreign policy objectives. This also entails monitoring the implementation of existing bilateral cooperation frameworks and initiation of new agreements and Memoranda of Understanding.

This strategic issue also calls on the Mission to coordinate Kenya's participation in conferences and meetings relevant to her national interest. Furthermore, the Mission is expected to undertake rigorous analysis on emerging political and socioeconomic currents in countries of accreditation with the potential to impact on Kenya's national interest.

In addition, the Mission is required to strengthen Kenya's presence and influence in international organizations by lobbying for support of countries of accreditation for Kenya's candidatures to key policy organs in the international governance system. Strengthening Kenya's engagement and representation further requires the Mission to initiate appointment of Honorary Consuls in Brazil, Chile and Argentina.

Strategic Issue 2: Global and regional peace, security and stability

In an effort to uphold global and regional peace, security and stability, the Mission liaises with various security stakeholders in the government of Brazil and other countries of accreditation in the fight against transnational organized crime; drug trafficking, human trafficking and money laundering as well as terrorism. This has resulted in arrests of perpetrators and disruption of their activities. The Mission participates actively in security forums within the South America region where discussions and exchange of best practices on traditional and emerging threats to national, regional and global security such as terrorism, climate change and Artificial Intelligence (AI) are held.

Strategic Issue 3: Economic and commercial diplomacy

This strategic issue aims at fulfilling the aspirations of the Kenya Vision 2030 and the Bottom-Up Economic Transformation Agenda (BETA), which envisage an average Gross Domestic Product (GDP) growth rate of up to 10% per annum and progressively attain sustainable economic development. This calls for deliberate and concerted efforts to pursue mutually beneficial bilateral, regional and multilateral economic cooperation frameworks as well as trade and investment promotion cooperation frameworks.

The Mission will aggressively promote exports of Kenyan goods and services in Brazil and countries of accreditation and concomitantly increase awareness on Kenya as an ideal Foreign Direct Investment recipient.

Strategic Issue 4: Bilateral Cooperation and International Cooperation

The Mission will endeavour to promote Kenya-Brazil Bilateral Cooperation by working towards the realization of the 3rd Session of Kenya-Brazil Political Consultations. On International Cooperation, the Mission will promote South-South Technical Cooperation (SSC) through the horizontal exchange of knowledge and experiences between Kenya and Brazil and countries of accreditation in the fields of Agriculture, Education and Environmental and rain-water harvesting. This will enhance sharing the lessons learnt and the most successful practices available in the world in Economic, Political and Social sectors.

Strategic Issue 5: Diaspora Engagement and Consular Services

The Constitution of Kenya acknowledges the potential of the Diaspora by granting dual citizenship and voting rights, thereby empowering them to actively participate in Kenya's growth and progress. Moreover, the constitution ensures the protection of Kenyans both within the country and beyond the borders, emphasizing the government's commitment to safeguarding the interests of its citizens worldwide.

In this regard, the Mission will enhance engagement of Kenyans living in Brazil and countries of accreditation in national development, including through regular dialogue, dissemination of investment opportunities, facilitating knowledge and technology transfer, and by coordinating the formation of umbrella associations for Kenyans in Brazil and countries of accreditation, including the Kenyans Living in Latin America (KELLA) Diaspora Association.

Consular services play a pivotal role in supporting Kenyan nationals living abroad. Enhancing consular services ensures that Kenyan Diaspora members have access to essential support and assistance whenever needed, fostering a sense of belonging and connection to their homeland. The Mission shall endeavour to enhance the provision of consular services in liaison with the State Department for Diaspora Affairs and other relevant stakeholders.

Strategic Issue 6: Public Diplomacy, Cultural Heritage and Stakeholder Engagement

This strategic issue recognizes public diplomacy to effectively engage stakeholders in Brazil and countries of accreditation. In promoting, projecting and protecting Kenya's national interests, public diplomacy plays a critical role in informing and engaging various audiences in the countries of accreditation. Informed by this strategic issue, the Mission intends to hold Jamhuri Day Celebrations in Brasilia on an annual basis, public an annual E-Newsletter and regularly update the Embassy's website and social media feeds.

Strategic Issue 7: Policy, Legal and Institutional Capacity

This strategic issue aims to enhance the Embassy's policy, legal, and institutional capabilities to efficiently fulfil its mandate. To achieve this, the Embassy will implement a range of policies and legal frameworks. Additionally, it will aim to bolster its institutional capacity by reviewing the organizational structure and strengthening its human resources through targeted training and skills development.

The Embassy will also focus on improving the working environment. These efforts will ensure that the Embassy operates at an optimal level, providing effective and efficient services to Kenyans in Brazil and South America and fostering stronger bilateral relations with Brazil and countries of accreditation.

4.2 Strategic Goals

The following are strategic goals that the strategic plan seeks to attain:

i. Protect Kenya's sovereignty and territorial integrity
ii. Enhance Global and regional peace, security and stability
iii. Strengthen Economic and commercial diplomacy
iv. Promote bilateral relations, regional integration and international cooperation
v. Enhance diaspora engagement and consular Services
vi. Strengthen public diplomacy, cultural heritage and stakeholder engagement and
vii. Strengthen Policy, legal and institutional capacity

4.3 Key Results Areas

To effectively achieve its set strategic goals, the Mission has identified the following **seven (7)** Key Results Areas:

i. Safeguard Kenya's sovereignty and territorial integrity
ii. Promote global and regional peace, security and stability
iii. Strengthen Economic and commercial diplomacy
iv. Strengthen bilateral cooperation, regional integration and international cooperation
v. Enhance Diaspora engagement and consular Services
vi. Strengthen Public diplomacy, cultural heritage and stakeholder engagement
vii. Strengthen Policy, legal and institutional capacity

Table 6: Strategic Issues, Goals and KRA

Strategic Issue	Goal	KRAs
Kenya's sovereignty and territorial integrity	Protect Kenya's sovereignty and territorial integrity in Brazil and countries of accreditation	KRA 1: Safeguard Kenya's sovereignty and territorial integrity
Global and regional peace, security and stability	Enhance Global and regional peace, security and stability	KRA 2: Promote Global and regional peace, security and stability
Economic and commercial diplomacy	Strengthen Economic and commercial diplomacy	KRA 3: Strengthen Economic and commercial diplomacy
Bilateral cooperation, regional integration and international cooperation	Strengthen bilateral cooperation, regional integration and international cooperation	KRA 4: Strengthen bilateral cooperation, regional integration and international cooperation
Diaspora engagement and consular Services	Enhance Diaspora engagement and consular Services	KRA 5: Enhance Diaspora Engagement and Provision of Consular Services
Public diplomacy, cultural heritage and stakeholder engagement	Enhance Public Diplomacy, Promotion of Cultural Heritage and Stakeholder Engagement	KRA 6: Strengthen Public Diplomacy, Cultural Heritage and Stakeholders Engagement
Policy, Legal and Institutional Capacity	Strengthen Public diplomacy, cultural heritage and stakeholder engagement	KRA 7: Strengthen Policy, Legal and Institutional Capacity

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CHAPTER 5

STRATEGIC OBJECTIVES AND STRATEGIES

CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

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

5.1 Strategic Objectives

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

Strategic Objective 1: To Protect Kenya's sovereignty and territorial integrity in Brazil and countries of accreditation

This objective aims at enhancing bilateral relations between Kenya and countries of accreditation. It will entail coordinating exchanges of high-level visits as well as meetings with the Governments of Brazil and countries of accreditation. The Mission will work closely with the State Department for Foreign Affairs to facilitate mutually beneficial bilateral engagement frameworks with countries of accreditation. The Mission's outreach efforts will be buttressed by detailed analysis of emerging issues and their impact on Kenya's Foreign Policy. The Mission will also steadfastly campaign to strengthen Kenya's presence and influence in international organization by strongly lobbying for her candidatures.

This objective also aims to deepen Kenya's diplomatic footprint through effective implementation of the Mission's multiple accreditations as well as appointment of Honorary Consuls.
The objective will entail pursuing the following strategy:

Strategy		Strategic Thrust
1.	Strengthen bilateral relations with Brazil and countries of accreditation	The strategy involves forging deeper ties with Brazil and countries of accreditation to foster mutually beneficial cooperation. This entails facilitating high level visit, holding meetings with Government officials and coordinating inter alia Joint Commissions for Cooperation (JCCs), Political Consultations and other bilateral engagement frameworks. In addition, the Mission will monitor the implementation of existing bilateral agreements and seek opportunities to sign new mutually beneficial agreements.

Strategy		Strategic Thrust
2.	Undertake detailed Research and Analysis	This entails preparing and submitting detailed analytical reports and briefs to the Ministry headquarters on emerging Security, Economic, Political, Environmental, Health, Technological and Social issues with the potential to impact on Kenya's national interest.
3.	Enhance Kenya's presence and influence in international organizations	This strategy aims to lobby for support of countries of accreditation for Kenya's candidatures to key policy organs in the international governance system. The Mission will also seek support for placement of Kenyans in at senior level positions in international organizations.
4.	Deepen Kenya's diplomatic footprint in Brazil and countries of accreditation	This strategy entails Initiate appointment of Honorary Consuls in Brazil (Rio de Janeiro and São Paulo), Argentina (Buenos Aires) and Chile (Santiago). It also involves ensuring seamless implementation of the Embassy's various multiple accreditations, including presentation of Letters of Credence.

Strategic Objective 2: To Promote Global and regional peace, security and stability

The Mission advocates for formalization of cooperation with the security stakeholders in Brazil and countries of accreditation to boost the security agencies' capabilities through capacity building, transfer of technology thus bolster their efforts in fostering security and stability nationally, regionally and globally.

The Mission is in constant communication with the government of Brazil in regard to provision of logistical support to the Multinational Security Support Mission in Haiti (MSS).

Strategy		Strategic Thrust
1.	Promote regional and international peace, security and stability	The strategy is premised on collaboration with the government of Brazil and countries of accreditation in regard to provision of logistical support to the Multinational Security Support Mission in Haiti (MSS). The Strategy will also aim engagement at multilateral levels.

Strategic Objective 3: To Strengthen Economic and commercial diplomacy

This objective involves seeking market access for Kenya's export goods and services and showcasing Foreign Direct Investment (FDI) opportunities in Kenya to a wide range of private sector entities in Brazil and countries of accreditation. To achieve this, the Mission will coordinate and participate in export promotion forums and exhibitions, conduct seminars and workshops with potential investors, hold meetings with potential trade partners and investors and facilitate inbound and outbound Trade and Investment missions. In addition, the Mission will proactively market Kenya as a prime tourism destination in conjunction with tour agents, operators and airlines.

The objective will involve implementing the following approach

Strategy		Strategic Thrust
1.	Promote Trade and Investment	The strategy involves coordinating and participating in export promotion activities such as trade fairs and exhibitions. It also includes facilitating the participation of Kenyan Government agencies and private sector stakeholders in key trade and investment forums in Brazil and countries of accreditation. Furthermore, the Mission is expected to hold regular meetings with relevant stakeholders to seek market access for Kenya's products and showcase Foreign Direct Investment (FDI) opportunities in Kenya, including in the counties. The Mission shall also facilitate inbound and outbound trade missions and connect private sector stakeholders in Kenya and countries of accreditation.
2.	Promote Tourism	This entails participate in tourism fairs and exhibitions in Brazil and countries of accreditation, organizing familiarization tours in conjunction with the Kenya Tourism Board, and holding meetings with key stakeholders including airlines, tourism agencies and tour operators. Furthermore, this objective aims to facilitate visits to Kenya by leading media companies and social media influencers in South America to market Kenya's tourist attractions and rich cultural heritage to a wide audience.
	Promote economic cooperation	

Strategic Objective 4: Strengthen bilateral cooperation, regional integration and international cooperation

To promote Kenya's pursuit of bilateral, regional integration and international cooperation, the Mission will be involved in activities and events that aim to create conducive environment for Kenya's economic growth, security, diplomatic interests and sustainable development in South America and globally.

Strategy		Strategic Thrust
1.	Promote foreign relations, international cooperation and a rule based multilateral system	The Strategy aims at ensuring a coordinated, participatory approach at the BRICS, UN and other multilateral forums in South America. The Mission will adopt strategies that will continue to uphold and promote equitable rule-based multilateralism to address transnational problems, assuring global stability, and sustainable development.
2.	Strenghthen technical cooperation	Leveraging Kenya's role as a regional economic and diplomatic hub. This strategy seeks to reinforce Kenya's leadership role in the region through provision of technical assistance to countries within South America. This will include implementation of capacity building programs, trade & investment promotion, peace building and promotion of good governance.

Strategic Objective 5: Enhance Diaspora Engagement and Provision of Consular Services

This objective aims at enhancing dialogue with the Kenyan Diaspora in Brazil and countries of accreditation and mainstreaming them into the national development process. Moreover, the objective entails supporting Kenyans in the Diaspora to harness more opportunities for employment and enterprise development.

The Mission shall also champion the protection of the rights and promotion of the welfare and interests of Kenyan overseas through enhancement of consular service and support offered to Kenyans in distress.

The objective will involve adopting the following strategy:

Strategy		Strategic Thrust
1.	Strengthen diaspora engagement	This strategy involves disseminating information on investment opportunities in Kenya to the Diaspora in Brazil and countries of accreditation. It also entails facilitating meetings for Kenyans in Brazil and countries of accreditation with visiting Government, private sector and academia delegations. The Mission is also committed to coordinating the formation of umbrella Diaspora associations, including the Kenyans Living in Latin America (KELLA) Association which was established in 2023. The strategy also include holding of regular roundtable discussions with the Kenyan Diaspora to identify opportunities for technology transfer, enterprise and employment.
2.	Enhance provision of Consular Services	This strategy involves strengthening the capacity of the Mission to provide timely consular services, facilitate Mobile Consular Services in conjunction with the State Department for Foreign Affairs, support Kenyans in distress and conduct regular consular visits. The Mission shall also maintain a regularly updated Diaspora database to enable timely response to emergency consular matters.

Strategic Objective 6: To Enhance Public Diplomacy, Promotion of Cultural Heritage and Stakeholder Engagement

This objective aims at elevating the Mission's public diplomacy efforts and engagement with a wide of stakeholders in Brazil and countries of accreditation. It recognizes the importance of employing innovative methods to increase awareness of Kenya' rich cultural heritage.

The objective will encompass the following strategy:

Strategy		Strategic Thrust
1.	Strengthen public diplomacy	The strategy will entail publishing Mission Newsletter, holding and publishing interviews in the media as well as regularly maintaining an updated website and media feeds.
	Promote cultural and sports diplomacy	The strategy will entail forging linkages between cultural stakeholders in Kenya and countries of accreditation, promoting the Swahili language and seeking market and marketing Kenyan textiles and cultural artefacts. The strategy will also entail coordinating Mission's participation in cultural fairs and festivals
	Strengthen stakeholder engagement	The strategy will entail boosting Kenya's profile and visibility in the Host Country by hosting annual Jamhuri Day celebrations that will bring on board different stakeholders including Kenyan diaspora.

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

This objective is concerned with promoting national values and principles of good governance. Strengthening Budgeting, Procurement and Financial Management procedures, fortifying Asset Management, enhancing safety and security and improving the Mission's Information and Communications Technology (ICT) capacity and infrastructure.

The objective also aims to strengthen the Mission's Human Resource Capacity, Results Based Management Framework, enhance Performance Management, Mainstream Gender, Youth and Accessibility into the Mission's activities, and reinforce governance capacity.

Strategy		Strategic Thrust
1.	Promote National Values and principles of good Governance	This strategy entails sensitization of staff on Ethics and Integrity and ensuring adherence to established principles of Good Governance. The Mission will also uphold and promote national values in all its endeavours. (Article 10 (2) of the constitution of Kenya and other legislations)
2.	Strengthen Budgeting, Procurement and Financial Management	This strategy involves enhancing efficient and prudent financial management and reporting and ensuring compliance with the Constitution of Kenya 2010 and pertinent Acts and Regulations including Public Finance Management Act 2012.
3.	Strengthen Asset Management	This strategy entails efficient asset management and utilization of financial resource, including through ensuring value for money in rents paid, maintenance of an up-to-date asset register and ensuring that all assets are in good condition. Disposal, Public Procurement and Asset Disposal Act 2015
4.	Reinforce Safety and Security	This strategy comprises enhancing the security and safety of the Chancery, Official Residence and of Home Based and Local Staff. The Mission shall also continually sensitize staff on safety and security measures, fire safety, and replenish fire equipment and first aid kits.
5.	Improve ICT capacity and infrastructure	This strategy incorporates measures to improve Cyber Security and Information Security such as installation and regular maintenance of a Firewall to monitor all incoming and outgoing traffic, as well as Business Continuity Strategies aimed at ensuring continuity in the event of unforeseen disruptions, such as introduction of Cloud Storage as set up and ongoing maintenance of a Server.
6.	Enhance Human Resource Capacity	This strategy involves ensuring effective implementation of the Mission's operations by enhancing the capacity of the Mission's Home Based and Local staff through regular appraisal, training and safeguarding their welfare.

Strategy		Strategic Thrust
7.	Strengthen Result Based Performance Management	This strategy entails guaranteeing efficient utilization of resources and achievement of the Mission's targets through development and adherence to guiding documents such as the Strategic Plan, annual Work Plans and Performance Contract. Include Public Finance Management Act, 2012
8.	Enhance Staff Wellness	This strategy entails increasing awareness on issues of Mainstreaming of Gender, Youth and accessibility into the Mission's activities, HIV/AIDS, Alcohol and substance abuse through regular sensitization. In addition, it encompasses factoring accessible infrastructure, and customize the Service Charter to the unique needs and convenient access by inter alia translating it to Braille.

5.2 Strategic Choices

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

Table 7: Strategic Objectives and Strategies

Key Result Area (KRA)	Strategic Objectives	Strategies
KRA 1: Safeguard Kenya's sovereignty and territorial integrity	**Strategic Objective 1:** To Protect Kenya's sovereignty and territorial integrity in Brazil and countries of accreditation.	Strengthen collaboration with Brazil and countries of accreditation to safeguard Kenya's sovereignty and territory integrity.
KRA 2: Global and regional peace, security and stability	**Strategic Objective 2:** To Enhance Global and regional peace, security and stability	Promote international peace, security and stability.
		Prepare country position papers on matters of Global and regional peace, security and stability
KRA 3: Promote Economic Cooperation and Commercial Diplomacy	**Strategic Objective 3:** Promote Economic Cooperation and Commercial Diplomacy	Transform the Mission into a hub for advancing economic agenda.
		Promote Nairobi as a hub for multilateral diplomacy and preferred destination for international meetings, conferences, and events.
		Enhance collaboration and partnerships between Kenya and other countries of accreditation in developing the creative industry (Orange Economy).
		Promote Kenya as a preferred tourist destination.

KRA 4: Regional Integration and International Cooperation	**Strategic Objective 4:** Strengthen Regional integration and international cooperation	Promote regional integration.
		Strengthen technical cooperation.
		Implement Bilateral Cooperation frameworks
		Enhance Kenya's leadership role in environmental and climate change issues.
		Promote foreign relations, international cooperation and a rule based multilateral system.
		Strengthen Kenya's presence and influence in international organizations.
KRA 5: Enhance Diaspora Engagement and Provision of Consular Services	**Strategic Objective 5:** Enhance Diaspora Engagement and Provision of Consular Services	Enhance diaspora engagement in national development.
		Strengthen the provision of Consular Services.
KRA 6: Strengthen Public Diplomacy, Promotion of Cultural Heritage and	**Strategic Objective 6:** Enhance Public Diplomacy, Promotion of	Promote socio-cultural and sports diplomacy
		Promote strategic partnerships in Science, Technology and Innovation and promote cross-border research and innovation.
Stakeholder Engagement	Cultural Heritage and Stakeholder Engagement	Strengthen public diplomacy.
		Strengthen the provision of Consular Services.
KRA 7: Strengthen Policy, Legal and Institutional Capacity	Strengthen Policy, Legal and Institutional Capacity	Uphold ethics, integrity and good governance.
		Strengthen Budgeting, Procurement and Financial Management systems.
		Strengthen Asset Management and ensure efficient utilization of the Mission's financial resources.
		Enhance Safety and Security of the Chancery, Residence, Mission assets and Staff.
		Bolster ICT capacity and infrastructure to enhance information security and guarantee business continuity.
		Enhance Human Resource Capacity to enhance service delivery and staff welfare.
		Institutionalize robust Result Based Performance Management.
		Mainstream considerations of Gender and Accessibility into the Mission's activities.

Table 8: Outcomes Annual Projections

Strategic Objective	Outcome	Outcome/ Output Indicator	Projection				
			2023/24	2024/25	2025/26	2026/27	2027/28
KRA 1: Safeguard Kenya's sovereignty and territorial integrity							
Strategic Objective 1 To Protect Kenya's sovereignty and territorial integrity in Brazil and countries of accreditation.	Kenya's sovereignty and territorial integrity safeguarded	Analytical political reports submitted to the Ministry headquarters regarding developments touching on Kenya's national interest	4	4	4	4	4
		Proportion of sovereignty and territorial safeguarded	100	100	100	100	100
KRA:2 Global and Regional Peace, Security and Stability							
Strategic Objective: 2 To Enhance Global and regional peace, security and stability	Enhanced engagement in conflict prevention, resolution and peacebuilding	Proportion of international meetings on peace, security and stability represented and country position papers	100	100	100	100	100
	regionally and globally						
KRA 3: Promote Economic Cooperation and Commercial Diplomacy							
Strategic Objective 3: Promote Economic Cooperation and Commercial Diplomacy.	Foreign Direct Investment and tourist flows	Percentage increase in Exports from Kenya to Brazil and countries of accreditation (%)	100	100	100	100	100
		No. of tourism exhibitions participated in	2	2	2	2	2
		No. of Tourism familiarization tours facilitated	1	1	1	1	1
		No. of Trade Missions facilitated	2	2	2	2	2
	Increased market access and exports	No. of Trade fairs and exhibitions participated	4	4	4	4	4
		No. of meetings with relevant Government and private sector stakeholders	8	8	8	8	8

Strategic Objective	Outcome	Outcome/ Output Indicator	Projection				
			2023/24	2024/25	2025/26	2026/27	2027/28
KRA 4: Bilateral relations ,regional integration and international cooperation							
Strategic Objective 4 : Strengthen Regional integration and international cooperation	Enhanced foreign relations and diplomatic engagement	Proportion of Bilateral relations enhanced (%)	100	100	100	100	100
		Proportion of decisions of JCCs undertaken	100	100	100	100	100
		Implementation of Bilateral Cooperation frameworks (%)	100	100	100	100	100
		No. of meetings held with Government agencies in Brazil and countries of accreditation	24	24	24	24	24
		Proportion of Government delegations facilitated to attend meetings and conferences in Brazil and countries	100	100	100	100	100
		Honorary Consuls appointed	0	0	1	1	1
		No. of Kenya of accreditation	5	5	5	5	5
	Kenya presence and influence in international organizations strengthened	No of Kenya's candidatures lobbied	3	3	3	3	3
KRA 5: Enhance Diaspora Engagement and Provision of Consular Services							
Strategic Objective 5: Enhance Diaspora Engagement and Provision of Consular Services.	Diaspora mainstreamed into national development and Consular Services	No. of meetings with the Kenya Diaspora	6	6	6	6	6
		Proportion of Adherence to Service Charter targets in provision of Consular Services	100	100	100	100	100
		No. Diaspora Associations Established	1	-	1	-	1
		No. of Mobile Consular Services Rollouts facilitated	2	2	2	2	2
		Update database of Kenyans in Brazil and countries of accreditation (%)	100	100	100	100	100

Strategic Objective	Outcome	Outcome/ Output Indicator	Projection				
			2023/24	2024/25	2025/26	2026/27	2027/28
KRA 6: Strengthen Public Diplomacy, Cultural Heritage and Stakeholder Engagement							
Strategic Objective 6: Enhance Public Diplomacy, Promotion of Cultural Heritage and Stakeholder Engagement.	Elevated Public Diplomacy, Cultural Heritage Promoted and Stakeholder Engagement in Brazil and countries of accreditation	No. of Jamhuri Day Celebrations hosted	1	1	1	1	1
		No. of diplomacy Newsletters published and issued	1	1	1	1	1
		No. of Cultural Exhibitions organized/participated in	2	2	2	2	2
KRA 7: Strengthen Policy, Legal and Institutional Capacity							
Strategic Objective 7: Strengthen Policy, Legal	Improved productivity and cohesive	No of Sensitization Meetings on National Values and Principles of Good Governance	1	1	1	1	1
and Institutional Capacity	work environment	Proportion of submission of Financial Returns (%)	100	100	100	100	100
		No of Security and Safety sensitization meetings	2	2	2	2	2
		No of Cybersecurity Analysis Reports	3	3	3	3	3
		Proportion of Finalization of Mission's Work Plan and Performance Contract (%)	100	100	100	100	100
		Proportion of Updated Service Charter (%)	100	100	100	100	100
		No of Sensitization meetings on HIV/AIDS and Alcohol & Substance Abuse	1	1	1	1	1
		Proportion of Submission of Complaints and Access to Information Request reports (%)	100	100	100	100	100

KENYA 2030

STRATEGIC PLAN 2023 - 2027

CHAPTER 6

IMPLEMENTATION AND COORDINATION FRAMEWORK

CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

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

6.1 Implementation Plan

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

Action Plan

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

Annual Work Plan and Budget

The successive Annual Work Plans for the Mission will be derived from the Action Plan Implementation Matrices of the Strategic Plan. Additionally, these Annual Work Plans will inform the Annual Budgets.

Performance Contracting

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

6.2 Coordination Framework

Institutional Framework

The current organizational framework of the Kenya Embassy, Brasilia will support the execution of this Strategic Plan, with necessary adjustments to be implemented with relevant stakeholders. Relevant policies and procedures will be implemented with guidance from the Ministry of Foreign & Diaspora Affairs. The Embassy of Kenya in Brasília will conduct regular consultations with Government agencies to ensure that strategic initiatives are aligned national priorities.

Furthermore, the Mission will engage the Ministry of Foreign & Diaspora Affairs to ensure alignment of Financial and Human Resources with the Mission's mandate.

A Head of Mission, deputized by a Deputy Head of Mission, heads the Mission. The Mission's Staff Establishment also includes Political Officers, a Financial Attache, Administrative Attache, Commercial Attache and a complement of Local Staff.

The Embassy has been organized into the following working areas: Political, Commercial, Diaspora & Consular, Finance and Procurement, and Administration.

1. AMBASSADOR/HIGH COMMISSIONER/PERMANENT REPRESENTATIVE

i. Head of Mission and Personal Representative of the Head of State in countries of accreditation;
ii. Head of Delegation to international organization(s) of accreditation;
iii. A.I.E holder for the Mission;
iv. Provide policy, technical and administrative guidance and direction to the Mission;
v. Promote, project and protect Kenya's image and national interests;
vi. Protect and promote the interests of Kenyans in the host country and countries or international organizations of accreditation;

vii. Promote cordial relations between Kenya and the country(ies) or international organization(s) of accreditation;
viii. Coordinate the implementation of Government policies;
ix. Facilitate negotiations of bilateral and multilateral instruments on behalf of the Government;
x. Represent the Government at bilateral and multilateral fora in countries/international organization(s) of accreditation;
xi. Provide strategic guidance for engagements in the multilateral organizations;
xii. Lobby for Kenya's Candidatures in the international organizations in the host country;
xiii. Coordinate, in liaison with the Headquarters, Kenya's position in bilateral and multilateral negotiations;
xiv. Formulate and implement marketing strategies for Kenya's products and services in countries of accreditation;
xv. Analyze new developments in the host country and report/recommend strategic interventions;
xvi. Coordinate trade, cultural and other events to promote Kenya;
xvii. Host official functions such as national days, and Kenyan dignitaries in the host country;
xviii. First tier Lobbying;
xix. Negotiate and sign leases and contracts for the Mission;
xx. Appraise Staff;
xxi. Overall charge of performance management;
xxii. Prepare annual/supplementary budget for the Mission and ensure prudent utilization of resources;
xxiii. Approve Procurement processes;
xxiv. In charge of VVIP Protocol;
xxv. Set Performance targets, prepare and implement Annual Workplan, and Procurement Plan for the Mission in line with the overall Ministerial targets;
xxvi. Develop and implement the strategic plan for the Mission;
xxvii. Chairperson of the following committees:
    a. Performance Management;
    b. Finance & Budget; and
    c. Security.

xxviii. Foster an enabling environment within the Mission that enhances collegiality, respect, dignity, and fair and efficient practices;
xxix. Facilitate the appointment and management of Honorary Consuls;
xxx. Approve all official communication and statements; and
xxxi. Any other duties as may be assigned by the Principal Secretary.
xxxii.

2. AMBASSADOR/DEPUTY HEAD OF MISSION
Responsible to the Head of Mission for the following duties:

i. Provide strategic support to the Head of Mission;
ii. May be designated as alternate Head of Delegation to international organizations of accreditation;
iii. Coordinate all officers covering specific issues/agenda items/committees in countries/international organizations of accreditation;
iv. Deputize the Permanent Representative in meetings;
v. Organize/coordinate and facilitate programs, functions and events for Kenyan dignitaries attending events/meetings in the Host country;
vi. Coordinate strategic economic and sociocultural promotional events;
vii. Project, promote, defend, interpret and provide guidance on Kenya's foreign policy priorities;
viii. Design and implement strategies for achieving Kenya's foreign policy priorities;
ix. Design and implement strategies for marketing Kenya's products and services in the host country;
x. Analyze political and economic developments in the host country and prepare reports/ advisories;
xi. Monitor media reports on Kenya and prepare appropriate interventions;
xii. Lobby for Kenya's Candidatures in the international organizations in the host country;
xiii. Coordinate performance management and staff development in the Mission;
xiv. VIP Protocol;
xv. Alternate Chair of the following committees: Performance Management; Finance & Budget, and Security; and
xvi. Any other duties as may be assigned by the Head of Mission.

3. HEAD OF CHANCERY

(Senior most Foreign Service Officer below the rank of Ambassador)

Responsible to the Head of Mission for the following duties:

i. Chancery Administration;
ii. Alternate AIE Holder;
iii. In charge of Local Staff;
iv. In charge of the security and safety of the Mission;
v. Provide administrative support services and financial oversight at the Mission;
vi. Coordinate service delivery;
vii. Coordinate financial management, control and audit of second instance;
viii. Implement Government policies, laws and Regulations;
ix. Assist with diplomatic clearances for Kenyan official flights, VAT exemptions, issuance of diplomatic cards to accredited diplomats and their dependants, arrival and departure procedures for diplomats and high-level delegations;
x. In charge of transport administration;
xi. In charge of Wellness and Welfare of Home-Based and Local Staff;
xii. Assist in Diaspora and Consular matters;
xiii. Handle queries and complaints from the public;
xiv. Chairperson of all functional committees that are not chaired by the Head of Mission (National Day Celebration, Procurement & Disposal, Housing, Human Resource Management, Welfare, among others);
xv. VIP Protocol;
xvi. In charge of Authentication/Certifying Documents;
xvii. Any other duties as may be assigned by the Head of Mission.

4. MINISTER I/MINISTER/ MINISTER-COUNSELLOR

Responsible to the Head of Mission for the following duties:

i. Supervise the technical work of the Mission;
ii. Project, promote, defend, interpret and provide guidance on Kenya's foreign policy priorities;

iii. Design and implement strategies for achieving Kenya's foreign policy priorities;
iv. Design and implement strategies for marketing Kenya's products and services in countries of accreditation
v. Participate in the formulation of Kenya's positions in bilateral/multilateral negotiations;
vi. Participate in meetings and conferences in countries/international organizations of accreditation and prepare appropriate reports;
vii. Monitor political and economic developments in the host country and prepare analytical reports;
viii. Monitor media reports in relation to Kenya and prepare appropriate interventions;
ix. Technical lead in meetings/committees in the UN and/or other international organizations;
x. Coordinate trade, cultural and other events to promote Kenya;
xi. Organize official functions and programmes for Kenyan dignitaries visiting countries/international organizations of accreditation;
xii. Facilitate the acquisition of assets and properties for the Mission and maintenance of appropriate inventory;
xiii. Prepare performance targets, annual work plan, and procurement plan and coordinate performance reporting and appraisal for the Mission in line with the overall Ministerial targets,
xiv. Assist in the preparation of the annual and supplementary budgets for the Mission;
xv. Monitor and analyse political and economic developments in the host country and prepare appropriate reports;
xvi. Coordinate the provision of consular and protocol services;
xvii. Prepare briefs, statements and diplomatic notes and official messages for the Mission;
xviii. Supervise, guide and mentor staff in the mission;
xix. Member of all functional Committees; and
xx. Any other duties as may be assigned by the Head of Mission

5. COUNSELLOR

Responsible to the Head of Mission for the following duties:

i. Project, promote, defend, interpret and provide guidance on Kenya's foreign policy priorities;
ii. Monitor and analyze political and economic developments in the host country and prepare appropriate interventions;
iii. Network with members of the diplomatic corps, officials of the host government and media representatives;
iv. Coordinate official functions and programmes for Kenyan dignitaries/delegations;
v. Technical lead in specific meetings/committees/programs at the UN and/or other international organizations;
vi. Coordinate Elections and Candidatures at the UN and/or other international organizations;
vii. Prepare briefs, statements, diplomatic notes and official messages for the Mission;
viii. Participate in meetings and conferences in countries/international organizations of accreditation and prepare appropriate reports;
ix. Assist in the preparation of performance targets, annual work plans, annual & supplementary budgets for the Mission, and performance reporting and appraisal;
x. Facilitate the acquisition of assets and properties for the mission and develop/maintain appropriate inventory;
xi. Supervise, guide, and mentor staff;
xii. Coordinate trade, cultural and other events to promote Kenya in the countries of accreditation;
xiii. Monitor media reports in relation to Kenya and prepare appropriate interventions;
xiv. Facilitate the provision of consular services;
xv. Perform protocol duties;
xvi. Prepare quarterly and annual political reports;
xvii. Assist in the preparation of performance targets, annual work plans, mission's annual budget and performance reporting and appraisal;
xviii. Supervise, and mentor staff;
xix. Member of all functional Committees; and
xx. Any other duties as may be assigned by the Head of Mission.

6. FIRST/ SECOND/THIRD SECRETARY

Responsible to the Head of Mission for the following duties:

i. Monitor and analyze political and economic developments in the host country and draft appropriate reports;
ii. Participate in, and report on bilateral and multilateral meetings and conferences in the countries/international organizations of accreditation;
iii. Facilitate and participate in trade, cultural and other events to promote Kenya;
iv. Represent the Mission in/cover meetings/committees/programs at the UN and/or other international organizations, under the guidance of senior officers;
v. Perform protocol duties;
vi. Facilitate official visits and programmes for Kenyan dignitaries/delegations in countries of accreditation;
vii. Identify, analyze and initiate responses to media reports in relation to Kenya;
viii. Draft briefs, statements, diplomatic notes and official messages for the Mission;
ix. Assist in monitoring, gathering and analyzing information on political and economic developments in the host country, and preparing appropriate reports;
x. Provide consular and administrative services;
xi. Receive and initiate action on general enquiries;
xii. Cover meetings hosted by the Head of Mission and prepare appropriate reports;
xiii. Secretary of Home-Based Staff meetings;
xiv. Chancery protocol officer;
xv. Member of all functional committees; and
xvi. Any other duties as may be assigned by the Head of Mission.

7. ADMINISTRATIVE ATTACHÉ

Responsible to the Head of Mission for the following duties:

i. Mission's Confidential Secretary;
ii. Oversight officer of the Ambassador's/High Commissioner's/Permanent Representative's office;
iii. Management of Diplomatic bag;

iv. Receipt and Dispatch of all official mail;
v. Records Management Officer where there is none;
vi. Maintenance of the Gift Register:
vii. In charge of the Mission seal:
viii. Chancery Protocol officer;
ix. In charge of Hospitality/official Events/Catering at the Mission;
x. In charge of official travel and ticketing;
xi. Prepare and submit monthly staff returns;
xii. In charge of opening and closing of the Chancery;
xiii. Manage the Ambassador's/High Commissioner's/Permanent Representative's and Mission's Diary;
xiv. Coordinate correspondence between the Mission and the Ministry headquarters;
xv. In charge of the Mission's stores;
xvi. Provide secretarial services, and general office administration;
xvii. In charge of maintenance of official records/Inventory of assets;
xviii. Maintain and update the list of State and Government Officials for both Kenya and Countries of accreditation;
xix. Custodian of all duplicate keys of the Mission in liaison with the Head of Chancery;
xx. Custodian of confidential and classified files, reports and correspondence;
xxi. Secretary of the Human Resource Management Committee;
xxii. Responsible for maintenance of an efficient indexing and filing system for both open and classified mail;
xxiii. Member of all functional Committees; and
xxiv. Any other duties as may be assigned by the Head of Mission.

8. FINANCIAL ATTACHÉ

Responsible to the Head of Mission for the following duties:

i. Mission's Accountant;
ii. Provision of both technical and professional advice on financial matters to the Head of Mission;
iii. Preparation of the Mission's Annual and Supplementary Budgets, and Procurement and Disposal Plans;
iv. Preparation and Submission of Monthly financial returns;
v. Maintenance of Mission's assets register;

vi. Maintenance of the Mission's bank account(s) in consultation with the Head of Mission;
vii. Ensure compliance with the Public Finance Management Act and Public Procurement and Disposal Act;
viii. Custodian of all accountable documents;
ix. Collection of Appropriation in Aid (AIA);
x. Signatory to all Mission's bank account(s);
xi. Secretary to the Finance & Budget, and Procurement and Disposal Committees;
xii. Member of all functional committees;
xiii. Preparation of payment and receipt vouchers;
xiv. Maintenance of Vote Book, Stores and ledgers;
xv. Transport Officer; and
xvi. Any other duties as may be assigned by the Head of Mission.

9. SPECIALIZED AGENCIES

i. Attachés will report to their respective Ministries through the Head of Mission;
ii. Attachés will be members of all functional committees;
iii. The Head of Mission will assign duties to the Attachés in line with their core mandate;
iv. The Head of Mission will ensure the whole of government approach in Service Delivery at the Mission; and
v. The Attachés shall be responsible for the management of their vehicles for the smooth running of their operations.

Figure 8: Current Mission Structure

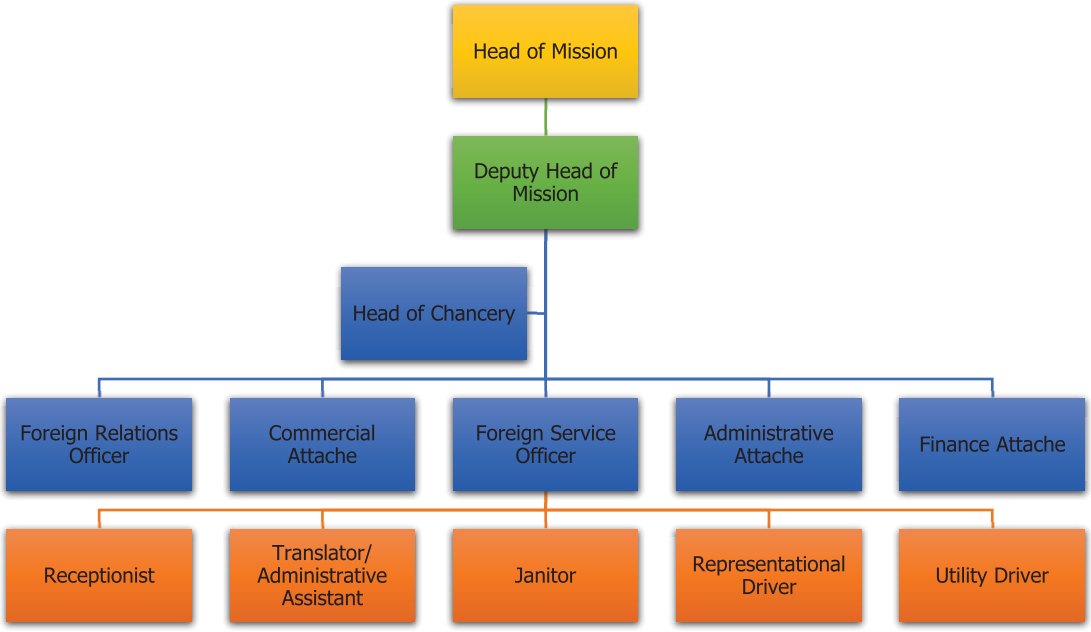
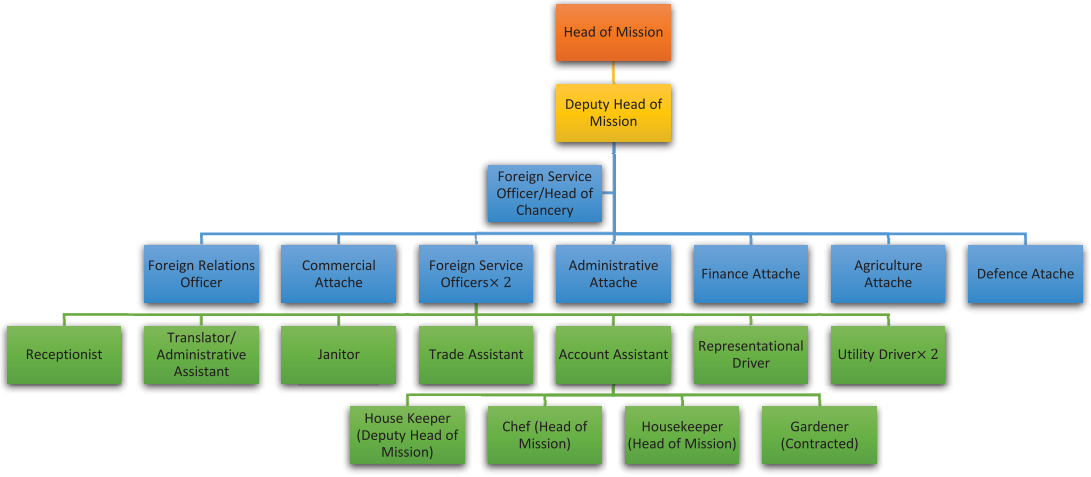


Figure 9: Proposed Organizational



Staff Establishment, Skills Set and Competence Development

The Mission's current approved staff establishment is twenty- five (25), with an in post of five (5) home based and eight (8) local staff as shown in the table 6.2 below. In order to implement this Strategic Plan and to effectively deliver on its mandate, the Mission requires twenty-seven (27) members of staff across all cadres.

Table 9: Authorized, in-post and proposed staff establishment in the Mission

Home base staff					
Designation	**CSG**	**Approved establishment**	**Optimal staffing levels**	**In-post**	**Variance**
		A	**B**	**C**	**D=(B-C)**
Ambassador	4	1	1	1	0
Deputy Head of Mission	4	1	1	1	0
Foreign Service Officers	5/6	1	1	0	-1
	7 & below	2	2	2	0
Administrative Attaché		1	1	1	0
Financial Attaché	7/8	1	1	1	0
Sub Total		**7**	**7**	**4**	**-1**
AGENCIES		**AUTHORIZED**			
Foreign Relations Officer		0	1	1	0
Immigration Attaché		1	1	0	-1
Sub Total		**2**	**2**	**1**	**-1**
Local Staff					
Receptionist		1	1	1	0
Translator/Clerk		1	1	1	0
Consular Assistant		1	1	0	-1
Gardener		2	3	1	-2
Cleaner		1	1	1	0
Security Guards		5	5	0	-5
Drivers		3	3	2	-1
Chef		1	1	1	0
Housekeeper		2	2	2	0
Sub Total		**17**	**18**	**8**	**-9**
GRAND TOTAL		**25**	**27**	**13**	**-11**

Table 10: Skills Set and Competence Development

Cadre	Skills set	Skills Gap	Competence Development
Strategic Leadership	- Strategic vision and leadership - Stakeholder management and collaboration - Leadership and people management - Excellent communication and presentation skills - Strong analytical skills - Innovation and global competitiveness - Operational and financial management - Negotiation skills.	- STRATEGIC VISION AND PLANNING - INDUSTRY EXPERTISE AND MARKET INSIGHT - COMMUNICATION AND ADVOCACY- - STAKEHOLDER MANAGEMENT - ANALYTICAL AND DATA-DRIVEN DECISION-MAKING - PROJECT MANAGEMENT AND EXECUTION - LEADERSHIP AND PEOPLE MANAGEMENT- - INNOVATION AND GROWTH MINDSET - ethics and integrity	- **STRATEGIC LEADERSHIP** - **STAKEHOLDER MANAGEMENT AND COLLABORATION** - **ANALYTICAL SKILLS** - negotiation skills
Technical Cadres	- Leadership skills - Political Policy Advisors - Governance and Public Sector Management - Policy analysist - Administration - Ambassadorial - Foreign Relations - National Values and Principles - Public relations - Negotiation Skills - Training needs Assessment and Evaluation of Skills - Government Protocol, Etiquette & Events Management (PEEM) - Accounting - Public Communication - Finance officers - Budget officers	- Senior Management Course (SMC) - Strategic Leadership and Development Course (SLDP) - Records Management - Research and Report Writing - Professional accountability, initiative and problem-solving skills - Strategic intelligence and Emotional Intelligence skills - HR Management and development skills - Leadership Skills - Public Policy - Project Formulation and Project Planning - Advancement of UN Foreign Languages - Project Management - Cyber Security Skills - Information & Communication - Knowledge Management - Cyber Security Skills - Monitoring and	- Senior Management Course (SMC) - Strategic Leadership and Development Course (SLDP) - Records Management - Research and Report Writing - Professional accountability, initiative and problem-solving skills - Strategic intelligence and Emotional Intelligence skills - HR Management and development skills - Leadership Skills - National Values and Principles - Public Policy - Project Formulation and Project Planning - Advancement of UN Foreign Languages - Project Management

		Evaluation - Security Skills - National Values and Principles - Office Etiquette / Protocol	- Cyber Security Skills - Information & Communication - Knowledge Management - Cyber Security Skills - Monitoring andEvaluation - Security Skills - Office Etiquette / Protocol
Support cadre	- Receptionist - Driving - Cleaning - Cooking - Housekeeping - Clerical	- Professional accountability, initiative and problem-solving skills - Kenya's Values and Principles - Skills in diplomacy and international relations - Modern ICT skills - Records skills - Confidentiality - Government Protocol / Code of Conduct - Office Etiquette - Emotional and Social Intelligence - Safety and Security	- Professional accountability, initiative and problem-solving skills - Kenya Values and Principles - Skills in diplomacy and international relations - Modern ICT skills - Records skills - Confidentiality - Government Protocol / Code of Conduct - Office Etiquette - Emotional and Social Intelligence - Safety and Security

Leadership

The Head of Mission will provide leadership for the implementation of this Strategic Plan. The teams, which are aligned to the strategic issues, will lead in coordinating the execution of planned activities for the purpose of responsibility and accountability.

Systems and Procedures

The Embassy will leverage its established internal systems, processes, and standard operating procedures to execute this Strategic Plan effectively. The Work Plan will be derived from the broader Ministerial Work Plans, ensuring alignment with national priorities. Additionally, both home-based and locally engaged staff will be appraised based on their individual work plans to maintain accountability and performance standards.

To uphold compliance with performance guidelines and regulations, the High Commission will integrate performance contract targets from this Strategic Plan into its Performance Management System (PMS). The Performance Management Committee will oversee this process, ensuring targets and supporting evidence are systematically uploaded and managed through the Government Human Resource Information System (GHRIS) and PMS. This approach enables real-time tracking, reporting, and monitoring of the Strategic Plan's implementation.

The Embassy will also adhere to standard operating procedures regarding the accounting of allocated resources through annual accounting and reporting to the Ministry of Foreign and Diaspora Affairs. This includes the convening of the Human Resource Management Committee to address staff performance, development, and deployments, as well as holding senior staff meetings to brief on progress in the implementation of projects and programs and to provide policy guidance and solutions to any related issues. The State Department's administrative rules, human resource manuals, financial regulations and procedures, and other guidelines issued from time to time will be followed and applied to ensure the effective implementation of the Strategic Plan.

6.3 Risk Management Framework

The Embassy has identified the following categories of risks that may hinder the realization of the Strategic Plan. These risk categories are prioritized based on the likelihood of occurrence, expected impact, and proposed actions for mitigation, monitoring, and reporting, as outlined in Table 11 below.

Table 11: Risk Management Framework

S/No	Risk	Likely hood L/H/M	Severit y L/H/M	Overall Risk Level L/H/M	Mitigation Measure(S)
1.	**Hybrid threats:** The rise of information warfare and the spread of disinformation pose risks to public affairs and international relations. Manipulation of information, cyber propaganda, and fake news can shape public opinion, erode trust, and affect the credibility of the State Department. Further, there is increased risk of information leakage through cyberattack on digital platforms.	H	H	H	• Develop robust monitoring and analysis capabilities in the Mission to identify disinformation campaigns in real-time. This can help understand their tactics, target audiences, and origins, enabling more effective responses. • Actively communicate accurate information and engage with the public to counter disinformation narratives. • Make use of both traditional and digital diplomacy tools to effectively communicate messages, build trust, and debunk false information.
2.	Delayed exchequer releases which limit the Mission's ability to implement its planned programmes in good time leading to huge pending bills in the succeeding financial years	M	M	H	• Budget implementation and control and early planning so that by the time exchequers are released the procurement takes effect immediately
3.	Mismatch between the Kenya Procurement and Asset Disposal Act, 2015 and procurement procedures and practices in the United Kingdom	M	M	M	• Pursue Procurement and Disposal Regulatory Authority to exempt Kenya Missions from certain provisions of the Kenya Procurement and Asset Disposal Act, 2015 and procurement procedures and

S/No	Risk	Likely hood L/H/M	Severity L/H/M	Overall Risk Level L/H/M	Mitigation Measure(S)
					practices
4.	Foreign Exchange Losses	H	H	H	• Pursue the Ministry to develop a foreign exchange risk assumption facility to cushion Mission from budget losses occasioned by foreign exchange rate losses
5.	Negative effects of austerity measures and budget cuts	M	M	M	• Pursue the Ministry to exempt Government owned projects ongoing in Brazil from budget cuts occasioned by austerity measures
6.	Diminishing market access for Kenya products on the global market	H	H	H	• Promote export of Kenya product abroad • Coordinate negotiation for access to markets • Follow-up on implementation common market protocols and trade agreements • Link local potential exporters to international markets
7.	Effects of climate change and natural disasters	H	H	H	• Mainstream climate change and natural disasters in projects and programmes. • Negotiate collaborative frameworks to enhance partnership in climate smart projects
8.	Geopolitical realignment	H	H	H	• Continue to play an active role in the realization of regional and international peace, security and stability through participation in the UN.

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CHAPTER 7

RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

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

7.1 Financial Requirements

Guided by the Action Plan in table 6.1, this section provides estimates of resources for the implementation of the action plan on Financial Year basis. The total annual budget is informed by the KRAs and administrative costs, as demonstrated in table 7.1 below. The Mission requires **Kshs 1207.75 million** to execute its **seven (7)** Key Performance Areas within the five-year plan.

Table 12: Financial Requirements for Implementing the Strategic Plan

Cost Items	Projected Resource Requirements (KShs. Mn)					
	2023/24	2024/25	2025/26	2026/27	2027/28	Total
KRA 1: Safeguard Kenya's sovereignty and territorial integrity	11	11.2	11	11.5	11.7	56.4
KRA 2: Promote Global and regional peace, security and stability	5	5	5	5	5	25
KRA 3: Strengthen Economic Cooperation and Commercial Diplomacy	6	6	6.5	6.5	7	32
KRA 4 Promote Regional Integration and International Cooperation	5	6	6.5	6.7	6..9	31.1
KRA 5: Enhance Diaspora Engagement and Provision of Consular Services	60	60	60	60	60.5	300.5

Cost Items	Projected Resource Requirements (KShs. Mn)					
	2023/24	2024/25	2025/26	2026/27	2027/28	Total
KRA 6: Strengthen Public Diplomacy, Promotion of Cultural Heritage and Stakeholder Engagement	14.4	14.4	14.4	14.4	14.7	72.3
KRA 7: Strengthen Policy, Legal and Institutional Capacity	13.19	14.34	14.54	14.14	14.14	70.35
Administration services	116.8	120.3	123.9	127.6	131.4	620.1
Total	**201.39**	**237.24**	**241.84**	**245.84**	**251.54**	**1207.75**

7.2 Resource Gaps

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

An analysis of the resource requirement compared to projected resource allocations shows that the Mission has a resource gap of **Kshs.** 112.07 **million** within the period of the plan. The resource gap computation is provided in table 7.2 below.

Table 13: Resource Gaps

FY	Estimated Allocation (Ksh. Mn)	Estimated Financial Requirement (Ksh. Mn)	Variance (Ksh. Mn)
2023/2024	209.01	201.39	7.71
2024/2025	209.01	237.24	-28.23
2025/2026	212.35	241.84	-29.49
2026/2027	212.35	245.84	-33.49
2027/2028	222.97	251.54	-28.57
Total			-112.07

7.3 Resource Management Strategies

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

i. Prioritization of the Mission's activities.

ii. Strictly adhering to the Public Financial Management Act (2012) and other related Acts and attendant regulations including PFMA Regulations of 2015, Public Audit Act 2015, Public Procurement and Asset Disposal Act (2015) and its Regulations (2020), as well as other financial management instructions in form of Circulars issued by the National Treasury from time to time.

iii. Ensure that budgeting and planning are synchronized through the Mission and individual work plans, quarterly reporting, and annual review and reporting processes.

iv. Adoption of a zero-based budgeting to ensure proper costing for the prioritized programs/projects and activities.

v. Enhance internal control mechanisms and institute measures that enhance effectiveness and efficiency such as digitization of operations and processes.

vi. Leverage ICT toward improving administrative efficiency and reducing operational costs.

vii. Regularly service the Mission's assets and dispose where necessary to reduce maintenance costs.

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CHAPTER 8

MONITORING, EVALUATION AND REPORTING FRAMEWORK

CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK

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

8.1 Monitoring Framework

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

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

Data collection will provide an evidence-based approach to the monitoring and evaluation process. The Mission will collect data regularly to accurately track key performance indicators or identify areas needing improvement during different stages of project's life cycle. Data analysis will help identify potential risks or opportunities as well as highlight areas needing improvement.

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

For continuous improvement in targeted results, the Mission will rely on performance contracting processes, ensuring that negotiated targets are growth-oriented and focused. Annual work plans and performance contracts will be the main tools used in monitoring the implementation of this Strategic Plan. Reporting on indicators will occur quarterly and annually. Implementation of Performance Contract targets will be monitored in real-time through the online Performance Management System (PMS).

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

i. Specific output and outcome indicators which provide guidance as to whether the Plan objectives have been successfully achieved.
ii. An operational plan that details the sequencing of activities from data collection to the feedback cycle.
iii. Accountability for the production of reports.
iv. Responsibility for acting on reports.

8.2 Performance Standards

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

In undertaking the preparation of this Strategic Plan and in the subsequent implementation of the performance targets, the Mission will comply with guidelines, norms, and standards such as the Performance Contracting Guidelines; Guidelines/Standards for Preparation, Appraisal, Monitoring & Evaluation of Development Projects; Monitoring and Evaluation Norms and Standards; Guidelines for the Preparation of Strategic Plans; Guidelines for Implementation of the National Integrated Monitoring & Evaluation System (NIMES); Public Investment Management Guidelines; and Public Finance Management regulations, among others.

8.3 Evaluation Framework

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

The Mission will assess the level and extent of achievement of its strategic objectives through this Evaluation Framework. The aim is to measure the attainment of its strategic goals along with the respective KRAs. To enable this, the output/outcome Performance matrix has included clearly defined outcome indicators, baselines, and targets as summarized in table 8.1. The KRAs and outcomes are drawn from the Action Plan Implementation Matrix in chapter 6.

Table 14: Outcome/Output Performance Matrix

Key Result Area	Outcome	Outcome/Output Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
Safeguard Kenya's sovereignty and territorial integrity	Proportion of sovereignty and territorial safeguarded	Bilateral relations enhanced (%)	100	2022/23	100	100
		Implementation of Bilateral Cooperation frameworks (%)	100	2022/23	100	100
		No. of JCCs facilitated	-	2022/23	3	5
		No. of meetings held with Government agencies in Brazil and countries of accreditation	20	2022/23	72	120
		No. of Kenya Government delegations facilitated to attend meetings and conferences in Brazil and countries of accreditation	2	2022/23	12	20
		Kenyan candidatures lobbied for	3	2022/23	12	20
		Analytical political reports submitted to the Ministry headquarters regarding developments touching on Kenya's national interest	4	2022/23	10	10
		Honorary Consuls appointed	-	2022/23	2	3
KRA 2: Global and regional peace, security and stability	Enhanced engagement in conflict prevention, resolution and peace building regionally and globally	No of meeting				
KRA 3: Promote Economic Cooperation and Commercial Diplomacy	Increased market access, export, Foreign Direct Investment and tourist flows from Brazil and countries of accreditation	Increase in Exports from Kenya to Brazil and countries of accreditation (%)	100	2022/23	100	100
		Increase in FDI from Brazil and countries of accreditation (%)	100	2022/23	100	100
		No. of Trade Missions facilitated	2	2022/23	2	3
		No. of Trade fairs and exhibitions participated in	1	2022/23	2	3

Key Result Area	Outcome	Outcome/Output Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
		No. of meetings with relevant Government and private sector stakeholders	1	2022/23	2	3
		No. of tourism exhibitions participated in	1	2022/23	2	3
		Tourism familiarization tours facilitated	-	2022/23	3	2
KRA4Regional Integration and International Cooperation	Engagement in conflict prevention, resolution and peace building regionally and globally strengthened	No of meeting	1	2022/23	3	2
KRA 5 Enhance Diaspora Engagement and Provision of Consular Services	Diaspora mainstreamed into national development and Consular Services enhanced	No. of meetings with the Kenya Diaspora	1	2022/23	2	3
		Adherence to Service Charter targets in provision of Consular Services (%)	100	2022/23	100	100
		Diaspora Associations Established	1	2022/23	2	1
		Mobile Consular Services Rollouts facilitated	1	2022/23	3	2
KRA 6 Enhance Public Diplomacy, Promotion of Cultural Heritage and Stakeholder Engagement	Public Diplomacy Elevated, Cultural Heritage Promoted and Stakeholder Engagement enriched	Jamhuri Day Celebrations hosted	1	2022/23	2	3
		No. of Newsletters issues	1	2022/23	3	2
		Cultural Exhibitions organized/participated in	1	2022/23	2	3
KRA 6 Strengthen Policy, Legal and Institutional Capacity	Policy, Legal and Institutional Capacity enhanced.	Sensitization Meetings on National Values and Principles of Good Governance	1	2022/23	2	3
		Submission of Financial Returns (%)	100	2022/23	100	100
		Security and Safety sensitization meetings	1	2022/23	2	3
		Cybersecurity Analysis Reports	1	2022/23	2	3
		Finalization of Mission's Work Plan and Performance Contract (%)	100	2022/23	100	100

Key Result Area	Outcome	Outcome/Output Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
		Updated Service Charter (%)	100	2022/23	100	100
		Sensitization meetings on HIV/AIDS and Alcohol & Substance Abuse	1	2022/23	3	2
		Submission of Complaints and Access to Information Request reports (%)	100	2022/23	100	100

8.4 Mid-Term Evaluation

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

Following this analysis, the Mission will deliberate on the outcomes and determine the necessary corrective actions and strategies for moving forward effectively. Furthermore, should it become evident that adjustments to the Strategic Plan are warranted, revisions will be duly considered and undertaken as necessary.

8.5 End-Term Evaluation

The end-term evaluation will be undertaken between July and September 2028. It will entail taking stock of all performance indicator targets in the Plan and accounting for implementation results. An end-term evaluation report will be produced.

8.6 Reporting Framework and Feedback Mechanism

This section outlines the reporting framework and feedback mechanism, which will constitute the standard framework for reporting on the implementation of this Strategic Plan's interventions. The frameworks, presented in table form,

provide for the types of reports (Monitoring, Evaluation), the frequency of reporting (quarterly or annually), the responsibilities for monitoring, and the users of the reports as outlined in Quarterly Progress Reporting Template Tables, Annual Progress Reporting Template, and Evaluation Reporting Template in **ANNEX II.**

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

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5	Target					Budget (Million)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Others
Strategic issue 1: Safeguard Kenya's sovereignty and territorial integrity Strategic goal 1: Protect Kenya's Sovereignty and territorial integrity KRA 1: Safeguard Kenya's sovereignty and territory integrity Outcome: Enhanced Kenya's sovereignty and territorial integrity in Brazil and countries of accreditation																
1. Strengthen bilateral relations with Brazil and countries of accreditation	1.1 Organize and coordinate State, Official and high-level exchange visits.	Diplomatic relations strengthened	No. of high-level visits organized	20	4	4	4	4	4	2	3	2.5	2	2.5	Mission	MFDA & MDAs
	1.2 Facilitate holding of Joint Commissions for Cooperation, Political Consultations and	Diplomatic relations and bilateral cooperation enhanced.	No. of JCCs and Political Consultations facilitated	4	1	1	1	1	1	3	2	2.5	3	2.5	Mission	MFDA & MDAs

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5	Target					Budget (Million)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Others
	other bilateral engagement frameworks.															
	1.3 Hold meetings with key Government stakeholders in Brazil and countries of accreditation.	Diplomatic relations strengthened	No. of meetings held	120	24	24	24	24	24	0.5	1	0.5	1.5	1	Mission	MFDA & MDAs
2. Elevate Kenya's presence and influence in international organizations	2.1 Lobby for support of countries of accreditation for Kenya's candidatures to key policy organs in the	Kenya's influence on Global Governance enhanced	No. of candidatures supported	20	4	4	4	4	4	0.3	0.5	0.3	0.3	0.5	Mission	MFDA & MDAs

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5	Target					Budget (Million)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Others
	international governance system.															
3. Enhance Kenya's Diplomatic Footprint	3.1 Initiate appointment of Honorary Consuls in Brazil (Rio de Janeiro and São Paulo) , Argentina (Buenos Aires) and Chile (Santiago).	Kenya's Diplomatic Footprint bolstered.	No. of Honorary Consuls appointed	3	1	-	1	1	-	1	0.5	1	0.5	1	Mission	MFDA
	3.2 Follow up implementation of Multiple Accreditation of Kenya Embassy in countries of	Kenya's Diplomatic Footprint bolstered.	Letters of Credence presented	15	3	3	3	3	3	4	4	4	4	4	Mission	MFDA

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5	Target					Budget (Million)					Responsibility	
					2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027	2027/ 2028	2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027	2027/ 2028	Lead	Others
	accreditation															
4. Foreign Policy Research and Analysis	4.1 Prepare and submit analytical briefs/reports on Security, Economic, Political, Environment, Health, Technology and Social issues with potential to impact on Kenyan Foreign Policy.	Informed Foreign Policy	No. of reports submitted	80	16	16	16	16	16	0.2	0.2	0.2	0.2	0.2	Mission	MFDA
Subtotal KRA 1										11	11.2	11	11.5	11.7		

Strategic issue 2: Global and regional peace, security and stability

Strategic goal 2: Enhanced global and regional peace, security and stability

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

Outcome 2: Enhanced engagement in conflict prevention, resolution and peace building regionally and globally

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5	Target					Budget (Million)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Others
	2.1 Attend and participate in international meetings on peace, security and stability	No of meetings attended and participated	Reports prepared	20	4	4	4	4	4	4	4	4	4	4	Mission	MFDA
	2.2 Prepare country position papers on matters of Global and regional peace, security and stability	No. country position papers prepared	country position papers	20	4	4	4	4	4	1	1	1	1	1	Mission	MFDA
SUB TOTAL KRA 2										5	5	5	5	5		

Strategic issue 3: Economic Cooperation and Commercial Diplomacy

Strategic goal 3 : Strengthen Economic and Commercial Diplomacy

KRA 3: Strengthen Economic Cooperation and Commercial Diplomacy

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5	Target					Budget (Million)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Others
Outcome:	**Increased market access, exports, Foreign Direct Investment and tourist flows from Brazil and countries of accreditation**															
3. Enhance Market access, exports of Kenya's goods and services, FDI and tourism flows from Brazil and countries of accreditation	3.1 Coordinate and participate in commercial promotional activities	Enhanced awareness of Kenya's export products and investment opportunities	No. of promotional events participated in	30	6	6	6	6	6	2	2.5	2.5	2	2	Mission	MFDA & MDAs Business Membership Organizations (BMOs)
	3.2 Organize inbound and outbound Trade & Investment missions	Enhanced awareness of Kenya's export products and investment opportunities	No. of Trade & Investment missions organized	10	2	2	2	2	2	1	1	1	1	1	Mission	MFDA & MDAs Business Membership Organizations (BMOs)
	3.3 Hold meetings with Government and private sector stakeholders	Enhanced awareness of Kenya's export products and investment	No. of meetings held	120	24	24	24	24	24	0.5	0.5	0.5	0.5	1	Mission	MFDA

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5	Target					Budget (Million)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Others
		opportunities														
	3.4 Facilitate participation of Kenyan Government and private sector delegations in events in trade fairs and exhibitions in Brazil and countries of accreditation	Enhanced awareness of Kenya's export products and investment opportunities	No. of delegations facilitated	10	2	2	2	2	2	1	1.5	1.5	1.5	1.5	Mission	MFDA & MDAs Business Membership Organizations (BMOs)
3. Increased Tourist flows from Brazil and countries of	2.1 Participate in tourism fairs and exhibitions in Brazil and countries of	Enhanced awareness of Kenya as a tourist destination	No. of events participated in	10	2	2	2	2	2	1	1	1	1	1	Mission	MFDA & MDAs

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5	Target					Budget (Million)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Others
accreditation	accreditation															
	2.2 Facilitate visit to Kenya by media institutions from Brazil and countries of accreditation	Enhanced awareness of Kenya as a tourist destination	No. of visits facilitated	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	Mission	MFDA & MDAs
SUB TOTAL KRA 3										6	6	6.5	6.5	7		
Strategic issue 4: Regional integration and international cooperation **Strategic Goal 4: Strengthen Regional integration and international cooperation** **KRA 4: Strengthen Bilateral relations, Regional integration and international cooperation** **Outcome: Engagement in conflict prevention, resolution and peace building regionally and globally strengthened**																
4. Promote regional integration	4.1 Participate in and coordinate of bilateral and regional	Mission participation in high level meetings	No of meetings participated	20	4	4	4	4	4	1	1	1	1	1	mission	SDFA

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5	Target					Budget (Million)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Others
	relations meetings															
	Follow up and Implementation of decisions of JCCs undertaken	decisions of JCCs undertaken implemented	No of reports	20	4	4	4	4	4	1	1	1	1	1	Mission	SDFA
	Conclude Bilateral Cooperation frameworks	Bilateral Cooperation frameworks	No of concluded Bilateral Cooperation frameworks	5	1	1	1	1	1	1	1	1	1	1	Mission	SFFDA
Sub Total KRA 4										3	3	3	3	3		
Strategic Issue 5:	**Diaspora Engagement and Consular Services**															
Strategic Goal 5:	**Enhance Diaspora Engagement and Provision of Consular Services.**															
KRA 5:	**Enhance Diaspora engagement and consular services**															
Outcome:	**Diaspora mainstreamed into national development and Consular Services enhanced.**															
1. Mainstream the Kenyan Diaspora in Brazil and	1.1 Coordinate formation of umbrella associations for	Enhanced Diaspora Engagement frameworks	No. of Associations established	3	1	-	1	1	-	1	1	1	1	1	Mission	MFDA & MDAs The Diaspora

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5	Target					Budget (Million)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Others
countries of accreditation into National Development	Kenyans in Brazil and countries of accreditation															
	1.2 Hold meetings with Diaspora groupings to identify opportunities for technology transfer, enterprise, employment and investment	Increased contribution to National Development by the Diaspora	No. of meetings with the Diaspora	10	2	2	2	2	2	1.5	1.5	1.5	1.5	2	Mission	MFDA & MDAs The Diaspora
	1.3 Update database of Kenyans in Brazil and countries of	Database updated	Proportion of database updated %	100	100	100	100	100	100	1	1	1	1	1	Mission	MFDA & MDA

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5	Target					Budget (Million)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Others
	accreditation															
2. Enhance Provision of Consular Services	2.1. Provide high standard of consular services, in adherence to the Mission's Service Charter.	Enhanced provision of Consular Services	Adherence to Service Charter (%)	100	100	100	100	100	100	1	1	1	1	1	Mission	MFDA & MDAs
	Facilitate Mobile Consular Services in conjunction with the State Department for Diaspora Affairs	Enhanced provision of Consular Services	No. of MCS Rollouts facilitated	5	1	1	1	1	1	1.5	1.5	1.5	1.5	1.5	Mission	MFDA & MDAs
SUB TOTAL KRA 5										6	6	6	6	6.5		

Strategic Issue 6: **Public Diplomacy, Cultural Heritage and Stakeholder Engagement**

Strategic goal 6: **Enhance Public Diplomacy, Promotion of Cultural Heritage and Stakeholder Engagement.**

KRA 6: **Strengthen policy, legal and institutional capacity**

Outcome: **Public Diplomacy Elevated, Cultural Heritage Promoted and Stakeholder Engagement enriched.**

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5	Target					Budget (Million)					Responsibility	
					2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027	2027/ 2028	2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027	2027/ 2028	Lead	Others
1. Public Diplomacy Enhanced	1.1. Host annual Jamhuri Day Celebrations	Kenya's image promoted	No. of Jamhuri Days hosted	5	1	1	1	1	1	3	3	3	3	3	Mission	MFDA
	1.2 Publish annual Newsletter	Kenya's image promoted	No. of Newsletters published	5	1	1	1	1	1	0.3	0.3	0.3	0.3	0.3	Mission	MFDA
	1.3 Maintain update Website and Social Media feeds	Kenya's image promoted and communications with stakeholders enhanced	Up to date Website and Social Media feeds (%)	100	100	100	100	100	100	0.1	0.1	0.1	0.1	0.1	Mission	MFDA
2. Promote Kenya's Rich Cultural Heritage	2.1 Coordinate and participate in cultural fairs and festivals	Kenya's rich cultural heritage promoted	No. of events participated in	10	2	2	2	2	2	1	1	1	1	1.3	Mission	MFDA
SUB TOTAL KRA 6										4.4	4.4	4.4	4.4	4.7		

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5	Target					Budget (Million)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Others
Strategic Issue 7: Policy, Legal and Institutional Capacity **Strategic goal 7: Strengthen Policy, Legal and Institutional Capacity** **KRA 7: Strengthen policy, legal and institutional capacity** **Outcome: Policy, Legal and Institutional Capacity enhanced**																
1. Uphold National Values and Principles of Good Governance	1.1 Sensitize staff on national values and principles of good governance	National Values and Principles of Good Governance upheld.	Adherence to national values and principles of good governance (%)	100	100	100	100	100	100	0.2	0.2	0.2	0.2	0.2	Mission	MFDA
z	2.1 Submit monthly financial returns	Prudent financial reporting guaranteed	Monthly financial returns submitted (%)	100	100	100	100	100	100	0.1	0.1	0.1	0.1	0.1	Mission	MFDA
	2.2 Prepare and submit Budget Projections, Procurement Plans, Work Plans and Supplem	Financial resources managed efficiently	Submitted Budget Projections, Work Plans, Procurement Plans and Supplementary Estimates (%)	100	100	100	100	100	100	0.2	0.2	0.2	0.2	0.2	Mission	MFDA

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5	Target					Budget (Million)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Others
	entary Estimates															
3. Strengthen Asset Management	3.1 Maintain up to date Asset Register	Efficient management of the Mission's assets.	Updated Asset Register (%)	100	100	100	100	100	100	0.1	0.1	0.1	0.1	0.1	Mission	MFDA
	3.2 Service and maintain the Mission's assets, including disposal where applicable.	Good condition of Mission's assets maintained	Condition of Mission's assets (%)	100	100	100	100	100	100	1	1.2	1.4	1	1	Mission	MFDA
4. Enhance safety and security	4.1 Service CCTV Cameras, Biometric equipment, Fire extinguishers and First Aid Kits	Enhanced physical security of the Mission	Security measures in place (%)	100	100	100	100	100	100	0.5	0.5	0.5	0.5	0.5	Mission	MFDA
	4.2 Sensitize Staff on	Security awarenes	No. of sensitizat	5	1	1	1	1	1	0.05	0.05	0.05	0.05	0.05	Mission	MFDA

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5	Target					Budget (Million)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Others
	safety and security	s improved	ion meetings													
5. Improve ICT capacity and infrastructure	5.1 Install firewalls, update Ant-Virus Software and employ Virtual Private Networks (VPNs)	Cyber security enhanced	Level of Cyber Security protection (%)	100	100	100	100	100	100	0.5	0.5	0.5	0.5	0.5	Mission	MFDA
	5.2 Install and maintain Servers and Cloud Storage	Business Continuity measures strengthened	Implementation of Business Continuity Strategy (%)	100	100	100	100	100	100	0.3	0.3	0.3	0.3	0.3	Mission	MFDA
6. Strengthen Human Resource Capacity	6.1 Appraise staff regularly	Improved performance and service delivery	% of staff appraised	100	100	100	100	100	100	0.05	0.05	0.05	0.05	0.05	Mission	MFDA
	6.2 Facilitate Training	Enhanced skills and	No. of staff	10	2	2	2	2	2	0.5	0.5	0.5	0.5	0.5	Mission	MFDA

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5	Target					Budget (Million)					Responsibility	
					2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Lead	Others
	for Home Based Officers and Local Staff	knowledge	members trained													
7. Strengthen Result Based Performance Management	7.1 Develop and Publish Strategic Plan	Effective and efficient implementation of the Mission's mandate	Strategic Plan published	1	1	-	-	-	-	0.05	-	-	-	-	Mission	MFDA
	7.2 Develop annual Work plan	Effective and efficient implementation of the Mission's mandate	Work Plans signed	5	1	1	1	1	1	0.02	0.02	0.02	0.02	0.02	Mission	MFDA
	7.3 Develop annual Performance Contract	Effective and efficient implementation of the Mission's mandate	Performance Contracts signed	5	1	1	1	1	1	0.02	0.02	0.02	0.02	0.02	Mission	MFDA
8. Mainstream Gender,	8.1 Sensitize staff on issues	Increased awareness	Sensitization meetings held	5	1	1	1	1	1	0.1	0.1	0.1	0.1	0.1	Mission	MFDA

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5	Target					Budget (Million)					Responsibility	
					2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027	2027/ 2028	2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027	2027/ 2028	Lead	Others
Youth and Accessibility into the Mission's activities	related to HIV/AIDS, Alcohol and substance abuse															
	8.2 Factor accessibility needs into the Mission's infrastructure and information, including the Mission's Service Charter	Enhanced accessibility to information and premises	Implementation of accessibility friendly infrastructure and information (%)	100	100	100	100	100	100	0.5	0.5	0.5	0.5	0.5	Mission	MFDA
SUBB TOTAL KRA 7										3.I9	4.34	4.54	4.14	4.14		

ANNEX II: REPORTING TEMPLATES

Quarterly Progress Reporting Template

Embassy of Kenya, Brasilia .....
QUARTERLY PROGRESS REPORT
QUARTER ENDING (State period.....)

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

Annual Progress Reporting Template

Embassy of Kenya, Brasilia
ANNUAL PROGRESS REPORT
YEAR ENDING (State period.....).

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

Embassy of the Republic of Kenya
SHIS QL 10, conjunto 08, Casa 08
Lago Sul - CEP: 71630-085 Brasilia DF, Brazil
Telephone: + 55 61 3364-0691

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										

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