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OFFICE OF THE PRIME MINISTER

STRATEGIC
PLAN

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STRATEGIC PLAN FOR THE OFFICE OF THE PRIME MINISTER

2009 – 2012

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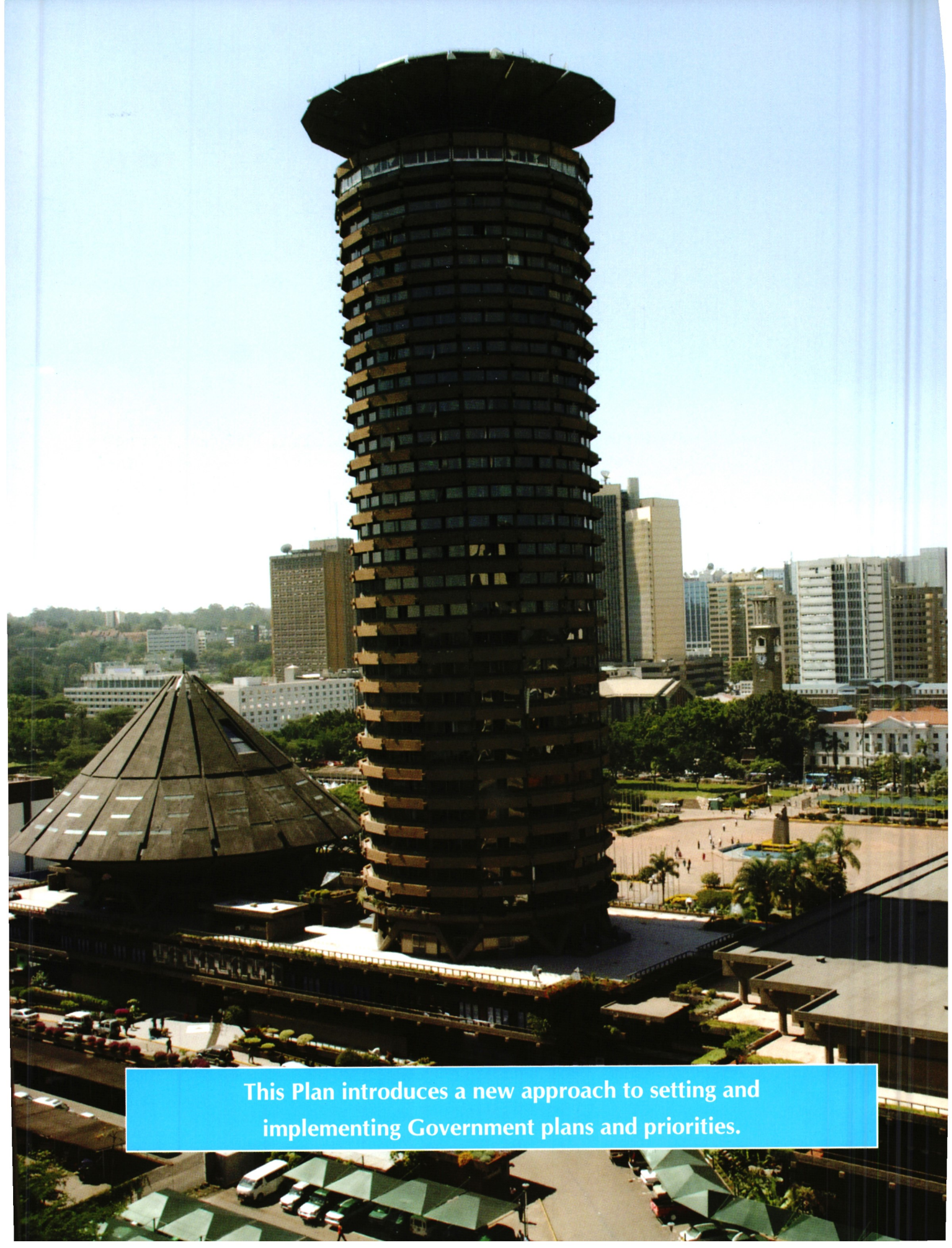
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List of Abbreviations And Acronyms

APRM	- African Peer Review Mechanism
CID	- Criminal Investigation Department
CSOs	- Civil Society Organizations
EMU	- Efficiency Monitoring Unit
E-PROMIS	- Electronic Project Monitoring Information System
ERS	- Economic Recovery Strategy for Wealth and Employment Creation
FBOs	- Faith Based Organisations
GCG	- Grand Coalition Government
GDP	- Gross Domestic Product
HODs	-Heads of Departments
ICT	- Information and Communication Technology
IEC	- Information, Education and Communication
ISC	- Inspectorate of State Corporations
KACC	- Kenya Anti-Corruption Commission
KACSC	- Kenya Anti-Corruption Steering Committee
KENAO	- Kenya National Audit Office
KNBS	- Kenya National Bureau of Statistics
MDAs	- Ministries Departments Agencies
MDGs	- Millennium Development Goals
MED	- Monitoring and Evaluation Directorate
MOF	- Ministry of Finance
MTEF	- Medium Term Expenditure Framework
MTP	- Medium Term Plan

NARA	- National Accord and Reconciliation Agreement
NESC	- National Economic and Social Council
NGOs	- Non Governmental Organisations
ODM	- Orange Democratic Movement
ODM-K	- Orange Democratic Movement of Kenya
OPM	- Office of the Prime Minister
PC	- Performance Contracting
PCC	- Public Complaints Commission
PESTLE	- Political, Economic, Social, Technological Legal and Environmental
PIC	- Parliamentary Investment Committee
PNU	- Party of National Unity
PPOA	- Public Procurement Oversight Authority
PRSP	- Poverty Reduction Strategy Paper
PS	- Permanent Secretary
PS OPM	- Permanent Secretary Office of the Prime Minister
PSR&PC	- Public Sector Reforms and Performance Contracting
SCAC	- State Corporations Advisory Committee
STI	- Science, Technology and Innovation
SWOT	- Strengths, Weaknesses, Opportunities, Threats
TEAMS	- The East African Marine Cable System
USAID	- United States Agency for International Development



This Plan introduces a new approach to setting and implementing Government plans and priorities.

FOREWORD



Citizens expect the Government to provide quality and timely services at all times. Therefore, this Plan will give priority to improving service delivery by accelerating existing initiatives and extending them across all public services.

Rt. Hon. Raila Odinga, EGH, MP.

This Strategic Plan brings to life my constitutional mandate and sets out my goals for the next four years. It will guide my Office and steer the country towards the realisation of Vision 2030's aspiration of "a globally competitive and prosperous nation with a high quality of life by 2030." On this road to Vision 2030, this Strategic Plan recognises that there is need for the Office of the Prime Minister to work with others to **'accelerate Government's delivery of services to Kenyans.'** In this respect the strategic objectives for the plan period are to: improve service delivery; build strong capacity for policy development and coordination; create a new culture of setting priorities; focus Government on effective delivery of policies and priorities; and, steer Public Service Reform as an enabler of good policy and delivery. This plan is thus about working towards giving Kenyans ***the Kenya they want – a prosperous, democratic, equitable and modern nation.***


Citizens expect the Government to provide quality and timely services at all times. Demand for improved Government performance has grown recently and we must listen and be responsive. Although the e-Government, Performance Contracting and Rapid Results Initiatives have led to significant improvements, more remains to be done. Therefore, this Plan will give priority to improving service delivery by accelerating existing initiatives and extending them across all public services. We will work with Ministries to identify the next wave of initiatives and we will coordinate implementation of service improvement initiatives by Ministries, Departments and Agencies of Government.

This Strategic Plan recognises that my Office is not an implementing Agency with a Ministerial portfolio. Ministries, Departments and Government Agencies are responsible for the implementation of policies and delivery of services. The role of my Office is to make the Government work better by ensuring that it is linked-up. This will be done by improving coordination and information-sharing between Ministries and by removing bottlenecks to the provision of services such as duplication, turf wars mentality and bureaucratic inertia. This requires openness in doing Government business differently and working as one properly coordinated Government. As we build a better, more cohesive Kenya, we need to come together to focus on what is important for our nation. One popular proverb goes ***"If you want to go quickly, go alone, if you want to go far, go together."*** This Plan introduces a new approach to setting and implementing Government plans and priorities.

In commencing this new approach to driving delivery, I have identified key national priorities linked to Vision 2030 that will re-focus our efforts as a Government so as to meet the aspirations of Kenyans. These priorities will address our Nation's concerns about improving Infrastructure, Environmental Protection and Climate Change, Upgrading Slums and Informal Settlements, Food Security, Governance and Corruption, Agenda 4 Priorities, Public Service Transformation and Youth Employment (Kazi Kwa Vijana Programme). In addition, Ministries will be requested to identify four (4) priorities linked to the Medium Term Plan (MTP) that will be similarly subject to a system-wide focus on delivery. I wish to emphasise that under this approach clear accountability for delivery will be assigned for each priority and that exemplary performance will be expected while any impropriety will be dealt with quickly and conclusively. This is indeed the surest way of achieving superior delivery on priorities.

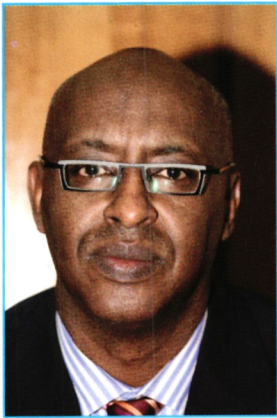
Attempts to reform the public service have been ongoing over the last 15 years. Considerable progress has been made and increased focus on Results Based Management within Government and Performance Contracting are good examples. The next phase of public service reforms will place emphasis on building capacity for policy and delivery in Government; institutionalising and mainstreaming a goal-driven public service underpinned by high standards of professionalism, integrity and ethics in public services.

I therefore call upon all Kenyans to join me in moving this strategic plan from intent to action, from a dream to a reality. All our efforts are required to build Kenya, for as the saying goes, *"No one of us is as strong as all of us working together."*



Rt. Hon. Raila Amolo Odinga, EGH, MP.
PRIME MINISTER OF THE REPUBLIC OF KENYA

PREFACE



Dr. Mohamed Isahakia

It is now over a year since the Office of the Prime Minister (OPM) was established, almost 45 years since the first such Office in Kenya ceased to exist. At inception a small number of staff was put together to support the Prime Minister to discharge his mandate. Since then more staff have been recruited for the Office, but its full potential remains constrained by shortage of professionals and working space. While the Office has continued to function, it has not had the benefit of a structured strategic framework such as that provided by a Strategic Plan. This Strategic Plan has been developed for an Office that is newly created. The challenges are therefore, new, varied and require a different approach in order to ensure effective implementation.

The Office of the Prime Minister's Strategic Planning process was officially launched by the Prime Minister in January 2009. The process was led by a Steering Committee chaired by the Prime Minister and whose members included the Deputy Prime Ministers and Ministers in the OPM. The role of the Steering Committee was to make policy decisions, guide the process and eventually approve the final Strategic Plan. The day-to-day management of the process was undertaken by a Secretariat comprising Government officials assisted by local and international experts.

The development of this Plan has benefited from wide consultation and Government-to-Government knowledge sharing. It reflects the Prime Minister's priorities for the Government and my own for the Office of the Prime Minister. Our consultations have been extensive. At the outset it was determined that the process would be fully consultative with state and non-state actors involved.

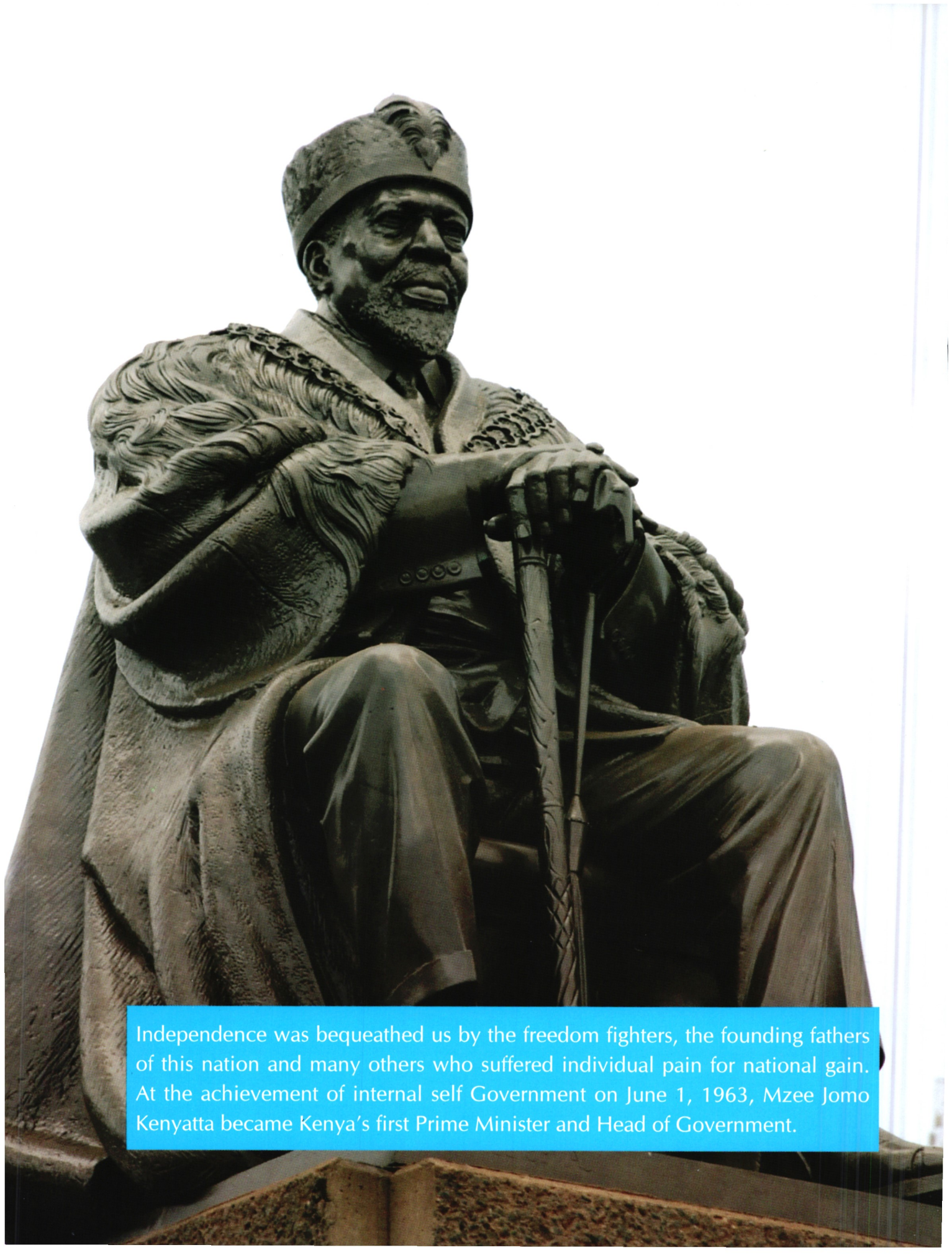
I would therefore, like to pay tribute and convey sincere gratitude to all those who spared their time to assist the Plan Secretariat with information, advice and comments that have shaped this Plan. Above all, I would like to thank the members of the Secretariat and the consultants collectively and individually for their hard work, patience and dedication to the Plan development process.

In the preparation of the Plan, we have set some challenging targets for achievement in the coming year. In consultation with Ministry of State for Planning, National Development and Vision 2030, we have developed a framework which sets out very clearly the scope and complexities the Office faces and the momentum with which to drive it forward.

As we move forward to implement the Plan I seek the support of all Kenyans and other people of goodwill to ensure that the plan is successfully implemented. I pledge to them that we will do all we can as an Office to promote the welfare of all Kenyans.

A handwritten signature in black ink, consisting of a stylized 'M' and 'I' followed by a horizontal line.

Dr. Mohamed Isahakia
PERMANENT SECRETARY



Independence was bequeathed us by the freedom fighters, the founding fathers of this nation and many others who suffered individual pain for national gain. At the achievement of internal self Government on June 1, 1963, Mzee Jomo Kenyatta became Kenya's first Prime Minister and Head of Government.

CHAPTER ONE

Introduction And Context

1.1 Background

1.1.1 Rationale

This Strategic Plan has been developed at an historic moment in Kenya when the Government is run by a coalition of parties. The Grand Coalition Government was born out of the ashes of the post-election violence that rocked the country after the 2007 General Elections testing nationhood to the limits. The Coalition is a governance model which, for the moment should be nurtured for the sake of Kenya.

The tragic events of 2007 will go down in Kenya's history as a time we came too close to the abyss. However, the country previously survived the retrogressive and divisive politics of the colonial era and for 45 years has endured the challenges of poverty, unemployment, economic stagnation and political uncertainties. Now at the beginning of the 21st Century it is possible to see the promise of new opportunities and challenges that come with them. As we push forward to a prosperous, equitable and democratic future, we should build on our past accomplishments and learn from our mistakes.

This Strategic Plan is about refocusing the shared heritage and destiny, aspirations as well as a sense of nationhood, to ensure that we deliver on the objectives of Vision 2030 and other promises we have made to Kenyans. It reinforces our concerted efforts to do things anew and presents an opportunity to live the change people have long been yearning for. It provides an opportunity to re-examine the past, build on old strengths and muster the courage of freedom fighters so that we can face the future with confidence.

The conviction and determination to deliver services to Kenyans will be conditioned by the current economic, social and political circumstances. However, a few historical lessons may put these challenges into perspective. This historical exposition follows.

1.1.2 The Historical Context

Independence was bequeathed us by the freedom fighters, the founding fathers of this nation and many others who suffered individual pain for national gain. At the achievement of internal self-Government on June 1, 1963, Mzee Jomo Kenyatta became Kenya's first Prime Minister and Head of Government. This changed on 12 December 1964 when Kenya became a Republic, with Kenyatta as President. The Kenyatta era was characterised by three major events: a movement from a decentralised to centralised political system; higher economic growth rate; and the entrenchment of a quasi market system.

The Independence Constitution enshrined a federalist governance system that decentralised functions to several layers of Government. However, during the early years the challenges facing the young Government were the building of a multi-racial society, upholding unity and stability;

and addressing the problems of disease, poverty, ignorance and under-development. Together with the underlying concerns of neo-colonialism, these provided the rationale for centralised bureaucracy as a means of consolidating the emerging and fragile state. This led to the abolition of the Federal Constitution and from then on the country moved steadily towards a one party rule creating a constitutional crisis that remains with us to date.

On the economic front, the early policies were laid out by the **Sessional Paper No. 10 on African Socialism and its Application to Development and Planning** of 1965. The Paper advocated a blend of socialism and capitalism as a model of development that promoted Government participation in development, equality and social justice. In more concrete terms, the main thrust of the policy was to empower the people of the new nation through the provision of services and expansion of economic opportunities. Consistent with the redistribution and basic needs approach to development paradigm that was dominant at the time, this took the form of increased provision of education and health services.. In a sense, we owe Kenya's high endowment in human resources to the investments of those early years.

The economic empowerment promoted by the Sessional Paper and the liberal economic policies of the Kenyatta administration took several forms. The One Million Acre Settlement scheme programme provided a number of indigenous Kenyans access to land that, together with the opening up of the cash crop production to Africans, had a huge positive impact on agricultural productivity. Additionally, the policy of affirmative action, through Africanization saw many Kenyans take up jobs in the public and private sectors, which created jobs and also reduced the country's dependence on foreign experts and capital. There was also a deliberate industrial development policy, which was pursued through import-substitution and included the involvement of Government in the industrial sector through public enterprises.

As a result of these economic policies and other reforms, the economy grew in the first decade of independence at a rate that has not been repeated in subsequent periods. The engine of this growth was the agricultural sector, propelled by the expansion of smallholder farming and the emerging indigenous small and medium enterprises. This sterling economic performance was interrupted by the 1973-74 and 1979 oil crises and although this was ameliorated by the 1976-77 coffee boom, the economic growth failed to recover to the previous levels. This negative state of affairs was complicated by other factors. The first is that economic growth failed to trickle down and led to regional, ethnic and household inequalities that became a source of social tension across the country. This was further complicated by the divergent ideological positions within the ruling party in 1966 which, over time, developed into political intolerance, culminating in the banning of political parties, introduction of political detentions, and assassination of prominent politicians.

When Daniel Toroitich Arap Moi became President in 1978 after Mzee Jomo Kenyatta passed on, the country was in a state of social disharmony and economic instability. In the early years of the Moi era, economic problems began to be addressed through structural adjustment reforms, but political power continued to be centralised and Kenya became *de jure* a one party state in 1982. Developments during the 24 years of Moi's reign have to be evaluated on the basis of several key important events in particular the introduction of major economic reforms, Civil Service reforms and multiparty democracy.

From the outset of the 1980s, the country faced serious structural economic challenges that had both international and local origins. The oil crisis and the end of the coffee boom contributed to large budget deficits. In addition, the famines of the early 1980s, spiralling prices and huge foreign indebtedness also contributed to long lasting structural weakness in the economy. The structural adjustment reforms and stabilization programs that were introduced to address these problems were at a huge cost to the economy. The conditionalities attached to the reforms required budget cutbacks that, in turn, introduced cost sharing and negative effects on the delivery of public services, especially those targeting the low income groups. The result was high unemployment, particularly among the youth and the poor, that translated to wider gender, regional and generational inequalities. Over time these problems became endemic as corruption and weak governance constrained economic growth and development.

At the beginning of the 1990s, came the inevitable drastic steps to redress the deep rooted problems afflicting the country. For a start, in 1992 the Moi administration gave in to pressure to end the single party system and thus repealed Section 2A of the Constitution, allowing for the first multi-party elections since the late 1960s. Public Service Reforms were initiated in the mid-1990s, but these failed to reduce corruption or improve service delivery. More importantly, deep economic reforms including the liberalization of all markets. While these reforms were actualised, their impact on the economy was constrained by endemic corruption, lack of confidence in the Government and low foreign capital in flows.

President Mwai Kibaki took the oath of office for his first term as President on 30th December 2002, as successor to President Moi, at a time when the economy was at the rock bottom and corruption went unchecked. To jumpstart the economy, the **Economic Recovery Strategy for Wealth and Employment Creation (ERS)** was developed. The implementation of ERS yielded quick results that included: the growth of the economy from as low as 0.6 percent in 2002 to 7 percent in 2007 and an increase in real per capita growth at an annualised average rate of 3%; decline in poverty from 56.8% in 2000 to 46% in 2006; and a decline in HIV/AIDS prevalence rates. One of the earliest successful policies was the introduction of universal free Primary school Education that has now been partially extended to Secondary education. A robust Public Service Reform programme has also been introduced that has targeted improved delivery of public services.

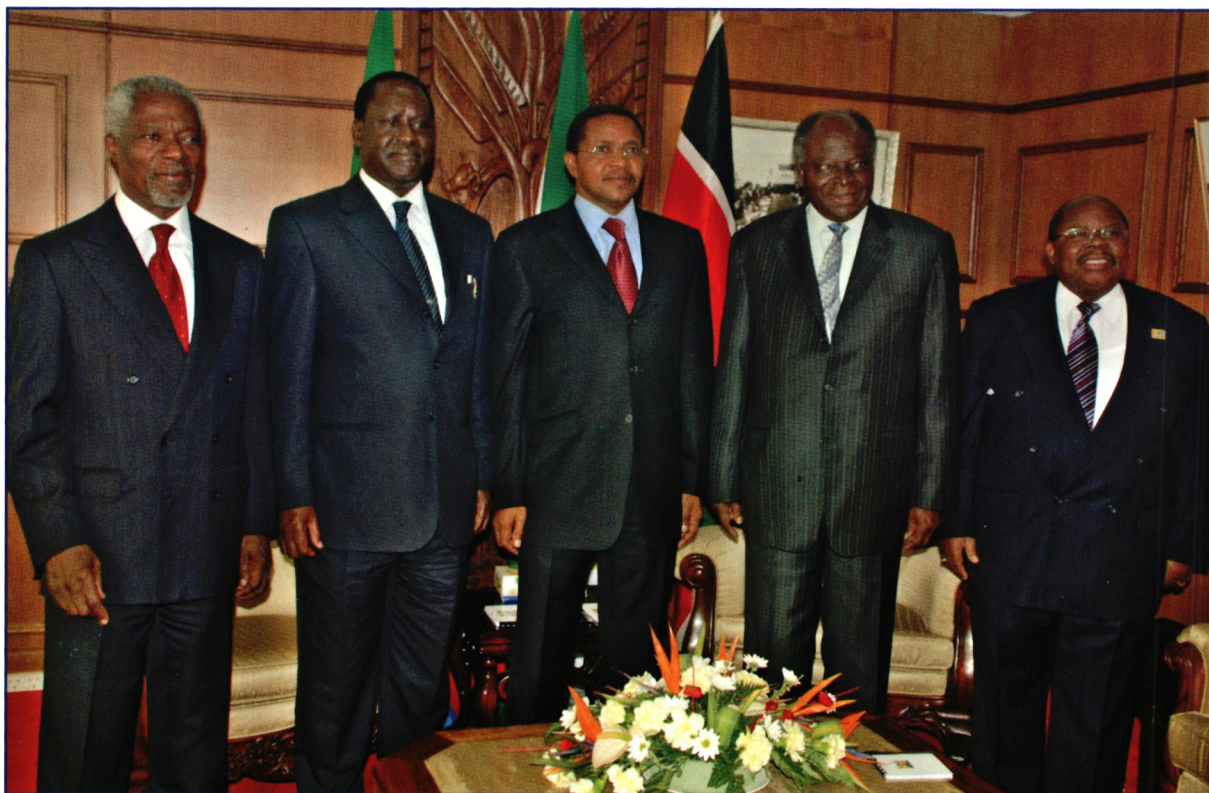
Despite these various successes, several challenges that remain intractable include: high unemployment and related income inequality; corruption; poor delivery of public services; and the absence of a new constitutional dispensation, a promise on which the National Rainbow Coalition (NARC) rode to power in 2002. The aftermath of the 2005 Constitution of Kenya Referendum and the 2007 general elections created national discord that remains a national challenge.

1.1.3 The National Accord

The challenge facing Kenya's nationhood manifested itself most crudely in the disputed Presidential Elections of December 2007 that plunged the country into unprecedented unrest and acts of violence. Consequently, the National Dialogue and Reconciliation Committee composed of the Panel of Eminent African Personalities, under the Chairmanship of former Secretary General of the United Nations, Dr. Kofi Annan, was constituted to reconcile disputants. The Committee proposed and agreed on a raft of constitutional, legal and political measures to defuse the crisis. These measures led to the National Accord and Reconciliation Agreement (NARA), signed by His

Excellency President Mwai Kibaki and the Prime Minister, the Rt. Hon. Raila Amolo Odinga on February 28th, 2008.

The Agreement was put into effect when the NARA Act 2008 was assented to by His Excellency President Kibaki on 6th March, 2008, thus establishing the Office of Prime Minister and those of the two Deputy Prime Ministers. The broad mandate of the Prime Minister as defined by the Act is to **coordinate and supervise the execution of the functions and affairs of the Government of Kenya**. The Prime Minister, in the Grand Coalition Government, also shares executive powers with the President who is stipulated by the NARA as the Head of State and Government.



H.E. The President, Hon. Mwai Kibaki together with The H.E. Kofi Annan, Rt. Hon. Prime Minister Raila Odinga and H.E. Kofi Annan, H.E. Hon. Jakaya Kikwete and the former President of Tanzania, Benjamin Mkapa after the signing of the NARA.

1.1.4 Our Future

The economy was among the most immediate casualties of the 2007 post-election violence, growing by 2.3% in 2008, rather than at the projected rate of 7%. In the medium term, the persistent impact of the violence is expected to keep economic performance at about half the previously projected growth rates. The current world recession will worsen the situation. The impact of all these factors is already evident from the rising cost of living and lower tax revenues.

The persistent challenges to the unity of the Grand Coalition are beginning to undermine reforms and are creating the perception that the Coalition is unable to meet the aspirations of Kenyans. These are real threats and must be mitigated if we are to harness and exploit opportunities that the NARA offers.

The Office of the Prime Minister will play a prominent role in addressing these challenges by ensuring that the Government promotes people-focused development, effectively delivers public services and promotes optimum use of public resources. This Strategic Plan outlines the steps that the OPM intends to address these concerns.

1.2 The Strategic Plan Process

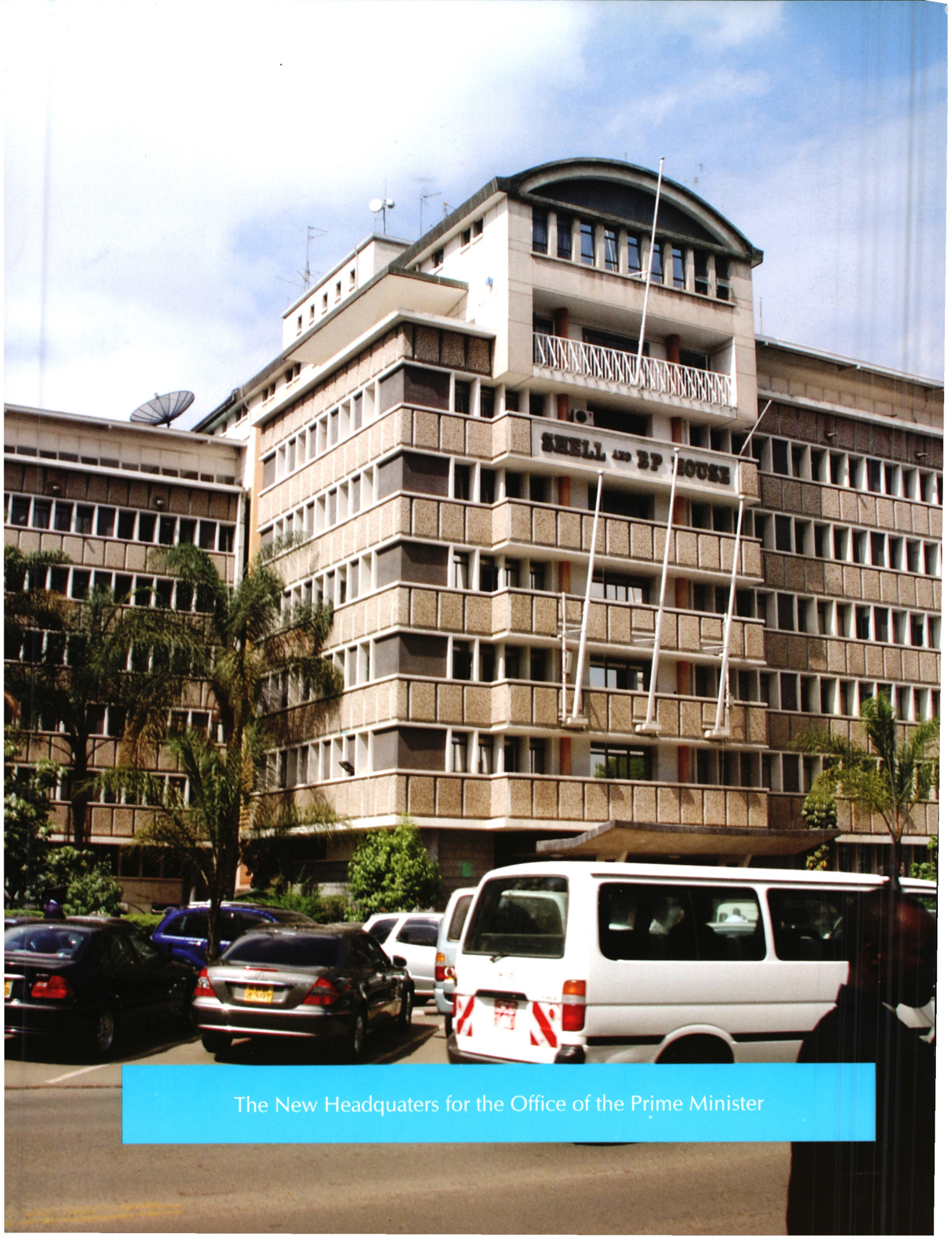
This Strategic Plan sets out the modalities and structures to fully operationalise the Office of the Prime Minister with the objective of actualising the constitutional mandates of the Prime Minister. The underlying themes of the Plan are to: transform Government through institutionalisation of reforms; strengthening the process of setting and aligning priorities to available resources; strengthening policy development and coordination; and, improving supervision for effective delivery of services. All these are important to realise the needs and aspirations of Kenyans, especially the attainment of the objectives of Vision 2030.

The Strategic Plan development process was officially launched by the Prime Minister in January 2009. The preparation of this plan was guided by the following principles and approaches:

- (i) Transparency
- (ii) Inclusiveness
- (iii) Acknowledgement of the lead role of Government in policy formulation and implementation
- (iv) A focus on building capacity
- (v) Citizen focused delivery of services

1.3 Involvement of Stakeholders

A wide range of stakeholders were consulted in the process of developing this Strategic Plan including: the Prime Minister, Senior Staff in OPM and Senior Staff of Ministries/Departments under the OPM. Others consulted were the Cabinet Office, Deputy Prime Minister's Office and Ministry of Finance, Deputy Prime Minister's Office and Ministry of Local Government, Public Service Commission and National Economic and Social Council (NESC). Three stakeholder consultation workshops were also held involving the public sector – Ministries, state corporations and local authorities; non-state actors; and development partners. The views of all the stakeholders have been considered in this Plan. The Plan was also validated with key stakeholders that included the PM, DPMs and the Ministers of State in OPM and their senior officials and the Development Partners.



The New Headquarters for the Office of the Prime Minister

CHAPTER TWO

The Prime Minister's Mandate:

MAKING GOVERNMENT WORK FOR KENYANS

The creation of the Office of the Prime Minister at this critical time in the history of Kenya provides an opportunity to examine best governance practices from around the world as we build a *made-in-Kenya approach* to supporting the Prime Minister in effectively discharging his responsibilities.

2.1 The Constitutional Basis for Prime Minister's Mandate

In amending the Constitution, The National Accord and Reconciliation Act, 2008, mandated that the Prime Minister:

- (i) Shall have authority to coordinate and supervise the execution of the functions and affairs of the Government of Kenya, including those of Ministries;
- (ii) May assign any of the coordination responsibilities to the Deputy Prime Ministers as well as one of them to deputize him;
- (iii) Perform any other such duties as may be assigned to him by the President or under any written law.

In order to effectively discharge these functions, the following Ministries and Departments have been placed under the direct supervision of the Prime Minister:

- (i) Ministry of State for Planning, National Development and Vision 2030
- (ii) Ministry of State for Public Service
- (iii) Ministry of State for the Development of Northern Kenya and other Arid Lands
- (iv) Public Service Reforms and Performance Contracting Department
- (v) Inspectorate of State Corporations
- (vi) Efficiency Monitoring Unit
- (vii) The Prime Minister's Administration Department

The Ministry of State for Planning is a coordinating Ministry for national planning in the context Vision 2030. The Ministry of State for Public Service coordinates the management and development of the human resource in the Public Service. The Ministry of State for the Development of Northern Kenya and other Arid Lands coordinates the development of these regions. These Ministries of State have, therefore, been placed in the office of the Prime Minister to assist in the PM's coordinative function. The other departments/units placed under the Office of the Prime Minister support his supervisory role by tracking and improving the performance of the Public Service.

The Prime Minister also chairs the following five out of the six Cabinet Committees:

- (i) Finance, Administration and Planning
- (ii) Infrastructure
- (iii) Productive Sectors
- (iv) Service Sectors
- (v) Public Private Partnerships

The Prime Minister's Major Coordination and Supervisory Responsibilities include:

- (i) Policy and strategy coordination and the implementation of major priorities in Vision 2030;
- (ii) Improving public service delivery to citizens;
- (iii) Enhancing the performance of the public service by ensuring that the development of effective organizations, processes and people are fast-tracked;
- (iv) Ensuring transparency, accountability and value-for-money in public service delivery;
- (v) Ensuring effective engagement with citizens and other stakeholders;
- (vi) Representing the Government of Kenya nationally and internationally;

2.2 The Prime Minister's Accountability

The Prime Minister's Constitutional responsibilities make him accountable to citizens and Parliament for the effective operation of Government. To effectively discharge his responsibilities, the Prime Minister will be supported in his Office with expertise in planning, policy analysis and delivery, as well as support in strategy and communications. He must command full support from other political officials and the entire Public Service.

2.2.1 Improving Our Capacity for Good Governance

Good governance is a significant contributor to development and democracy. Key indicators of good governance include a well-functioning Government and Civil Service with sufficient capacity for developing as well as implementing social and economic policies, and providing high quality and responsive services to citizens. Building and improving on these capacities is a core role of modern Government and it must have the capacity to perform at the highest levels. In turn, this is heavily reliant on effective capacity building, coordination and supervision systems and mechanisms from the centre of Government. This, together with the identification of a small number of critical national priorities, is at the heart of this Strategic Plan.

2.2.2 Coordination and Supervision of the Execution of the Functions and Affairs of Government

Coordination and Supervision are important concepts because they closely reflect the modern role of risk-based oversight and stewardship in modern public sector institutions. The starting point is that top-down approaches to organizing and managing Government are not sustainable. Similarly, it is recognized that in a large and complex organization with many cross-cutting issues and opportunities, Ministries will not deliver results if they operate as islands, disconnected from one another.

Making Government work effectively and efficiently means that Ministries must be linked-up in sharing information, collaborating on improving service delivery, developing policy and getting it implemented in order that Government is working as one connected entity.

The Prime Minister's Mandate of coordination and supervision is intended to ensure cohesion and coherence across government and responsibility for government performance.

The Prime Minister's Coordination mandate primarily involves ensuring:

- (i) Linked-up policy development and implementation
- (ii) Linked-up service delivery
- (iii) Integration of reforms
- (iv) Modernization of public services
- (v) Budget decisions are linked to priorities

The Prime Minister's Supervisory mandate involves providing assurance to Parliament and citizens that clear accountability and performance management processes are in place to ensure delivery of key Government priorities and programs – and that individuals and organizations deliver on these accountabilities. This includes:

- (i) Directing delivery of national priorities
- (ii) Overseeing Ministerial priorities
- (iii) Ensuring continuous improvement in service delivery
- (iv) Strengthening accountability mechanisms

2.3 Setting Priorities: A Key Driver of Successful Delivery

The Government has established a comprehensive and ambitious Vision 2030 program designed to transform the economic, social and political life of the country and its citizens. This is accompanied by a 5-year Medium Term Plan (MTP) which is subject to a monitoring and evaluation mechanism. The MTP identifies “agship” initiatives for implementation by 2012, which are emblematic of the magnitude and nature of change desired. It is envisaged that these will be rolled-down into five-year Ministry plans and annual work plans.

In the context of the Vision 2030 and other national priorities, including NARA's Agenda 4, the OPM has reviewed its planning, policy, monitoring and delivery functions in order to create the conditions necessary for effective delivery on the main elements of the Prime Minister's mandates. This includes ensuring effective coordination of initiatives that cut across several Ministries and establishing mechanisms to facilitate the delivery of quick wins so the Government can demonstrate its commitment to achieving its longer term objectives. Success here will require prioritization and effective delivery systems in both the OPM and in responsible Ministries, Departments and Agencies (MDAs).

2.3.1 Prioritization in the Context of the Public Service

Setting priorities in big organizations is a challenge and even when priorities are set they are often overtaken by other emerging events, are poorly communicated, or poorly implemented. The OPM will develop and inculcate a culture of setting clear and well-communicated priorities and will rally the rest of Government to stick with priorities and focus on critical success factors in achieving key outcomes. An important first step is identifying and naming the most challenging cross cutting issues, lifting them above the balance of everyday activities and assigning resources to them. This is especially relevant in the public sector, where delivery on political mandates and Government performance is currently under increasing scrutiny.

Transparency and communication are important to achieve success. Making “stretch” priorities public also involves some political risk, but creates enormous pressure for change. The Political leadership and public service have to respond to the challenge by placing a new emphasis on delivery and measurable results. This is particularly so when there is a tight accountability and performance management framework.

2.3.2 Approaches to Prioritization

The OPM will take initiative in articulating national priorities and then ensuring that the right people and processes are in place for supporting and monitoring delivery. This is important in achieving break-through in critical sectors such as health and education. We recognize that priorities have political origin and must link with the aspirations of the leadership. This is captured by the combined political manifestos, Vision 2030 and the Medium-Term Plans. Priorities will therefore be derived from this process and the role of the Government is to rally people and organizations around a few mission-critical priorities that can inspire energy, commitment and innovation.

To arrive at relevant and acceptable priorities, the Government has to go through a prioritization process, both at the National level and the Ministerial level. This requires establishment of a mechanism to determine National and Ministerial priorities that ensures that the following success factors are present:

- (i) The determination of priorities is politically driven and approved at the highest political level;
- (ii) Priorities are selected and personally championed from the centre to achieve significant momentum;
- (iii) Decisions are supported by solid evidence-based data on costs and practicality of implementation provided by the civil service;
- (iv) Tough decisions must be made about what is on and off the agenda and communicated to Ministries;
- (v) Budgets should be built around priorities;
- (vi) The public communication of specific and measurable priorities provides pressure and momentum for delivery;
- (vii) The assignment of clear accountabilities for delivery of priorities.

The OPM has consulted various key stakeholders and arrived at a small number of National Priorities which it considers vital to the future of Kenya and to the achievement of Vision 2030. It has also requested Ministries to determine their own specific priorities that are aligned to both Vision 2030 and the Medium-Term Plan.

Upon confirmation of these priorities, Ministries will be asked to develop integrated policy, communications and implementation plans, together with financial and stakeholder analyses. These will be reviewed by the appropriate Government machinery, including the Cabinet, for approval and thereafter integrated within the budgetary and other planning processes.

CHAPTER THREE

Vision, Mission And Values

The Office of the Prime Minister will provide strategic direction in the execution of the affairs of the Government. It will also provide leadership towards this strategic direction and the appropriate framework of values, within which public services can be provided. OPM, therefore, aspires to the following for Government:

3.1 VISION

**A goal driven and responsive Government
trusted by its citizens**

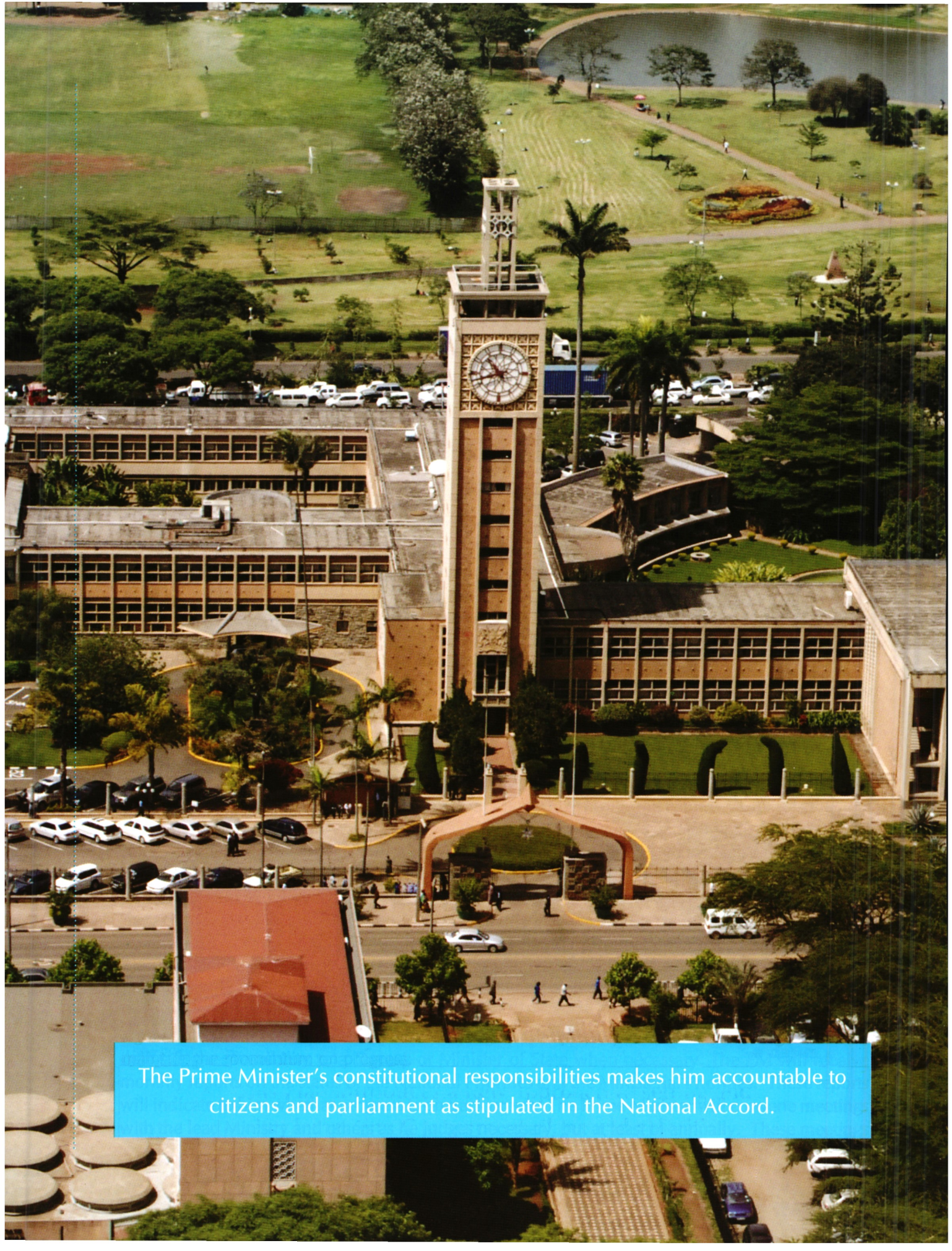
3.2 MISSION

**To lead a transformative Government for prosperity,
unity and fairness**

3.3 Values

In carrying out its mandate, the Office of the Prime Minister will uphold Core Public Service Values as stipulated in the Code of Regulations, Public Officer Ethics Act, 2003 and the following OPM institutional Values:

- | | |
|---------------------------------|-------------------------------------|
| (i) Accountability | (ii) Acting in public interest |
| (iii) Collective responsibility | (iv) Commitment to service delivery |
| (v) Innovation and creativity | (vi) Integrity |
| (vii) Justice and fairness | (viii) Patriotism |
| (ix) Proactiveness | (x) Professionalism |
| (xi) Political neutrality | (xii) Rule of law |
| (xiii) Stewardship | (xiv) Valuing diversity |



The Prime Minister's constitutional responsibilities makes him accountable to citizens and parliament as stipulated in the National Accord.

CHAPTER FOUR

SITUATIONAL ANALYSIS

4.1 Situational Analysis

The Office of the Prime Minister was created when the country was facing one of the worst crises since independence. Its establishment in the context of a Coalition Government led by two Principals (the President and the Prime Minister) in a 50-50 power sharing arrangement provides a unique opportunity to develop new norms and institutions in the public service. While the National Accord and Reconciliation Act 2008 and the Constitutional Amendment Act 2008 clearly define the mandates of the Prime Minister, instruments for exercising the mandates must be clarified to avoid misunderstanding about the role of the Prime Minister in the conduct of Government business.

The implementation of the Accord has not been without problems, but the two Principals are determined to make the power sharing agreement work. As we move forward, there is need to adopt a risk-based approach to ensure that the drive by the Prime Minister to make Government work better.

Several tools have been used to analyse the risks, challenges and opportunities the Office is likely to face during the Strategic Plan implementation period. The tools include the following:

4.2 PESTLE Analysis

The pestle analysis reveals that the environment within which the Office of the Prime Minister has been created is fluid and requires a careful and measured approach in determining what programmes and projects have the highest chances of success. The Office of The Prime Minister is undertaking its mandate in the context of the following conditions:

4.2.1 Political

- (i) A Grand Coalition Government led by two Principals
- (ii) Non-existence of official opposition in Parliament
- (iii) Rising democratisation and political empowerment
- (iv) Mistrust among the major political parties
- (v) Discordant political engagement

4.2.2 Economic

- (i) A developing country with low per capita Gross Domestic Product (GDP)
- (ii) Vision 2030 as a blueprint for development
- (iii) Low economic growth rates
- (iv) Global economic uncertainty
- (v) Unequal distribution of wealth
- (vi) Major economic activities concentrated in agriculture, tourism, trade, manufacturing and financial services sectors
- (vii) Ongoing integration of the East African market under the East African Community

4.2.3 Social

- (i) A population estimated at about 37.2 million
- (ii) About 50 percent of the population is below 15 years
- (iii) Life expectancy of about 54 years
- (iv) High ethnic diversity
- (v) About 80 percent of the population settled in the rural areas
- (vi) Main religions are Christianity, Islam and Hinduism
- (vii) Multi-lingual population
- (viii) Well educated population
- (ix) High HIV/AIDS prevalence and resurgence of TB
- (x) High child mortality
- (xi) High unemployment rate

4.2.4 Technological

- (i) Electric power demand estimated at 1150 MW and growing at 7 percent annually
- (ii) Information and communication technology (ICT) infrastructure being expanded
- (iii) Vibrant activities in telecommunication services, information and broadcasting and information and technology services
- (iv) Integration of Science, Technology and Innovation (STI) in national production processes is being vigorously expanded
- (v) Expanding knowledge-based economy
- (vi) Laying of fibre optic infrastructure under way

4.2.5 Environmental

- (i) About 42 percent of GDP is derived from natural resource based sectors
- (ii) Forest cover in Kenya remains low at below 2 percent
- (iii) Rehabilitation and protection of indigenous forests in the five water towers
- (iv) Implementation of Nairobi Rivers basin programme
- (v) Focus on urban physical and social infrastructure development in informal settlements

4.3 SWOT Analysis

In the continuing journey to realize higher economic growth, Kenya has opportunities to be exploited and threats to be mitigated. The OPM will take a proactive role in facilitating the harnessing of the opportunities and in mitigating the risks. The SWOT analysis has been undertaken to identify key strengths and opportunities that the Office will take advantage of, weaknesses and threats it will mitigate against when implementing this Strategic Plan.

4.3.1 Strengths

- (i) Determination of the two Principals to deliver benefits for Kenyans
- (ii) The OPM is a Constitutional Office
- (iii) Prime Minister convenes and chairs five Cabinet Committees
- (iv) Seasoned and professional staff
- (v) New Office with robust mandate
- (vi) Development Partners' support

4.3.2 Weaknesses

- (i) New operational structure and processes that require nurturing
- (ii) Inadequate budgetary provisions
- (iii) Shortage of professional staff
- (iv) Inadequate operational facilities
- (v) Weak inter-departmental cohesion
- (vi) Existence of parallel structures

4.3.3 Opportunities

- (i) Goodwill from the citizens
- (ii) Goodwill from development partners
- (iii) New coordinating and supervisory mechanisms for public service delivery
- (iv) Partnerships and collaboration with public institutions
- (v) Potential to build capability and commitment of Public Servants

4.3.4 Threats

- (i) Political uncertainty
- (ii) Resistance to change
- (iii) Political patronage
- (iv) Silo approach in formulation and implementation of Government policies, projects and programmes

4.4 Stakeholder Analysis

The OPM considers engagement of stakeholders as important for the successful implementation of this Plan; the Plan therefore provides an opportunity to all citizens to contribute to the development of this country. The key stakeholders that have been identified to have a stake in the implementation of this Strategic Plan are: the Citizens; Ministries, Departments, Agencies (MDAs) of Government; Non-State actors; and, Development Partners. The roles and expectations of these stakeholders are analysed in Table 4.1.

Table 4.1 Stakeholder analysis

Stakeholder	Stake/Role	Current Status	Expected partnership and role
Citizens	<ul style="list-style-type: none"> · Feedback and input in development and implementation of public policies · Delivery of citizen-centred public services 	<ul style="list-style-type: none"> · Consultations on Ad Hoc basis · Government assumes delivery of public services is citizen-centred 	<ul style="list-style-type: none"> · Regular and structured public service delivery surveys undertaken · Program specific citizen involvement enhanced

Stakeholder	Stake/Role	Current Status	Expected partnership and role
Parliament	<ul style="list-style-type: none"> Approval of Sessional /policy Papers Enactment of Parliamentary Bills Approval of Annual Government budgets, 	<ul style="list-style-type: none"> Prime Minister accountable to Parliament for Government Performance 	<ul style="list-style-type: none"> Strengthened role of PM in Parliament
Cabinet and Cabinet Committees	<p>Approval of Government Policy for:</p> <ul style="list-style-type: none"> Implementation by the Executive Presentation to Parliament. 	<ul style="list-style-type: none"> Five Cabinet Committees chaired by Prime Minister 	<ul style="list-style-type: none"> Cabinet Committees strengthened
MDAs	<ul style="list-style-type: none"> Implementation of PMs mandate and priorities Budget linked to priorities 	<ul style="list-style-type: none"> Programs and projects implementation based on strategic plans Absence of a coherent consultative mechanism 	<ul style="list-style-type: none"> Collaboration and partnering mechanisms between OPM & MDAs established
All media houses	<ul style="list-style-type: none"> Inform, Educate and Communicate (IEC) on social, economic and political issues 	<ul style="list-style-type: none"> Undertaking IEC Liberal coverage of Government affairs. Ad Hoc consultation 	<ul style="list-style-type: none"> Structured briefing of the Press by OPM Responsible media coverage of national affairs
Non-State actors (Private sector, CSOs, NGOs, Faith-based organizations, and Professionals Societies)	<ul style="list-style-type: none"> Input in formulation of Government policies Involvement in monitoring and evaluation of policy implementation. 	<ul style="list-style-type: none"> Absence of a coherent consultative mechanism 	<ul style="list-style-type: none"> Establishment of a mechanism for a structured stakeholder engagement
Trade Unions	<ul style="list-style-type: none"> Promoting industrial peace and welfare of employees 	<ul style="list-style-type: none"> Collective Bargaining Agreements signed and honoured Mechanism for resolution of industrial disputes exists 	<ul style="list-style-type: none"> Promote modern trade unionism for enhanced industrial peace
Development Partners	<ul style="list-style-type: none"> International cooperation Resource mobilization Technical support 	<ul style="list-style-type: none"> Some resources already mobilized Technical support provided. 	<ul style="list-style-type: none"> Strengthen and structure relationships to enhance resources mobilisation

4.5 Risk Management

The implementation of the Strategic Plan faces potential risks that have to be mitigated if the OPM strategic objectives are to be attained. These risks are shown in the following matrix (Table 4.2)

Table 4.2 Risk Management Matrix

Risk	Risk Level	Risk Rating	Control Measure	Control Action Plan	Responsible Actor	Time Frame
Risk stated	National, Sectoral, Ministerial, Departmental	High, Medium, Low	Measure stated	Mitigating Action	Accountability	Duration defined
Loss of professional staff	Ministerial	Medium	Staff incentives	<ul style="list-style-type: none"> Improve terms and conditions of service Recruitment and Training 	PS, OPM, MoSPS	Annually
Inadequate resources	Ministerial	Medium	Increased resource allocation	<ul style="list-style-type: none"> Review of budget allocations Undertake resource mobilisation 	PS, OPM, MOF	Bi-annual
Economic instability	National	High	Appropriate economic policies and fiscal discipline	<ul style="list-style-type: none"> Fiscal and Monetary reforms 	PS, OPM, MOF	Annual
Bureaucratic inertia	National	High	Public Service Reforms; Change management	<ul style="list-style-type: none"> Constitutional review Transformative leadership 	PS, OPM, All PSs	Plan period
Technological Change	Ministerial	Medium	Change management	<ul style="list-style-type: none"> Policy review, Training and Procurement 	PS, OPM, MOSPS, E-Govt	Continuous
Policy divergences among Grand Coalition Partners	National	High	Coalition dispute resolution mechanisms	<ul style="list-style-type: none"> Strengthen dispute resolution mechanisms 	President, Prime Minister	Continuous

Competition among the political class	National	High	Political Parties Bill Public Officers Ethics Act 2003	· Compliance with the Law; & Constitution review	Parliament, Cabinet, Civil Society	Immediate
			Constitutional Review			
Erosion of confidence in Government	National	High	Improved Public Service Delivery; Develop & Implement an IEC Strategy	Transformation of Public Service & Institutionalization of RBM	President, Prime Minister, Cabinet Ministers and All PSs	Continuous
OPM organizational Culture	Ministerial	Medium	Transformative leadership; Change management.	Corporate cohesion plans; Team building sessions	Prime Minister; All PSs	Continuous
Political instability	National	High	Implementation of NARA	· NARA implemented; civic education	President, Prime Minister, Ministers, Civil Society	Continuous



The Prime Minister’s Major Coordination and Supervisory Responsibilities include Policy and Strategy Coordination of major priorities in Vision 2030 which include slum upgrading and informal settlement, like the Kibera Upgrading project above.

CHAPTER FIVE

Strategic Themes And Key Objectives

DRIVING GOVERNMENT PERFORMANCE

It is a common truth that citizens want a Government that: listens and delivers on its promises, that delivers the services they want, is there for them when they most need it and that is modern, efficient and responsive. They also want a Government in which everyone is pulling in the same direction.

It is widely acknowledged that there is a gap between what citizens expect from Government and what the Government is currently doing. **This Strategic Plan is designed to close that gap.** The following strategic themes and objectives are the means by which the Prime Minister will realize his mandate of coordination and supervision.

The Strategic Objectives proposed in this Strategic Plan are hallmarks and foundational elements of modern and effective Government. They will support our progress towards achieving the main elements of Vision 2030 and the Medium Term Plan. The plans are very ambitious, particularly in the context of an emerging global economic crisis. Nevertheless, progress will be made if the right building blocks and capacities are in place, if the right priorities are chosen, and the Government drives those priorities and measures and reports on progress towards full implementation.

The main shift envisaged by this plan involves:

- (i) Building stronger capacity for coordination and supervision of Government functions – especially policy development and coordination, as well as service delivery;
- (ii) Enhancing the decision-making machinery of Government by systematizing professional support to Cabinet Committees;
- (iii) A new focus on naming and implementing priorities;
- (iv) Acceleration of Public Service Reforms to transform the way Government does business;
- (v) Budgets tied to priorities and results.

5.1 The Overall Objective

The overall objective of the Strategic Plan is *‘to link up Government for improved public services delivery for national prosperity’*

A large part of the Prime Minister’s mandate of coordination and supervision will focus on policy development and coordination, strategy and delivery, and the imperative of Public Service Reform. This will include enhancing the decision-making machinery of Government by providing high-level support and advice to the Prime Minister and Cabinet Committees.

In giving effect to this mandate, the Prime Minister will make the Government work better by: linking it up, improving coordination and information-sharing between Ministries, equipping Ministries to work better together in providing services and developing and implementing major

priorities. This should be seen as part of an overall strategy for reforming and modernizing public services – thus enabling Government to do a better job of meeting citizens’ expectations. In addition, as pointed out in Chapter Four, these are all important foundational elements of our ongoing efforts to build better governance. In this endeavour **“None of us can be as strong as all of us working together”**.

Governments around the globe are racing to catch up with citizens’ changing expectations of Government. Internet and mobile phone based 24/7 services available from private sector suppliers are rapidly becoming the norm, as are high-quality approaches to customer service. Citizens expect the same level of service from Government. At the same time, Government must be responsive to those citizens currently without access to internet-based or even telephone-based services and find better ways to provide services to remote areas of the country.

Surveys show that citizens’ confidence in Government and the Civil Service is directly related to the quality of public services they receive. This reinforces the drive for better service delivery. Our Government has worked hard in this area in recent years and these efforts are beginning to bear fruits. For example:

- (i) The E-Government Unit is being strengthened and a strategy exists for getting Government services online through a Government portal.
- (ii) Mobile technology is being used to provide examination results and to track the processing of passport applications.
- (iii) Tax filing can now be done on-line, saving time and costs.
- (iv) Rapid Results (100 day) Initiatives have resulted in significant service breakthroughs in cutting waiting times for passports, reducing the time required to obtain a business license and increasing the child immunization rate from 60% to 80%.
- (v) The Performance Contract has brought a new focus on results and accountability by Permanent Secretaries and Chief Executives.

Much more remains to be done in fact, the business of improving service delivery is continuous. As part of this strategy, the Prime Minister wants to see these “standout” service initiatives, currently noted for their excellence, becoming a standard feature of all service delivery across Government.

The main goal of the Prime Minister is to improve service delivery to Kenyans. This will be realized by implementing policies and programmes to achieve the strategic objectives of OPM. The Prime Minister will lead the paradigm shift from administrative rules and processes to a culture of service and thus in the process institutionalize high standards of service delivery.

5.1.1. Key Strategies to Link-Up Government and Improve Service Delivery

Working together within and across Ministries involves a change in culture – a new way of doing business. It means acknowledging that we do not just work for a Ministry, Department or Agency but for the Government of Kenya. This degree of change will not be achieved by policy directive, circular or decree. It must be driven at several levels simultaneously. The following key strategies will enable a shift to a more linked-up approach and improve service delivery:

- (i) A linked-up way of doing business will be modelled and championed from the top by the Head of the Public Service, the Prime Minister's Permanent Secretary, other Permanent Secretaries and Agency Heads. They will in turn establish expectations for their senior management teams and staff;
- (ii) Strategic Plans, project plans and proposals to Cabinet will embed collaboration as a key means of developing policy and preparing for delivery – it is not enough that these be written into plans – they must leap off the page and be put into action;
- (iii) Planning processes will be linked up to ensure integration of budgets, priorities and human resources planning. The OPM will strengthen oversight of the overall budget system and ensure that priority activities are adequately resourced;
- (iv) Approaches to recruitment, training and promotion of public servants will place a premium on relationship-building skills, emotional intelligence and problem solving skills. Public servants must become boundary-spanning entrepreneurs

5.2 Strategic Objectives

As mentioned above, there is an urgent need to ensure that the Government has the best possible capacity for policy development, coordination and service delivery within and between Ministries, and across sectors. The following are the Strategic Objectives for the Office of the Prime Minister:

The following are the Strategic Objectives for the Office of the Prime Minister:

5.2.1 To Ensure Citizen Centred And Linked-Up Policy Development And Implementation

Policy development and coordination is a core business of Government and must be at its strongest in the Office of the Prime Minister. This work involves:

- (i) Translating Government policies and commitments into action;
- (ii) Providing effective support and information for decision-making by the Prime Minister and Cabinet Committees;
- (iii) Ensuring that policies are evidence-driven, that policy options provide a full range of informed choices for Cabinet, and that there are sound assessment of risks and advantages, costs, communications plans and implementation plans;
- (iv) Engaging citizens more effectively as policies and programs are developed;
- (v) Working across Ministry boundaries to ensure coordination and integration.

The Government's major policy priorities are outlined in Vision 2030 and the Medium Term Plan. It is now important that these policies are further analyzed and developed for decision-making, coordinated across Government and effectively implemented. Capacity is also needed in order to provide the best possible policy advice to the Prime Minister and Cabinet Committees as Ministry proposals are brought forward. This will fill a current gap at the centre of Government and significantly enhance our ability to build an effective delivery chain, starting with a policy idea and ending in successful implementation. In this context, it is important to state clearly that Ministries, Departments and Agencies are accountable for policy development and delivery, while the Prime Minister's Office is accountable for quality control of policy proposals, ensuring

coordination between Ministries, monitoring delivery, and intervening to support and remove roadblocks when key initiatives are stalled or go off-course.

Key Strategies

- (i) Enhance policy development and coordination capability
- (ii) Strengthen linkage between priorities and budgeting
- (iii) Strengthen the oversight and quality control mechanism for the policy making process
- (iv) Establish arbitration measures for resolving contentious issues
- (v) Establish structured stakeholder engagement

5.2.2 To Engender A New Culture Of Priority Setting And Relentless Focus On Key Initiatives

As an international best practice, the concept of national priorities is used by nations to focus on a few critical policies, programs and projects to optimize the utilization of scarce resources to realize national development goals. The Office of the Prime Minister will drive a system wide focus on National and Ministerial priorities over the next four years, as a first step towards institutionalizing programme/project prioritization. The identified national priorities are:

- (i) Infrastructure
- (ii) Environmental Protection And Climate Change
- (iii) Upgrading Slums And Informal Settlements
- (iv) Food Security
- (v) Governance And Corruption
- (vi) Agenda 4 Priorities
- (vii) Public Service Improvement
- (viii) Youth Employment (*Kazi Kwa Vijana Programme*)

These priorities have been identified from Vision 2030, the Medium-Term Plan and the Strategic Plans of Ministries. The Prime Minister Delivery unit shall work with the responsible Ministries/ Departments to identify and deliver related quick wins, medium and long term results.. In addition, Ministries will nominate to the Office of the Prime Minister four other top priorities on which to deliver.

In cases where a priority cuts across Ministries there will be a lead Ministry and a cross-Ministry priority delivery team. It will be important that clear accountability for delivery is assigned to a single project lead with appropriate support. It is worth emphasising that the OPM will not implement any of the priorities, but through its coordination and supervisory mandate will ensure that the selected priorities are implemented by the relevant Ministries. The Strategy and Delivery Unit will collaborate and partner with the implementing Ministries in order to provide support and assist in addressing challenges and unblocking implementation bottlenecks that may arise. The implementation, performance and results of these priorities will be continuously communicated within the Public Service, to Parliament, to delivery partners and to the general public.

The Prime Minister will personally oversee progress on the achievement of designated priorities, delegating responsibility to a Deputy or Minister of State when necessary. The PM will receive monthly reports on the status of the National Priorities and the Ministerial Priorities. These reports will indicate to him whether progress is on track or not. The Prime Minister will convene meetings with the lead Ministry and others as he judges necessary, but at least bi-annually. These meetings

will be attended by both the Minister responsible for the priority and the lead official, as well as the PS OPM and the Head of the Delivery Unit.

Key Strategies

- (i) Strengthen prioritization in strategic planning and management
- (ii) Develop a strategy for the coordination of MDAs delivering national priorities
- (iii) Implement a Public Service wide communication strategy on priorities

5.2.3 To Enable A New System-Wide Focus To Deliver Policies And Priorities

Over the past decade, the combination of changing citizen demands for better services and political demands for measurable delivery commitments has resulted in transformed approaches to delivery. This move to a focus on outcomes has forced changes to planning, policy development and the way budgets are developed and implemented. A number of jurisdictions around the world have created dedicated capacity in central delivery units to monitor and support effective delivery and to maximize success in delivering on political priorities.

Together with prioritization efforts, this approach has been successful in achieving breakthroughs in previously change-resistant sectors or in tackling thorny and complex policy challenges. In view of the uneven progress in implementation key policies, the Prime Minister wishes to see a much more rigorous and focused approach to delivery.

Key Strategies

- (i) Build OPM capacity to support delivery of priorities
- (ii) Build capacity of MDAs for delivery
- (iii) Develop mechanisms for proactive tracking of delivery of priorities



Agriculture is the cornerstone of Kenya's economy.

5.2.4 To Modernise Government through Public Service Reform

The Government has been involved in a process of public service reform for a number of years and considerable progress has been made. Service delivery improvements have been achieved, there is a much greater focus on Results Based Management and a good start has been made in the area of performance contracting. All areas of reform must now be deepened and accelerated. This is highlighted by the identification of public service reform as one of only a few national priorities.

The process of modernizing Government through public service reforms is multi-faceted. Reforms should result in better processes and skills development to enhance support to the Government and to improve service delivery to citizens.

These reforms are critical because confidence in Government is related to the provision of timely and effective service to citizens, and, in part, on confidence in the civil service. Confidence in the civil service, in turn, rests on competent management and the perception that the civil service is fair, honest, and in touch with the community.

Key Strategies

- (i) Institutionalizing and mainstreaming Results Based Management;
- (ii) Accelerating service delivery improvement strategies;
- (iii) Formalizing a framework to increase citizen participation in decision-making and reporting to citizens on action taken;
- (iv) Implementing outcome driven human resources strategy
- (v) Promoting professionalism, integrity and ethics in public services;

5.2.5 To Undertake Organisational Restructuring and Development

The Office of the Prime Minister requires an effective institutional framework in order to implement this Strategic Plan. This will require organizational restructuring and development to create “fit for purpose institutions” that can deliver on the priorities.

Key Strategies

- (i) Establishment and/or rationalization of operational Departments
- (ii) Capacity building programmes for each Department
- (iii) Efficient provision of administrative services

5.3 Enabling Processes – “Acting Together For Kenya”

The Kenyan people are looking to their leaders and the rest of Government to ensure that the country’s development interests are equitably realized. Therefore, in addition to the management structures outlined in the next chapter, building and maintaining strong, open and collaborative relationships between key offices, leaders and staff at all levels will be critical in achieving our Strategic Objectives. This will require a special emphasis on the style, approach and formalization of the following relationships, with agreed principles and modes of operation being documented and communicated.

The Prime Minister and President's relationship must be well supported. It is critical that the two Principals lead in clearing the path to development. Currently, there are weekly consultations sessions between the two Principals and this mechanism should be enhanced to have even more clear and focused agendas which focus on demonstrating a planned and collaborative approach to leadership and solving problems. Support should be enhanced to ensure that the two Offices are planning communications in order to speak with one consistent voice. Agendas should also provide for private discussions. However, responsibility and accountability for follow-up on meetings rests with the Head of Public Service supported by the Prime Minister's Permanent Secretary.

The Prime Minister's Permanent Secretary's Relationship with the Head of the Public Service: currently there are regular consultations which should be enhanced to focus on joint planning, information sharing and problem solving. This will model linked up approaches to doing Government business with an emphasis on proactive planning and consistent messaging and delivery of key priorities especially to meetings of Permanent Secretaries, to broader senior management groups and the entire Civil Service.

The Prime Minister's Permanent Secretary's Relationship with Other Permanent Secretaries will be a critical success factor in linking up Government and delivering on National Priorities. The Prime Minister's Constitutional accountability for coordination and supervision of the affairs of Government requires priority support and collaboration from the Civil Service through the Permanent Secretaries. Policy, communications and information sharing protocols should be developed as well as ground rules for collaborative work on priorities which cut across several Ministries. In this respect, it will be appropriate at certain times for the OPM to establish cross-Ministry PS steering committees or task groups; indeed this should become a regular way of driving linked up approaches to Government. All of these approaches should have as their starting point the importance of serving the Prime Minister in delivering on his Constitutional responsibilities.

Relationship between the Office of the Prime Minister and Ministry of Finance: This must be characterized by constant communications to ensure that key policies and priorities are linked up with budget decisions. The OPM will work with the Ministry of Finance and other Ministries to ensure that Medium Term Plan (MTP) Sectors are aligned to Medium Term Expenditure Framework (MTEF) sector working groups to enable the sectors to prioritize effectively.

Relationship between Staff of the Office of the Prime Minister and Ministry Staff must be characterized by openness, trust, collaboration and respect for one another's roles. Discussions and consultation should be continuous and must be active in the early stages of developing major policy proposals. OPM staff will recognize the primacy of Ministries' role in policy and delivery and will expect mutual recognition of their role in ensuring quality control and in intervening to provide support where a key delivery initiative goes off-track.

These approaches, principles and modes of operation in the OPM should be transparent in signalling to staff across the entire Civil Service that we have embarked on a new way of doing business. They have in common the recognition that no one of us is as strong as all of us working together.

5.4: Critical Success Factors

The critical success factors for delivery of this Strategic Plan include addressing:

- (i) Institutional arrangements:
 - a. Strengthening, rationalizing, restructuring and establishing functional units in OPM;
 - b. Reengineering of systems and processes for effective policy making and service delivery
 - c. Modernizing human resource management
 - d. Putting in place a robust performance management system
 - e. Ensuring linked-up Government
 - f. Institutionalizing effective stakeholder and citizen engagement

- (ii) Deepening Results Based Management:
 - a. Engender a goal-driven performance culture
 - b. Align Strategic Planning and management to Vision 2030;
 - c. Focus on achievement of key priorities *using enhanced delivery skills*
 - d. Implement an objective sanction and reward system
 - e. Promote a culture of *performance improvement*, monitoring and evaluation

- (iii) Institutional capacity:
 - a. Getting the right people in the right jobs within OPM
 - b. Building leadership capacity within the Public Service
 - c. Developing competence on policy development, strategy and service delivery *across the public service*

These critical success factors will be addressed through public service transformation.



It is all our responsibility as citizens to safeguard and conserve our environment to counter the negative effects of Climate Change.

CHAPTER SIX

Functions, Structure and Capability

This Chapter addresses aspects of Function, Structure and Capacity including organisational systems and processes required to deliver the Mandate of the Office of the Prime Minister and to achieve the Vision, Mission and Strategic Objectives.

Organisation development is the term currently used to describe this process of creating organisational systems, processes and resources in order to ensure that they support the organisational goals. It includes the concept of organisation design and therefore covers issues such as structure and organisational accountability.

The aim of the process is to create an organisation where within a framework of good corporate and public Governance:

- (i) Goals and priorities are commonly understood and shared by all; everyone in the organization understands the contribution expected of them;
- (ii) Roles and responsibilities are clearly defined and understood; ownership of strategic priorities is defined and transparent to all; owners are accountable;
- (iii) Key business and organizational policies and processes are designed to enable the achievement of strategic priorities and flow without obstruction; Policy and Process owners are identified and accountable for meeting the Strategic Priorities;
- (iv) Administrative procedures are designed to support the Policies and Processes;
- (v) People have, or are able to develop the competencies needed to fulfill their roles;
- (vi) Physical resources are such that they support and enable delivery of the organizational goals.

An organisation is **not** likely to be effective where:

- (i) Success is not clearly defined or there are too many goals and priorities. This can result in conflicting efforts, misunderstanding and resource being spread too thinly;
- (ii) There is role uncertainty or duplication. Just as ownership must be defined for accountability purposes, ownership must also be clear for effective leadership to be possible;
- (iii) There is over-emphasis on administrative procedures and controls – this can be the result of failure to clarify roles and responsibilities or of failure to re-design processes to meet new demands;
- (iv) Legacy, activities and procedures are allowed to continue, becoming a drain on resources and on the potential effective performance of the organization.

6.1 Critical Factors

To effectively deliver its Mandate and achieve the Vision, Mission and Strategic Objectives the OPM will aim to achieve an effective combination of:

- (i) People with the right competencies for their post, level of commitment and motivation, and particularly in this Office, the ability to relate effectively with one another and with stakeholders in pursuit of achievement of the goals of the Strategic Plan;
- (ii) Organizational processes and working methods which are dynamic and responsive to changing circumstances, encourage and support lateral and vertical connections, innovation and problem solving;

- (iii) Decision making and target-setting methodologies which encourage a focus on the objective, rather than the personal, that is, a focus on achievement of goals rather than personality;
- (iv) Problem solving, performance tracking, and investigative verification approaches which provide assurance that the public service is being run effectively for the benefit of the people of Kenya and that appropriate decisions are being taken in relation to prioritization and Government spending;
- (v) Leadership which provides strategic direction and transformation of the public service as well as strong managerial capacity to deliver Government business;
- (vi) Communication, which across Government is collaborative and reflects collective responsibility and which to the people of Kenya is proactive and informative about Government programmes;
- (vii) In unencing and con ict resolution skills, given the cross Government coordination and supervision mandate, will be essential to ensure that Government can make strategic choices between competing policies, and to present a united position;
- (viii) Relationship management protocols both within Kenya and externally to ensure that Prime Minister's position as one of two Principals in the Government of Kenya is clearly understood by all and recognized in terms of the conduct and representation of Government business.

6.2 The Institutional Framework

The Office will ensure that it has an institutional framework which supports its mandate and facilitates the factors listed above, as well as the critically important issue of accountability to Cabinet and the people of Kenya. Beyond the Framework for the Office of the Prime Minister, the implementation of this plan will have an impact on the Public Service as a whole. Indeed one of the Prime Minister's priorities is to transform the public service and many of the factors listed above will be critical to all Ministries' capability to meet the standards set by the Office of the Prime Minister in this Plan.

The following paragraphs highlight some of the major issues that have been taken into consideration in designing the institutional framework of the Office:

6.2.1 Prime Minister as Coordinator and Supervisor of Government

The Prime Minister is accountable to Parliament for the delivery of his Mandate and as such has oversight of executive functions of Ministries. The Prime Minister's staff carry out an oversight role on his behalf and will avoid any duplication of effort or resources related to Ministries implementing Government business: they will streamline and create synergies to ensure that the oversight role is implemented in a way that increases the focus on achievement of goals and improves coordination and effective use of priorities. **The role of the OPM is coordination and supervision. Responsibility for implementation lies squarely with line Ministries.**

To deliver his Mandate the Prime Minister will require regular, accurate information on the discharge of Government business and on the progress towards delivery of the Medium Term Plan and Vision 2030. His particular areas of interest are likely to include:

- i) Harmonization of policies, strategies and conduct across Government
- ii) Providing challenge to those responsible for the delivery of Government Business and support for the removal of obstacles and bottlenecks that interfere with the smooth and

timely implementation of Government business

- iii) Establishing priority amongst competing issues.
- iv) Holding those responsible for the delivery of Government business to account for the delivery of the Government Agenda both in terms of policy implementation and management frameworks (including values and ethics).

To facilitate these aims the following mechanisms will be put in place:

- i) The Prime Minister will receive regular briefings from designated staff on the progress being achieved by Ministries in the implementation of their business. These are likely to take the form of a report by the Ministry accompanied by a commentary from the relevant OPM officer.
- ii) These reports will track progress towards milestone targets and overall objectives as set out in Annual Plans and as such will require the establishment of both baseline data and clear targets against which progress can be clearly seen. OPM officers will act in the spirit of harmonization and challenge to support implementation as set out above and will comment on the methods of delivery, the actual achievement, the potential for improvement and the degree of impact on the realisation of the overall Government Agenda.
- iii) Recommendations have been made which will facilitate the Prime Minister's coordination and supervisory roles through linkages across Government with the President, Cabinet, and Ministers and through the Permanent Secretary OPM with the Executive staff of these Offices and Ministries. Effective monitoring and briefing will facilitate the establishment of clear agendas and follow up action for such meetings thus ensuring that decisions and agreements are acted upon.
- iv) The Prime Minister may wish to call ad hoc meetings or otherwise intervene on specific issues from time to time in order to challenge progress, resolve problems, harmonize issues, and determine priorities or hold to account for delivery or conduct.
- v) Specific operational units and methods of working in the OPM are recommended in this plan to deliver the briefing, reporting and agenda setting responsibilities explained above. They are set out in full later in this plan but briefly they include:
 - Small, highly effective units focused on a clear area of responsibility for coordination and supervision, delegated and defined in strategic and operational plans. Heads of these Units will be expected to be proactive in determining the most effective strategies for delivering their objectives, to build effective working relationships with their counterparts and to give objective advice to the Prime Minister (and others as required) on their area of responsibility.
 - Collaboration amongst these units in planning and operational activities and the sharing of knowledge and information and avoidance of duplication. This will be within the framework of an OPM Management Committee led by the PS OPM.
 - A transparent, evidence based, goal oriented approach, including the use of sound data, effectively interpreted, sound operational approaches and effective leadership and management, with the overall aim of raising the standard and the speed of delivery of Government business.

The Prime Minister's responsibility for delivery of the mandate will be reflected in the Executive role of the Permanent Secretary OPM. The Permanent Secretary, on behalf of the Prime Minister, will coordinate and supervise the executive functions of Prime Minister's Office. The Office therefore is designed to ensure that:

- (i) The Prime Minister receives reliable and accurate information in a timely and useful format to present to Parliament;
- (ii) He is appropriately advised prior to any Cabinet Committee meeting or Cabinet meeting and in particular alerted to any issues that have not been resolved promptly by the relevant Ministries;
- (iii) His staff ensure policy is effectively developed and presented for consideration to Cabinet;
- (iv) Complex ('wicked') issues are proactively tackled and that effective policies are developed and implemented to resolve them.

6.2.2 Prime Minister's Role in International Affairs

From time to time the Prime Minister will be called upon to represent Kenya in international fora. To fulfil this responsibility he requires effective planning, prioritisation and briefing as well as all necessary protocols. Policy advice and briefing are important on both national issues and international issues. In both roles the Prime Minister requires a Private Office function which ensures that his valuable time is effectively deployed on priority issues.

6.2.3 Strategic Direction and Lateral Linkages of the Office of the Prime Minister

The weekly meeting between the President and the Prime Minister facilitates the continuing success of the Grand Coalition Government which is vital to the stability and continuing wellbeing of Kenya in this interim period while the Constitution is being reviewed. These meetings could be further enhanced with the provision of an Agenda agreed upon and followed up on by the Private Offices.

The Permanent Committee on Coalition Affairs has been established to further enhance the Coalition and to facilitate smooth conduct of Coalition business. The Prime Minister's adviser on Coalition Matters will provide advice and technical input on relevant matters, liaising with the Private Secretary and the PS OPM as appropriate.

The Prime Minister and his Deputies, together with the Ministers of State and the Assistant Minister will provide the strategic direction for the Office of the Prime Minister and for the implementation of this Plan. In addition, to ensure linking up across government, an Inter-Ministerial Coordination Steering Group will be established. It will be chaired by the Prime Minister with a secretariat provided by the Permanent Secretary OPM. The Steering Group will agree on oversight arrangements which will ensure that key objectives are being monitored at Ministerial level.

The Prime Minister will personally oversee progress on the achievement of designated priorities, delegating responsibility to a Deputy or Minister of State when necessary.

To facilitate the linkage between priorities, human resources and finance the PS OPM will also establish regular round tables with the Permanent Secretary, Secretary to the Cabinet and Head of Public Service and the PS Finance. These meetings will include the PS Public Service, the PS Planning and the PS Performance Contracting when required by the agenda.. Standing items on the agenda will be: the National Priorities, including the Transformation of the Public Service, and Agenda 4 matters substantive to the Public Service. The primary focus of the meetings will be to maintain the momentum on progress.

6.2.4 The Deputy Prime Ministers

The two Deputy Prime Ministers will deputise the Prime Minister in the discharge of his responsibilities as delegated by him. The Prime Minister currently chairs five Cabinet Committees, namely: Finance, Administration and Planning; Infrastructure; Productive Sectors; Service Sectors; and Public/Private Partnerships. While the Prime Minister will chair the Finance, Administration and Planning Committee, he may delegate the chairing of the other Committees to the Deputy Prime Ministers from time to time. Section (b) of the National Accord and Reconciliation Bill 2008, states that the Prime Minister: “(b) may assign any of the coordination responsibilities of his office to the Deputy Prime Ministers...” In this respect, the Deputy Prime Minister and Minister for Local Government will chair the Cabinet Committees on Infrastructure and the Productive Sector. The Deputy Prime Minister and Minister for Finance will chair the Cabinet Committees on the Social Sector, and Public/Private Partnerships.

In performing these functions, the Deputy Prime Ministers will be supported by the Parliamentary Unit, the Policy Coordination Department and the Prime Ministers Strategy and Delivery Unit. This will ensure cohesiveness and alignment of the Prime Minister’s mandate to those of his deputies.



The Rt. Hon. Prime Minister together with his two deputies, Hon. Uhuru Kenyatta, Minister for Finance and Hon. Musalia Mudavadi, Minister for Local Government consult during one of their meetings.

Equally, the DPMs have resources available to them through the line Ministries over which they preside. Nevertheless, they will require a certain number of key staff to help manage their Deputy Prime Ministerial duties. Some of these staff will be sourced from within the Civil Service while others will be sourced from the private sector.

In order to underscore the fact that the staff required by the offices of the DPMs are critical to the discharge of the Deputy Prime Ministerial duties as opposed to the line Ministry functions, the staffing for the offices of the DPMs will be budgeted for within the staff complement of the OPM. These staff in the Offices of the DPMs will work closely with key departments in the Prime Minister's Office. Each Deputy Prime Minister will have a Director Coordination, a Political Officer, a Deputy Director of Communications, a Parliamentary Officer and a Policy Advisor. Some of the posts already exist in the respective Offices of the Deputy Prime Minister.

6.2.5 The Assistant Minister

As principal assistant to the Prime Minister, the Assistant Minister's duties are derived from the Prime Minister through delegation. The Assistant Minister also shares in the collective responsibility of Government decisions made. In carrying out the delegated authority, the specific functions of the Assistant Minister will include:

- i) Contribution to formulation and implementation of policy
- ii) Follow-up implementation of programs in OPM's departments
- iii) Accounting to Parliament on behalf of OPM other than the PM's Question Time

6.2.6 Political and Executive Relationship

The Office of the Prime Minister combines both Political and Public Service functions and it is vital for the credibility of the Office and the Government of Kenya that good Governance practice is demonstrably followed in the conduct of the two agendas. An appropriate level of separation must be observed so political responsibilities may be fulfilled while the impartiality and permanence of the Public Service is safeguarded. There must be close liaison between the two areas, facilitated by all having a clear understanding of the boundaries of roles and protocols which are observed by established democracies.

6.2.7 Introducing a Goal Driven Culture

Many of the responsibilities of the Office are inter-related and all are cross-Government in nature. Staff in OPM will be required to work in a collegial, professional and respectful way with each other and with colleagues in Ministries, sharing information and good practice in the interests of enhancing performance across Government.

In the interest of good governance and effective coordination and supervision, management units in the Office of the Prime Minister will develop their own annual work plans, setting out their goals in support of this overall Strategic Plan. These plans will take account of the strategic nature of their role and will be developed in conjunction with related Units in the Ministries of State within OPM and with line Ministries responsible for implementation. Progress towards the implementation of these plans will be reviewed regularly with the aim of identifying road blocks and removing them. The emphasis will be on problem solving and team working across the Office and with colleagues across Government.

6.2.8 Management of the Office of the Prime Minister

Public Service functions will be led by the PS OPM who will coordinate and supervise the Executive affairs of Government on behalf of the Prime Minister. In this capacity and as the PS in the OPM, the PS will meet regularly with the Head of the Civil Service in the Office of the President and with the PS Finance as appropriate. He will also establish a Technical Committee, at PS level, to advise the Inter-Ministerial Coordination Steering Group. The PS will Chair meetings with PS's as necessary to discharge the responsibilities of the Mandate of coordinating and supervising Government business on behalf of the Prime Minister.

A Management Committee for the Office of the Prime Minister, chaired by the PS OPM will be established to oversee all aspects of the running of the Office and to take strategic decisions in relation to priorities, resourcing and investment. This will meet regularly (at least every two weeks) to review progress on the Strategic Plan, to deal with staffing, financial and other internal management issues. All PSs in OPM and Ministries of State within OPM together with senior officials as determined by the PS OPM, will attend. This meeting is different from the weekly meeting of the OPM staff reporting to the PS OPM.

The Private Secretary will be responsible for all political and party related matters and the Prime Minister's key priorities which fall into the political arena, including Agenda 4.

6.2.9 Professional Staffing

A critical success factor in the discharge of the responsibilities of the Office of the Prime Minister will be the quality of the staff. All staff are responsible for delivering the Prime Minister's mandate and at all times must act in a totally professional manner. They will require the competencies needed to fulfil their specific job role coupled with commitment to a performance culture and the competencies to work effectively in a Government wide role. The people who are primarily focused on managing and delivering services within OPM itself must regard their contribution as ultimately being to the quality of the public service as a whole.

6.2.10 Advisors in the Prime Minister's Office

There will be posts of Special Advisors in OPM. This is not uncommon in other jurisdictions where non-Civil Service staff provide advice to the PM. In this case, OPM will have Advisors who will give expert advice to the PM on wide ranging areas that may include: Agenda 4, Economics, Infrastructure, Communications and Climate Change. Advisors will be recruited from time to time as needed and will serve on special service contracts.

6.3 Functional Units

The Office of the Prime Minister was initially established without the benefit of a Strategic Plan. In the light of the goals and requirements of this plan and to fulfil the responsibilities of the Office, the following functional units will be established. Where officers are currently in post they will be transferred to the new structure. Full details on staffing are provided in section 6.4.

6.3.1 The Office of Permanent Secretary

The Permanent Secretary in the Office of the Prime Minister carries out the Prime Minister's Mandate on his behalf in relation to the coordination and supervision of Government affairs. Within the Office of the Prime Minister, the Permanent Secretary is the Accounting and Authorized Officer and will oversee the implementation of all the planned activities within this Strategic Plan.

As such the Permanent Secretary has a broad and demanding remit of oversight across all aspects of Government business. To reflect the scope, weight and complexity of this Government coordinating and supervisory role the appointment of the PS OPM should be at a level above the PSs in other Ministries. It is recommended that the position of the PS OPM be upgraded to a position equivalent to Permanent Secretary and Head of Public Service to enable him to effectively undertake the responsibilities delegated to his Office by the Prime Minister.

To support him in this role six Departments/units will report to him, headed by Senior Officials (at the Secretary and Director level) who will be responsible for the strategic direction of their Departments as well as ensuring that they contribute effectively to the achievement of the Strategic Plan of the Office of the Prime Minister as a whole. The following Departments will be under the direct supervision of the Permanent Secretary:

- (i) Policy Coordination Department
- (ii) Public Service Transformation Department
- (iii) Efficiency Monitoring Unit
- (iv) Inspectorate of State Corporations
- (v) Operations Unit
- (vi) Administrative Support Services Department

6.3.1.1. Policy Coordination Department

The Prime Minister performs political, policy and administrative functions. This involves oversight over the performance of Cabinet Ministers, supervising the execution of Government policy and providing leadership in setting the Cabinet and Legislative agenda of Government.

The Policy Coordination Department will track the implementation of policies and programmes and take the necessary actions on feedback. Among the first tasks of the Department will be to document all reforms being implemented by Government, including those approved but yet to be implemented. It will work with the Ministry of State for Planning, National Development and Vision 2030 to develop a framework and guidelines for formulating and developing national policies.

In following up on the implementation of policies the Department will also work closely with the other Departments; and in particular the Strategy and Delivery Unit, Public Service Transformation and the Planning, Monitoring and Evaluation Unit in OPM and externally with the Office of the President, Cabinet Office and Ministry of Planning, National Development and Vision 2030. In this respect, communication to MDAs by the Department will be through the Permanent Secretary in keeping with Government protocol.

From time to time, as indicated elsewhere, the PM will need specialist advice on highly technical areas such as infrastructure, energy or climate change. This will take the form of ad-hoc task groups or advisory committees, which will receive secretariat support from the Policy Coordination Department. (Such a function currently exists in the Prime Minister's Office to advise on climate change.) Sector specialists will be engaged as needed.

The Policy Coordination Department will carry out the following functions:

- (i) Provide policy and strategy advice to the Prime Minister to ensure that Government policies are aligned to an overall cohesive strategic direction
- (ii) Working with the Parliamentary Affairs Office, preparing the Prime Minister for his weekly hour in Parliament
- (iii) Support, prioritise and progress the policy and strategic initiatives of the Prime Minister
- (iv) Research and undertake analysis of emerging issues of major policy concern
- (v) Advise the Prime Minister on an effective stakeholder engagement and collaborate with the Ministries/Departments for this to be institutionalized
- (vi) Collect and synthesize information from Monitoring and Evaluation and Governance institutions to inform evidence based decision making by the Prime Minister
- (vii) Provide support to the Prime Minister in his preparation for the Cabinet Committee Meetings.

The Policy Coordination Department will promote innovation and excellence in policy development and analysis and will encourage collaboration between Government, non-state actors and international organisations. The Department will work with Ministries to ensure that all citizens have access to information on social, economic and environmental outcomes from Government policies and programs.

The Department will be organized into six units:

- (i) Economic Policy
- (ii) Environment and Climate Change
- (iii) Social and Youth Policy
- (iv) Stakeholder Engagement
- (v) Planning, Monitoring and Evaluation
- (vi) Cabinet Committees Secretariat.

6.3.1.1.1. Economic Policy Unit

The Economic Policy Unit will provide strategic economic policy advice to the Prime Minister, particularly with regard to the realization of the MDGs, Medium Term Plan and Kenya Vision 2030. The Unit will work closely with the Strategy and Delivery Unit and relevant Ministries advising on policy development and implementation to realize the National and Ministerial priorities. The Unit will also work closely with the Cabinet Committees Secretariat to give advice to the Prime Minister as Chair of the Cabinet Committees regarding the allocation of adequate budgetary resources to National and Ministerial priorities.

Through the Economic Policy Unit, the Office of the Prime Minister will:

- (i) In consultation with the Office of the Deputy Prime Minister and Ministry of Finance, advise the PM on the alignment of MTP sectors and the Medium Term Expenditure Framework Sector Working Groups;

- (ii) Keep track of the overall Government budget to inform the PM on the implementation of Government business for parliamentary accountability;
- (iii) Develop regular and effective consultative sessions with the Budgetary Supply Department;
- (iv) Advise the Prime Minister on the fast-tracking and institutionalization Programme Based Budgeting in Government, particularly in line with the realization of the National and Ministerial priorities;
- (v) Work with MDAs and the Prime Minister's Strategy and Delivery Unit in setting priorities for the purpose of aligning the priorities to budgets;
- (vi) Ensure regular and appropriate reporting to the Prime Minister by relevant agencies on revenue forecasts;
- (vii) Work with the Ministry of State for Planning, National Development and Vision 2030 in the conduct of annual budget reviews to determine the extent to which planned activities are being funded and advise the Prime Minister appropriately.

6.3.1.1.2 Environment and Climate Change Unit

This Unit will give strategic advice to the Prime Minister with regard to environment and natural resource management. The focus will be to enable the Office of the Prime Minister to ensure that policy development and implementation is effective and consistent across the spectrum of the concerned Ministries/Departments. The issues to be addressed in this area include land, water and vegetation management, national parks and wildlife management, climate change, mining, planning and impact assessment, pollution and waste management and alternative energy.

The Unit will also work closely with the Cabinet Committees Secretariat to give advice to the Prime Minister as Chair of the Cabinet Committees to inform the Government's environmental and natural resource policy agenda.

The Unit will be headed by a Director who will be assisted by two specialists on environment and climate change. It will be supported initially by an Advisor for a period of two years.

6.3.1.1.3 Social and Youth Policy Unit

a) Social Policy

The Social Policy Unit will provide strategic policy advice and policy analysis, including coordination and supervision of social policy issues in partnership with MDAs and non-state actors. The Unit will address social policy issues including: health, disaster management, arts and creative industries, housing, cross cutting Issues - gender, HIV/AIDS and disabilities. The Unit will coordinate social policy issues emerging from relevant Government Ministries and ensure they are harmonised and linked to Vision 2030 and advise the PM appropriately.

b) Youth Policy

Working with the Ministry of Youth Affairs and Sports, this unit will provide advice to the Prime Minister on the development and implementation of youth policy that promotes youth employment. One of the key youth policies is the *Kazi Kwa Vijana* programme. In keeping with Vision 2030 the Unit will encourage and monitor the development of appropriate policies for a world-class sports sector built upon Kenya's reputation as a sporting nation.

6.3.1.1.4 Stakeholder Engagement Unit

The Office of the Prime Minister recognizes that the achievement of the Government's policies, goals and strategic objectives will require strong stakeholder partnerships for effective policy formulation, implementation and tracking of outcomes. A Stakeholder Engagement Unit will be established to drive this function.

The Unit will be guided by the Public Sector Stakeholders Partnerships Policy under development. It will support the Prime Minister to engage the private sector, civil society, faith based organisations and the media in building partnerships for the achievement of Vision 2030, Millennium Development Goals, the National and Ministerial Priorities and Prime Minister's Round-Table meetings.

The Unit will work with Ministries to develop a policy framework for collaboration with stakeholders; and to review existing laws to enable partnerships and facilitate service delivery processes by external providers. It will work closely with the Public Service Transformation Department to institutionalize and expand the use of the Citizens Score Card as a tool for stakeholder feedback on service delivery performance. The Unit will in particular encourage the institutionalisation of stakeholder involvement at all levels of existing Government structures from national, provincial, district, constituency, location to sub-location.

6.3.1.1.5 Planning, Monitoring and Evaluation Unit

The Planning, Monitoring and Evaluation unit will essentially carry out the functions normally undertaken by the Central Planning and Project Monitoring Unit (CP&PMU) established in Ministries and staffed by Ministry of State for Planning, National Development and Vision 2030. The CP&PMU provides general planning for MDAs, technical facilitation of the implementation of MDA's Strategic Plans, Performance Contracts, Work Plans and resource requirement for MDAs programme implementation. CP&PMU further undertakes programme/project monitoring evaluation and expenditure reviews.

In addition, the Prime Minister's Office has the overall responsibility of driving the process of Public Service transformation. The envisaged transformation will however require a fundamental shift by particularly bringing a new philosophy to ensure persistent monitoring and evaluation of the planning and implementation of physical projects, fiscal processes and service delivery all of which impact significantly on the performance of Government. It is, therefore, necessary that the Office of the Prime Minister's Planning, Monitoring and Evaluation Unit be strengthened to effectively analyse and synthesize monitoring, evaluation and governance reports from MDAs and other oversight bodies for the Prime Minister.

Various oversight institutions deal with diverse monitoring, evaluation and governance issues for transparency and accountability in the implementation of policies, tracking of progress on projects and the allocation and use of financial and other resources. Some of these institutions include:

- (i) Africa Peer Review Mechanism (NEPAD – APRM) Secretariat
- (ii) Vision 2030 Delivery Secretariat, Ministry of Planning
- (iii) Kenya National Bureau of Statistics
- (iv) Public Complaints Commission (Ombudsman)
- (v) Kenya National Audit Office (KENAO)

- (vi) Criminal Investigation Department (CID)
- (vii) Kenya Anti Corruption Steering Committee (KACSC)
- (viii) Kenya Anti-Corruption Commission (KACC)
- (ix) Public Procurement Oversight Authority (PPOA)
- (x) Monitoring and Evaluation Directorate, Ministry of Planning

The institution's reports, once submitted to the Office of the Prime Minister, will be analysed to provide the Prime Minister and other units in OPM with information required for accountability purposes, for evidence based decision making and to inform future Government strategies. In this regard, the immediate focus of the Unit will be to ensure it has the capability for synthesizing monitoring, evaluation and governance reports and to provide useful and meaningful real time reporting to the Prime Minister. This will facilitate the Office of the Prime Minister to effectively respond to enquiries from Citizens, the Media, Parliament and Development Partners on the performance of MDAs in fulfilling their mandate. In addition programme/project evaluation reports will provide invaluable information that will assist the Prime Minister to resolve any issues that are hindering efficient and effective programme implementation by MDAs. The Unit will receive and synthesise information from MDAs in accordance with existing reporting timetables and on an adhoc basis if it becomes necessary and will specifically:

- (i) Prepare quarterly reports for the Prime Minister
- (ii) Prepare specialized reports as may be required from time to time

6.3.1.1.6 Cabinet Committees Secretariat

Cabinet Committees underpin the operation of Cabinet by providing a suitable forum, with Cabinet stature, to deliberate on complex or contentious issues requiring detailed consideration and discussion by Ministers. The Cabinet Committee Secretariat will provide support to the Prime Minister in his preparation for the Cabinet Committee meetings. The support for the Prime Minister will be through:

- (i) Coordination and preparation of Policy Briefs, Cabinet Memos, scheduling of submissions, setting the timetable and agenda for Cabinet Committee meetings
- (ii) Review and analysis of all proposed policy and legislation to ensure they are of quality and developed in a transparent manner taking into account best practice in policy development
- (iii) Ensuring the Prime Minister is fully briefed and that all matters emanating from OPM are conducted in accordance with Cabinet conventions, protocols and established processes
- (iv) Monitoring implementation of Cabinet decisions and brief the Prime Minister accordingly.

The existing Cabinet Committee Secretariat will be strengthened and empowered in its functions. It will be headed by a Director, assisted by four other officers. The Secretariat will introduce a secure document protocol for handling Cabinet Committee documentation. The Officers working in this unit will undergo necessary Government security vetting and training on handling of Government sensitive documents. The relationship and working protocols of the Cabinet Committee Secretariat and the full Cabinet Secretariat in the Office of the President will be developed.

Staffing

The Policy Coordination Department will be headed by a Secretary who will be deputised by six Directors and assisted by specialists in economic policy, infrastructure, energy, science and technology, environment, social and youth policy, public policy, M&E and Cabinet Committee work. The posts of Policy Analysts indicated in the staff establishment will be distributed appropriately to the various Units in the Department.

6.3.1.2 Public Service Transformation Department

To meet the Mandate and achieve the Vision, Mission and key objectives of the Office of the Prime Minister will require the effort of the Office (including those Ministries of State that are designated under the Office of the Prime Minister) and other Ministries in the Government of Kenya. At present the Public Sector Reform and Performance Contracting Department has responsibilities in this area but currently faces rising expectations from its citizens, who feel there is a disconnect between Government policies and programs and their actual delivery. They feel that the service delivery mechanisms, whether directly through Ministries and Departments, or through state corporations, have fallen short of their expectations. At present, the key strategic challenge for Government is to build capacity to ensure that public institutions deliver their mandates efficiently, effectively and ethically. Better integration of ongoing reform initiatives as well as systems and process re-engineering is therefore required.

The key strategic challenge for the Prime Minister is how to seize this opportunity. It is therefore critical that Public Service Transformation be a fully fledged department and be diverted from Performance Contracting. The **Public Sector Reform function of the Department of Public Sector Reform and Performance Contracting (PSR/PC)** will be absorbed into the Public Service Transformation Department under the PS, OPM.

The Transformation Department will oversee implementation of Public Service Reform Strategy and particularly the institutionalization of Results-Based Management which requires various different initiatives from institutions. A properly run and synchronized Results- Based Management System must be built around: continuous target setting; a linked up performance management system that stems from strategic planning through to individual appraisal systems; program evaluation and redesign where appropriate; public accountability; and organizational learning. The Department will provide strategic leadership for the transformation of the public service and will ensure that reforms are institutionalized across Government. Its strategies will be developed in consultation with other actors, notably the Strategy and Delivery Unit, the PM's Policy Coordination unit in the PM's Office, the Ministry of State for Planning, National Development and Vision 2030, the Performance Contracting Department, and implemented through the most appropriate organisation.

Purpose of the Department

This Department has two principal responsibilities:

- (i) To lead the transformation of the public service (including the revised strategy for Public Sector Reform) so as to strengthen and build the capacity of the public service;
- (ii) To improve delivery of services to citizens

Integral to both these aspects of developing a modern public service are the issues of Governance and Ethics and assuring that high standards of professional conduct are maintained by public servants at all times.

The Department, working closely with linked bodies such as the Ministry of State for Planning, National Development & Vision 2030 and the Public Service Commission will coordinate and oversee all actors towards ensuring that there is alignment of the existing capability to the Vision 2030 and that extra capability is built in the areas of shortage. Critical areas for which integrated strategies will need to be in place are Service to Citizens, Organizational Development,

e-Service Delivery, Human Resources, Leadership and the establishment of the Kenya School of Government. Careful coordination will be required to ensure that Public Service Transformation is not weakened by a fragmented approach. In this regard, a full Transformation Strategy will need to be developed to ensure an integrated and effective sequencing of approaches to support the overall aims for the public service. The following paragraphs are indicative of what needs to be done but not exhaustive.

Service to Citizens

To ensure a responsive, citizen focused culture, common service standards, regular surveys and consultation with citizens and specific training in any areas required. The Department will be the public service focal point for tracking Result-Based Management in the Public Service. Results Based Management is a life-cycle approach to management that integrates strategy, people, resources, processes and measurement to improve decision making, transparency and accountabilities. The approach focuses on achieving outcomes, implementing performance measurement, and changing and reporting performance.

Organizational Development

Management structures, processes and procedures are important not only within an organization but also the management of relationships between the different organizations and sectors. The Department will ensure that systems are re-engineered to move from a focus on process to a focus on results and to ensure effective cross-government working and collaboration and achievement of goals.

e-Government

The Directorate of e-Government is charged with the responsibility of implementing the e-Government strategy in the Public Service with the goal of making the Government more results oriented, efficient and citizen centred. The Government has undertaken a number of reforms spearheaded by the e-Government Directorate with regard to using modern technology to improve service delivery. This includes enabling citizens to access government services and information as efficiently and effectively as possible through the use of internet and other channels of communication.

E-Government is essential to improving Public Service Delivery to the citizen. Various initiatives under Public Service Transformation will require a more coordinated approach to mainstream e-service delivery in public service. To effectively coordinate these initiatives discussions will be held between Cabinet Office and Office of the Prime Minister on the appropriate repositioning of the e-Government Directorate.

Human Resources

The modernization of the HR function, including implementation of a Human Resources Management Reform Strategy is an area of focus and is a key function of the Ministry of State for Public Service, Ministry of Local Government and state corporations. The extent of achievement of this function will be tracked by the Department which will prepare in depth reports for the Prime Minister. In circumstances where the intervention of the Office of the Prime Minister is required, the Transformation Department will facilitate the roll-out of planned initiatives.

Leadership

Public servants in leadership are expected to demonstrate the attitudes and behaviours which will facilitate and encourage Public Service Transformation. The contribution of these leaders, at all levels, but particularly those with senior appointments is vital to ensuring that every public servant is not only told, but sees for themselves the embodiment of professional, ethical commitment to public service. Leaders must ensure that sound management practices and good governance arrangements are adhered to and at the same time they must provide strategic direction and drive transformation by example.

Public Services around the world are recognising that the quality of their leadership is a major determinant of their ability to deal with many complex and conflicting issues they face. Kenya needs top flight leaders in major roles across the public service to drive improvements for Citizens and to restore respect both within the public service and by Citizens as they experience improved levels of service.

To further develop the leadership cadre of the public service, this Department will explore options for enhancing development opportunities consistent with the goals set out in this plan.

Kenya School of Government

The government has documented the direction that the public service needs to go to realize the goals in Vision 2030. There has been candid acknowledgement of the mismatch between the demands of industry and the output from the training institutions, especially in terms of numbers. A fresh look at training and development to support public service transformation is needed, together with research into the appropriate Mandate for the proposed Kenya School of Government. The School will work under the Ministry of State for Public Service under whose mandate capacity building falls. The School will also work closely with the Performance Contracting Department as it seeks to align capacity requirements to achieve set performance targets.

Staffing

The Public Service Transformation Department will be led by a Secretary reporting to the PS OPM. The majority of staff for this Department are already in place.

6.3.1.3 Efficiency Monitoring Unit (EMU)

The Efficiency Monitoring Unit (EMU) was established as a result of Development Partners concerns over the prudent use of project funds. It was therefore originally set up as an Audit Unit specifically to track use of donor funds. The mandate later expanded to auditing systems, processes and financial misappropriations in Ministries/Departments. The latter function, however, is vested in Office of Internal Auditor-General, Ministry of Finance.

For the Unit to effectively realize its mandate it will be rationalized to remove possible duplication of functions with other bodies such as the Internal Audit in the Ministry of Finance. The aim is to refocus its functions towards undertaking audit on organizational deficiencies in public institutions

The will require that the Unit be re-positioned and resourced to better carry out its new role; with the duties and responsibilities of the staff re-casted to reflect the new focus. The new functions of the Unit will include:

- (i) Undertake systems audits and make recommendations for addressing organizational and systemic challenges that impede performance of public sector institutions
- (ii) Undertake Value for Money and Performance Audits
- (iii) Undertake routine efficiency audits to ensure effective, efficient and ethical results for Kenyans
- (iv) Study, monitor and analyze the implementation of Government programmes and projects and advise on the problems being encountered as well as remedial measures
- (v) Monitor the extent to which completed development projects are meeting their stated objectives, assess their sustainability and make necessary recommendations
- (vi) Monitor and review current procedures and practices for collecting Government revenue and suggest more efficient ways of maximizing collection.

In the performance of its work, EMU will develop and nurture partnerships with other Government agencies such as the Public Procurement Oversight Authority, the Kenya National Audit Office, Monitoring and Evaluation Directorate (in the Ministry of State for Planning, National Development and Vision 2030) and Performance Contracting Department.

Staffing

The Unit has an existing complement headed by a Director. The restructured Unit will be led by a Secretary who will report to the Permanent Secretary and will be assisted by 3 Directors. In order to equip the Unit with the necessary skills mix to carry out its enhanced mandate, the capability of the existing staff will be strengthened through targeted training and capacity building.

6.3.1.4 Inspectorate of State Corporations

The mandate of the Inspectorate is stipulated in the State Corporations Act, Cap 446 to include advising the Government on all matters affecting the effective running of state corporations and conducting special investigations of any State Corporations on behalf of the State Advisory Committee (SCAC) and the Controller and Auditor-General. The mandate was expanded in 2004 through the Legal Notice 93, 2004. This introduced Performance Contracting in the public service and required the Inspectorate to monitor and evaluate the results of the agreed performance targets in the State Corporations and advise on the administration of the performance contracts.

The Office of the Inspector-General (Corporations) is established by Section 18 of the State Corporations Act, Cap.446 and is vested with the following core functions under sections 18, 19 and also under the State Corporations (Performance Contracting), regulations 2004:

- (i) Advise the Government on all matters affecting the effective running of state corporations
- (ii) Report periodically to the relevant arms of Government on management practices within any state corporation
- (iii) Report to the Controller and Auditor-General any cases where moneys appropriated by Parliament are not being applied by state corporations for the purposes for which they were appropriated
- (iv) Conduct special investigations of any state corporation on behalf of the State Corporations Advisory Committee and the Controller and Auditor-General

- (v) Undertake surcharge action against any person who incurs or authorizes irregular expenditure of state corporation funds or any person who through negligence or misconduct causes loss of funds to the state corporation
- (vi) Evaluate results of operations and management on the basis of the agreed performance targets
- (vii) Develop evaluation criteria and advise on the administration of performance contracts.

Staffing

The Inspectorate of State Corporations is headed by the Inspector-General who reports directly to the Permanent Secretary. However, various legal and management changes have taken place in State Corporations that require rationalization of technical personnel of the Inspectorate. Two examples of the changes are:

- (i) The establishment of new State Corporations with varied mandates has created enormous challenges on the capacity to provide technical advice and in undertaking 'value-for-money' audits. The Inspectorate has officers with considerable skills in the areas of finance, accounting, auditing, business administration, economics and human resources management. The new challenges demand skills in fraud and investigation, engineering, quantity surveying, procurement, ICT, performance management (Performance Contracting, Results Based Management) Risk Management and Taxation;
- (ii) There has been a growth in the number of surcharge cases arising from mismanagement of State Corporations. Such cases emanate from thorough investigations undertaken by the Inspectorate, decisions of the Parliamentary Investments Committee (PIC) and recommendations from other Government watchdog institutions. Although such surcharge cases have been progressed effectively to judicial finality, some challenges relating to technicalities of law have at times emerged.

In light of these changes the Inspectorate of State Corporations will be strengthened through review of its staff complement and the Schemes of Service of its staff to properly reflect its additional mandates. There will also be a need to determine the proper grading structure of the senior staff in the Inspectorate as well as fill positions created in the Strategic Plan.

In the performance of its work, ISC will develop and nurture partnerships with other Government agencies such as the Public Procurement Oversight Authority, the Kenya National Audit Office, Monitoring and Evaluation Directorate (in the Ministry of State for Planning, National Development and Vision 2030) and Performance Contracting Department.

6.3.1.5 Operations Unit

The Prime Minister attends official and political functions, conferences and banquets, opens workshops and other gatherings both nationally and internationally. Some of these activities are spearheaded by the Prime Minister's Office. The Unit will ensure that these activities are well coordinated and that the Prime Minister's speeches are relevant to the occasion and relate to Government's Vision and Mission. Additionally, the unit is charged with ensuring that proper protocols are observed as the Prime Minister and his Office conduct Government Business both within and outside the country. As such the Unit will organise official visits on behalf of the Prime Minister and to offer protocol advice to the Office of the Prime Minister.

The Officers in this Unit will have a clear understanding of local and international affairs, with capabilities to analyse requirements and make rational choices. They must also be meticulous in planning and recording and will need to have excellent interpersonal skills. The Unit will work closely with the Diary Unit, Communications Unit, and the Administration Department. The Unit will also develop and institutionalise the relevant structures and establish close linkages with the Office of the President for a seamless working relationship with the protocol function of the President. The Unit will also develop close linkages with the Ministry of State for Foreign Affairs and the Ministry of State for Internal Security and Provincial Administration.

Staffing

The Unit will be headed by a Director of Operations who will report to the Permanent Secretary.

6.3.1.6 Administrative Support Services Department

The Office of the Permanent Secretary is accountable for various support functions and responsibilities. These will include:

- (i) Overall financial management and the budget of the Office of the Prime Minister
- (ii) Management of the Human Resources in the OPM
- (iii) Regular briefing of the Prime Minister on strategic policy issues
- (iv) Chairing the Committee of Permanent Secretaries in OPM
- (v) Communicating the Prime Minister's policy decisions to the public service
- (vi) Overseeing and tracking performance of the public service and recommending appropriate action.
- (vii) Initiating policy interventions to address performance gaps

The Secretary of Administration will be responsible to the PS OPM for the proper functioning of the following Divisions:

The Administration Division functions

- (i) PS's Correspondence
- (ii) Office Services
- (iii) ICT
- (iv) HIV/AIDS Control Unit

The Finance Division functions:

- (i) Procurement
- (ii) Accounts

The Human Resources Division functions:

- (i) Human Resource Management
- (ii) Human Resource Development

The Audit Division will report directly to the PS.

The Secretary Administration will also be responsible for the Strategic Planning process including;

supporting the PS in monitoring the implementation of the OPM Strategic Plan; ensuring that OPM has the resources required to deliver the plan; that Administration is run efficiently and effectively. The Secretary will provide the secretariat for OPM Management Committee.

In view of the workload of the PS OPM it is recommended that 2 senior officers be deployed to his Office to support his daily operations. The officers should be at the level of Senior Assistant Secretary or Under Secretary and re-ected in the staff complement.

To serve the increased number of Departments in OPM, additional posts have been recommended in all the Administration Units, especially in Office Services (Secretarial, Clerical, Messengers and Drivers). This is necessary to support the implementation of the plan.

6.3.2 The Private Secretary

In recognition of the fact that the Office of the Prime Minister combines both Political and Public Service functions it is vital to build citizen's trust in the Office and the Government of Kenya that good governance practice is demonstrably followed in the delivery of the two agendas. In practice this means that an appropriate level of separation needs to be observed so that the political responsibilities of the Office may be fulfilled.

In Section 6.2 of this chapter, the position of Private Secretary has been analyzed alongside the position of Permanent Secretary. An analogy has been made between the Office of the Prime Minister having both Political and Civil Service dimensions. In this context, the Presidency is supported by the Private Secretary and Comptroller of State House in handling those matters that are not only executive but also touch on the political and private dimensions of the office.

The Prime Ministers' Private Secretary will be responsible for all political and executive matters of a personal nature in support of the Prime Minister. In this context he will be personally responsible for the PM's Diary, Hospitality Unit and Agenda 4. The Private Secretary will be in charge of the following Units:

- (i) Prime Minister's Strategy and Delivery Unit
- (ii) Parliamentary Affairs Office
- (iii) Communications Department
- (iv) Prime Minister's Diary Unit

This position has been created at a job group equivalent to Permanent Secretary and filled. The functional responsibilities and staffing for the units under the Private Secretary are enumerated here below.

6.3.2.1 Prime Minister's Strategy and Delivery Unit

The Government of Kenya has ambitious targets set out in Vision 2030 and in the Medium Term Plan. As already discussed a feature of the modern public service is to prioritize these goals in order to ensure implementation of the most important goals before moving on to the next.

A few critical priorities have been identified under the title of 'National Priorities', they are:

- (ix) Infrastructure

- (x) Environmental Protection And Climate Change
- (xi) Upgrading Slums And Informal Settlements
- (xii) Food Security
- (xiii) Governance And Corruption
- (xiv) Agenda 4 Priorities
- (xv) Public Service Transformation
- (xvi) Youth Employment (*Kazi Kwa Vijana Programme*)

Ministries have also been asked to identify their top four priorities (which may include those identified as National), these, for convenience are being grouped as 'Ministerial' priorities

Responsibility for the implementation of these priorities lies with the Ministries concerned and they remain accountable for delivery. In fulfilling the mandate of supervision and coordination the Prime Minister has decided that the eight National Priorities are those to which he should pay particular attention, he will also require regular reports of progress on the Ministerial priorities.

Purpose and Operation of the Unit

A Strategy and Delivery Unit has been created in the Office of the Prime Minister reporting to the Private Secretary to supervise the implementation of National Priorities and the key Ministerial Priorities including unblocking any obstacles that pose challenges to achieving intended outcomes. This Unit is modelled on institutions elsewhere that have a proven record.

The Unit will work closely with the other Department/Units, particularly the Policy Coordination Department, Public Service Transformation and externally with the Office of the President, Cabinet Office, Ministry of Finance, Budget Office, Ministry of Planning and Vision 2030, other Governments and international bodies. In this respect, communication to MDAs by the Department will be through the Permanent Secretary in keeping with Government protocol.

The Strategy & Delivery Unit will operate on the Prime Minister's behalf in connection with National Priorities (except Public Service Transformation), closely engaging with Ministry staff to:

- (i) Oversee and report progress on delivery of the National Priorities to the Prime Minister (with the exception of Public Service Transformation which has its own Department in OPM)
- (ii) Ensure that a lead Ministry is appointed where more than one is involved in meeting a priority target, that a senior responsible officer is appointed and good governance and programme and project management principles are followed
- (iii) Challenge and advise Ministries and assess and comment on Ministry plans and methods for implementing National Priorities in relation to their viability
- (iv) Identify capacity gaps which inhibit delivery of priorities and refer them to the appropriate responsible unit of Government
- (v) Facilitate cross-Ministry coordination
- (vi) Intervene to provide support where the Strategy & Delivery Unit has the required capability or facilitate support from a third party such as KIA/Kenya School of Government
- (vii) Ensure that appropriate accountability and performance management mechanisms are in place to underpin successful implementation.

The Strategy & Delivery Unit will operate on the Prime Minister's behalf in connection with

Ministerial Priorities, calling for information and reports which will enable it to:

- (i) Oversee and report progress on delivery of the Ministerial Priorities to the Prime Minister
- (ii) Ensure that a lead Ministry is appointed where more than one is involved in meeting a priority target, that a senior responsible officer is appointed and good governance and programme and project management principles are followed
- (iii) Comment on Ministry plans and methods for implementing Priorities in relation to their viability
- (iv) Receive notification of capacity gaps which inhibit delivery of priorities and refer them to the appropriate responsible unit of Government
- (v) Ensure that appropriate accountability and performance management mechanisms are in place to underpin successful implementation.

To perform these functions the Unit will require an in depth understanding and ability to advise on the use of delivery tools such as critical paths, delivery maps, and data-driven trajectories. When carrying out its functions, the Strategy and Delivery Unit will work closely with the Vision 2030 Delivery Secretariat (VDS) to share experiences and avoid duplication.

The Head of the Unit will report directly to the Private Secretary and will report progress on the priorities monthly to the Prime Minister copied to the Permanent Secretary OPM. He/she will advise the Prime Minister on unblocking delivery problems and will coordinate and advise Ministries implementing the National Priorities. The Delivery Unit will ensure that National priorities are focused on delivering the political aspirations of the Government and are clearly linked to meeting the expectations of the citizens.

The Strategy & Delivery Unit will produce an operational plan including strategies for facilitating the rapid and effective delivery of National Priorities by Ministries. A thorough understanding of effective approaches will be needed both in order to assess Ministry plans for viability and to be able to offer guidance and support when the need arises. This will be a dynamic, fast paced and highly focused Unit requiring a number of specialist skills and an intense focus on achievement. Staff will have to be exemplars of successful implementation, capable and motivated to collaborate with colleagues in OPM and to build effective relationships with Ministries.

Staffing

The Secretary of the Prime Minister's Strategy and Delivery Unit will be assisted by two Directors and other support staff.

6.3.2.2 Parliamentary Office

The Prime Minister in his role as coordinator and supervisor of Government functions is accountable to Parliament for the delivery of his mandate. To streamline the Prime Minister's accountability to Parliament, the National Assembly has developed standing orders that provide opportunity for the Prime Minister (currently 45 minutes every Wednesday afternoon) to respond to questions on Government Policy and general performance of the Government and its agencies. During the PM's Hour in Parliament, the Prime Minister will also present Government policy statements on topical issues or policies that he would like to advance in Parliament.

In this capacity the Prime Minister also discharges the Government's general and collective policy responsibility to Parliament. In performing this function the Prime Minister may delegate to one

of the Deputy Prime Ministers to act on his behalf or to respond to specific issues. Modalities will be put in place to properly brief the Deputy Prime Ministers.

Management of the Prime Minister's Hour in Parliament

It is imperative that the Prime Minister is well briefed before commenting on policy issues and responding to questions from the floor of Parliament. The Parliamentary Unit will be set up for the purpose of collecting, collating and validating the integrity of the background information used to prepare briefs. The Parliamentary Unit will ensure this achieved by:

- (i) Effectively linking up with the Clerk's Office
- (ii) Undertaking thorough research and consultations with the appropriate Ministries and the Departments/Units of OPM
- (iii) Briefing the Prime Minister a day before and on the day of the event
- (iv) Holding a debrief session after every PM's hour

A tracking system will be put in place to monitor Government response to issues and questions that arise in Parliament and progress on the Government's legislative initiatives. The Unit will also develop institutional mechanisms to ensure parliamentary bills, questions and petitions addressed to the PM are responded to in a timely manner.

Staffing

The Unit will be led by a Director who will report to the Private Secretary and will be part of a multi-skilled team of policy and legal analysts. The Unit will also have a Deputy Director and three officers.

6.3.2.3 Communications Department

A Communications Department has been created in the Prime Minister's Office. The role of the Directorate will be to effectively and proactively inform the public about progress on Government business. The Department also has a vital role to play in supporting the Prime Minister as one of two Principals, both nationally and internationally. This is the 'front line' in terms of building the citizens' trust in Government and in effectively representing the executive affairs of the Government to other states and stakeholders. The Department will be responsible for:

- (i) Development and implementation of a Communications Strategy for the Office of the Prime Minister. The Strategy will require forward planning of communications, most notably, but not exclusively linked to policy development and the progress of Government Business through inception to implementation and evaluation. The Forward Plan will capture all major announcements, events, meetings, anticipated Cabinet decisions and international visitors or travel. It will be prepared on a rolling monthly basis and discussed weekly with the Prime Minister's Private Secretary and the PS OPM;
- (ii) Managing all external communications such as:
 - o Press, Broadcast, Internet, Ministry Website
 - o Marketing, Publications, Leaflets, Posters. Video
 - o Surveys, Focus Groups
 - o Conferences, Exhibitions, International Events and Meetings

- (iii) Advising and coordinating internal Communications such as
 - o In support of Public Service Transformation
 - o Communication of Government Priorities
 - o Success Stories
 - o And other essential communication to staff.
- (iv) Preparing speeches and statements for the Prime Minister, developing clear messages regarding the Prime Minister's Mandate and priorities in relation to Government Business;
- (v) Monitoring all forms of media and ensuring that the relevant Departments within OPM receive information on news items and press coverage promptly and in good time to consider the next steps.

The Office of the Prime Minister press function is currently handled by a Press Unit seconded from the Ministry of Information and Communications.

To deliver the Vision and Mission and to meet the responsibilities of the Office all communications functions will be combined to one Department under the leadership of a senior communications professional at Secretary level. The Secretary will report to the Private Secretary and will be supported by three Directors in charge of Media and Events, Press and Research and Planning and other support staff.

6.3.2.4 Diary Unit

The Prime Minister's Diary Management is a critical component of the Prime Minister's delivery agenda. This is because the Prime Minister's time needs to be managed in a manner that results in efficient delivery of his all his responsibilities. Apart from catering for official functions, the Diary of the Prime Minister must avail time for him to address the needs of his constituents and should enable him to connect with ordinary people.

The Diary Unit will therefore manage the Prime Minister's agenda in a timely and proactive manner. In addition to the office work that accompanies his mandate, the Prime Minister will make regular travel to meet local leaders, monitor and inspect projects nationally, meet international leaders, and attend conferences as well as attending to party and coalition matters. It is, therefore imperative that in arranging the Prime minister's Diary, all these issues are contextualized in the order of their importance.

Staffing

The Unit will be headed by an Under Secretary, Diary Management and supported by two officers.

6.3.2.5 The Prime Minister's Hospitality Unit

The Prime Minister, unlike the President, has no official residence and his private residence serves as both the political and official residence. Within this context, the spouse of the Prime Minister also performs both Government and private functions in her private residences.

The spouse receives official guests of the Government of Kenya and attends official functions on behalf of the Government and the Prime Minister. As a result, the spouse needs support to be

guided on Government policies and also to be assisted in preparing speeches and other etiquettes. She also needs support on housekeeping/catering services, protocol and overall security of the residences of the Prime Minister.

A staff establishment headed by a Chief Social Secretary and supported by a Programme Officer has been created. The recruitment of these staff will be guided by the prevailing Government regulations released by the Public Service Commission from time to time. Clear job descriptions and specifications will be developed in order to have competent and qualified personnel to carry out the duties and responsibilities for the Administrative support office and the residences.

6.3.2.6 Agenda 4 Unit

The Prime Minister, as one of the Principals in the Grand Coalition Government (GCG) will oversee the development and formulation of policy towards the achievement of Agenda 4. The most important role of the GCG is to facilitate fundamental, sustained and coherent reforms which will enhance stability, democracy and prosperity in the country. Agenda 4 involves the implementation of these far-reaching reforms geared towards warding off conditions underlying the violence and conflict that occurred after the 2007 elections.

The PM will play an oversight role in making sure that Agenda 4 is implemented with the support of specialist/political advisors, and ad hoc specialist groups as and when it will be necessary.

The Private Secretary will coordinate the various programmes and activities under Agenda 4 on behalf of the Prime Minister. He will be assisted in the Unit by two Legal Officers.

6.3.3 Performance Contracting Department

The former Public Sector Reform and Performance Contracting (PSR&PC) Department is restructured into two departments, namely: Performance Contracting Department and Public Service Transformation Department.

Performance Contracting (PC) is a freely negotiated performance agreement used to define responsibility and expectations between parties to achieve mutually agreed results. The contract clearly specifies the intentions, obligations, responsibilities and powers of the parties. Performance Contracting was introduced in 2004 to 16 State Corporations on a pilot basis. It has since been rolled out incrementally to Ministries, local authorities and State Corporations. To date Performance Contracting (PC) has been introduced in 423 Government institutions.

From a baseline of poor performance management in the public service, performance contracting represents a significant paradigm shift and is acknowledged as one of the tools bringing about transformation in the public service. Permanent Secretaries and Chief Executives have used the PC to cascade institutional targets to departmental work plans. Public service officers now have PCs setting out their priorities and goals and reporting quarterly. The PC is an initiative that is being institutionalized and contributes to improving accountability. Achievements in Performance Contracting contributed to the receipt of the United Nations Prize for improved Public Service Delivery in Africa 2007.

Performance contracting is implemented within a performance management context that stems from the Kenya Vision 2030. This development blue print has a related five year medium term

plan against which public sector institutions develop Strategic Plans thus defining their strategic objectives. From these objectives performance targets are defined in an annual work plan thus setting the scene for selection of annual performance targets that should be included in the performance contract. Within the context of OPM's mandate of "coordination and supervision", spearheading Performance Contracting offers a critical anchor for performance management particularly with regard to performance monitoring and evaluation. Implementation of Performance Contracting has been extremely beneficial to the Government of Kenya.

However, it has not been without challenges and as such there is need to review the tool and process, draw on lessons learned and emerging best practice so as to strengthen Performance Contracting. This position is further illuminated by the fact that the Prime Minister is accountable to Parliament and the People of Kenya for the performance of Government institutions which he co-ordinates and supervises. By being charged with this responsibility, the Prime Minister becomes the focus of service delivery by Government Ministries and departments. The results of the Performance Contracting process must therefore mirror, as much as possible, the broad perceptions of the citizenry.

During this Strategic Plan period the Monitoring and Evaluation Directorate will work closely with the Performance Contracting Secretariat to focus on providing a snap shot of Government performance through this internally generated "Government report card" as follows:

- (i) Tracking and reporting by the Performance Contracting Secretariat on service delivery outcomes achieved. The Prime Minister's Communications Department will be involved in dissemination and reporting to the Service and the Public at large
- (ii) Tracking progress on national priorities to inform the Prime Minister's Delivery Unit.
- (iii) Through quarterly reports, raising the "red flag" areas to the public service transformation department for intervention
- (iv) Informing the Prime Minister's Policy and Strategy Department of the causality between the decisions made and implementation modalities so as to improve decision making.

Review of the Performance Contracts Instrument

The Performance Contracting instrument has been institutionalized across the entire Public Service. In the fifth year of its operation, there is need to assess the challenges it faces and review it in light of experience. As indicated earlier, the instrument needs to be reviewed in order to more accurately capture results and outcomes that can also be verifiable by the ordinary Kenyan citizen. A Committee will therefore be constituted to comprehensively review the entire PC process. It is expected that the Committee will set the strategic direction of the process and produce an outcome focused performance contracting instrument.

Capacity Building

There is a need to build specialized capacity in the different sectors of the Government in order to ensure a more streamlined approach to the process. Specialized Performance Contracting Units will be set up and strengthened for local authorities, the teaching service and for State Corporations. Such institutions may be set up internally in the Parliamentary Service Commission and the Judiciary. The Performance Contracting Department will then receive reports from all these units and collate them for reporting to the Prime Minister as appropriate. In this regard, the primary focus of the department will be a coordinating role and seeking to maintain standards of

excellence and professionalism for the process.

Performance Contracting Oversight Committee

A Performance Contracting Oversight Committee will be constituted to provide leadership to the process of Performance Contracting. The Committee will be headed by the Permanent Secretary, Secretary to the Cabinet, and Head of the Public Service who will be deputized by the Permanent Secretary, Office of the Prime Minister and with the Permanent Secretary, Performance Contracting as the Secretary.

The members of the Committee shall consist of:

- (i) Permanent Secretary, Ministry of Finance
- (ii) Permanent Secretary, Ministry of State for Public Service
- (iii) Permanent Secretary, Ministry of State for Planning, National Development and V2030
- (iv) Permanent Secretary, Ministry of Local Government
- (v) Secretary, Public Service Commission of Kenya
- (vi) Secretary, Teachers Service Commission
- (vii) Clerk, Parliamentary Service Commission
- (viii) Registrar, High Court of Kenya
- (ix) Inspector General, Inspectorate of State Corporations.

The Committee shall be charged with the proper running of the PC process and will have the final approval on the targets negotiated by public service institutions. The remit of the Committee will include putting in place a clear institutional and transparent framework for the ranking system to ensure transparency and confidence in the outcomes.

Staffing

The Performance Contracting Department has a Permanent Secretary with an existing staff complement for the department. The staff complement will be reviewed in light of the reorganisation.

6.4 Staffing and Establishment

The following table indicates the staffing levels of each department in the Office of the Prime Minister (excluding its Ministries of State). In addition, there will be Advisors and other staff members serving on special service contracts.

1. ADMINISTRATION				
Designation	Job Group	Approved	Proposed Post	Variance
Permanent Secretary	V	1	1	
Secretary, Administration	T	1	1	
Senior Deputy Secretary	R	1	1	
Deputy Secretary	Q	1	1	
Senior Personal Assistant	Q		1	
Under Secretary	P	2	2	
Senior Assistant Secretary	N	2	2	
Assistant Secretary Cadet/II/II/I	J/K/L/M	3	3	
Chief Security Officer	N	1	1	
Deputy Chief Security Officer	M	1	1	
Senior Security officer	L	2	2	
Security Officer II/I	J/K	3	3	
Security Warden	D/E/F	5	5	
Drivers	D/E/F/H/J	17	17	
Principal Executive Secretary	P	1	1	
Senior Executive Secretary	N	1	2	+ 1
Executive Secretary	M	2	2	
Senior Personal Secretary	L	4	4	
Personal Secretary II/I	J/K	7	7	
Personal Secretary III	H	7	7	
Secretarial Assistant	G/H/J	0	11	+ 11
Clerical Officer III/II/I/Senior	F/G/H/J	0	3	+ 3
Support Staff III/II/I/Senior/Supervisor	A/B/C/D/E/ F/G	15	20	+ 5
FINANCE DEPARTMENT				
Chief Finance Officer	R	1	1	
Deputy Chief Finance Officer	Q	0	1	+ 1
Senior Principal Finance Officer	P	1	1	
Senior Finance Officer	M	1	1	
Finance Officer II/I	J/K	1	1	
ACCOUNTS UNIT				
Principal Accountant	P	1	1	
Chief Accountant	M	1	1	
Senior Accountant	L	0	1	+ 1
Accountant II/I	J/K	2	4	+ 2
Accounts Assistants I	H	3	6	+ 3
Chief Clerical Officer	J	1	2	+ 1

Clerical Officer II/I/Senior	F/G/H	4	6	+2
Support Staff III/II/I/Senior/Supervisor	A/B/C/D/E/ F/G		1	1
HUMAN RESOURCE MANAGEMENT & DEVELOPMENT				
Deputy Director of Human Resource Management	R	1	1	
Senior Assistant Director of Human Resource Management	Q	1	1	
Assistant Director of Human Resource Development	P	1	1	
Principal Human Resource Management Officer	N	1	1	
Chief Human Resource Management Officer	M	1	1	
Human Resource Management Officer I	K	1	2	+1
Human Resource Management Officer II	J	1	2	+1
Clerical Officer II/I/Senior	F/G/H	3	8	+5
Support Staff III/II/I/Senior/Supervisor	A/B/C/D/E	1	1	
PROCUREMENT				
Principal Procurement Officer	N	1	1	
Senior Procurement Officer	L	1	1	
Procurement Officer II/I	J/K	1	1	
Storekeeper II/I/Senior Storekeeper	E/F/G	2	2	
Support Staff III/II/I/Senior/Supervisor	A/B/C/D/E	1	1	
INTERNAL AUDIT UNIT				
Principal Internal Auditor	N	1	1	
Senior Internal Auditor	L	1	1	
Internal Auditor II/I	J/K	2	2	
2. INFORMATION COMMUNICATION TECHNOLOGY UNIT				
Designation	Job Group	Approved	Proposed Post	Variance
Deputy Director Information Communication Technology	R	1	1	
Principal Information Communication Technology Officer	N	1	1	
Information Communication Technology Officer II/I	J/K	2	2	
Personal Secretary II/I	J/K	0	2	+2
Clerical Officer II/I/Senior	F/G/H/J	0	1	+1

Drivers	D/E/F/G/H	0	1	+1
3. EFFICIENCY MONITORING UNIT				
Designation	Job Group	Approved	Proposed Post	Variance
Secretary, Efficiency Monitoring Unit	T	0	1	+1
Director Efficiency Monitoring Unit	S	1	3	+2
Deputy Director Efficiency Monitoring Unit	R	2	2	
Chief Superintending Engineer	P	1	1	
Chief Superintending Quantity surveyor	P	1	1	
Chief Superintending Architect	P	1	1	
Assistant Director Efficiency Monitoring Unit	Q	4	4	
Senior Superintending Quantity Surveyor	N	1	1	
Senior Efficiency Monitoring Officer	P	24	24	
Efficiency Monitoring Officer	N	30	30	
Senior Assistant Secretary II	M	1	1	
Chief Information Officer(PRO)	M	1	1	
Executive Secretary	M		1	
Senior Personal Secretary	L	1	1	
Personal Secretary II/1	K/J	3	3	
Personnel Officer II	J	1	1	
Personal Secretary III	H	2	2	
Shorthand Typist II/I	G/H	4	4	
System Analyst/Programmer II/senior	J/K/L	3	3	
Procurement Assistant	H	1	1	
Records Management Officer III	H	1	1	
Drivers III/II/I	D/E/F/G/H	6	6	
Secretary Assistant II/I/Senior	G/H/J	6	6	
Clerical Officer II/I/Senior/Chief	F/G/H/J	2	2	
Support Staff III/II/I/Senior	A/B/C/D/E/ F/G	3	3	

4. INSPECTORATE OF STATE CORPORATIONS				
Designation	Job Group	Approved	Proposed Post	Variance
Inspector General (Corporations)	T	1	1	1
Deputy Inspector General	S	1	1	1
Senior Assistant Inspector General	R	3	9	+6
Assistant Inspector General	Q	9	12	5
Principal Inspector	P	3	15	+12
Chief Inspector General	L/N	9	15	+6
Senior Inspector	M	10	18	+8
Executive Secretary	M	0	1	+1
Senior Personal Secretary	L	0	1	+1
Personal Secretary II/I	K/J	0	1	+1
HRM Officer II/I	J	0	1	+1
Shorthand Typist II/I	G/H	0	4	+4
Drivers III/II/I/Snr	D/E/F/G/H	0	6	+6
Clerical Officers II/I/Snr/Chief	F/G/H/J	0	2	+2
Support Staff III/II/I/Snr	A/B/C/D/ E/F	0	3	+3
5. POLICY COORDINATION DEPARTMENT				
Designation	Job Group	Approved	Proposed Post	Variance
Secretary	T	0	1	+1
Directors (Unit Heads)	S	0	5	+5
Director (Cabinet Committee Sec)	S	0	1	+1
Chief Economist	R	1	1	
Deputy Chief Economist	Q	0	1	+1
Principal Economist	P	2	2	
Senior Economist I	N	1	1	
Senior Economist II	M	2	2	
Economist II/I	K/L	4	4	
Policy Analyst	M/N/P	0	12	+12
Statistical Officer	H/J		4	+4
Personal Secretary II/I	J/K	0	3	+3
Drivers	D/E/F/ G/H	0	4	+4
Support Staff II/II/I/Senior/Supervisor	A/B/C/D/E/ F/G	0	1	+1

6. PUBLIC SERVICE TRANSFORMATION DEPARTMENT

Designation	Job Group	Approved	Proposed Post	Variance
Secretary	T	1	1	
Programme Director	S	5	5	
Deputy Programme Director	R	5	5	
Deputy Programme Director(Institutional Capacity Building)	Q	1	1	
Assistant Programme Director	Q	10	10	
Principal Programme Officer	P	10	10	
Chief Programme Officer	N	2	2	
Senior Programme Officer	M	1	1	
Records Management Officer II	H	3	1	-2
Senior Personal Secretary	L	1	1	
Chief Accountant	M	1	1	
Senior Accountant	L	1	1	
Records Management Officer I	J/K	3	1	-2
HRM Assistant	J	0	1	+1
Procurement Officer II/I	J/K	1	1	
Personal Secretary II	J	2	2	
Short Hand Typist II/I	G/H	5	5	
Copy Typists II/I/Senior	E/G/H	3	3	
Clerical Officer III/II/I/Senior	F/G/H/J	5	5	
Driver III/II/I/Senior	D/E/F/G	8	8	
Support Staff		5	5	

7. OPERATIONS UNIT

Designation	Job Group	Approved	Proposed Post	Variance
Director Operations	T	1	1	
Deputy Director	R	1	1	
Operations Officer	P/Q	0	1	+1
Protocol and Liaison Officers	L/M	0	2	+2
Personal Secretary II/I	J/K	0	3	+3
Clerical Officer II/I/Senior	F/G/H/J	0	1	+1
Drivers	D/E/F/ G/H	0	2	+2

8. PRIVATE SECRETARY				
Private Secretary	U	1	1	
Under Secretary	P	0	1	+1
Senior Assistant Secretary	N	0	1	+1
9. AGENDA 4				
Principal Legal Officer	S/L	0	1	+1
Legal Officers	S/L	0	1	+1
Legal Officers	S/L	0	1	+1
10. PRIME MINISTER'S STRATEGY AND DELIVERY UNIT				
Secretary	T	0	1	+1
Director, National Priorities	S	0	1	+1
Director, Ministerial Priorities	S	0	1	+1
Deputy Director, National Priorities	R	0	1	+2
Deputy Director, Ministerial Priorities	R	0	1	+2
Sector Specialist	Q/R/S	0	6	+6
Personal Secretary II/I	J/K	0	4	+4
Clerical Officer II/I/Senior	F/G/H/J	0	1	+1
Drivers	D/E/F/G/H	0	4	+4
11. PARLIAMENTARY AFFAIRS				
Director	S	0	1	+1
Deputy Director	R	0	1	+1
Parliamentary Officer	L/M/N	0	3	+3
12. COMMUNICATIONS DEPARTMENT				
Secretary	T	0	1	
Director(Media, Planning & Events, PMPS)	S	1	3	+2
Deputy Director	R	1	3	+2
Senior Assistant Director	Q	0	3	+3
Assistant Director	P	1	3	+2
Information Officer II	J	0	1	+1
Information Officer III	H	0	1	+1
Film Officer I	K	0	1	+1
Film Officer II	J	0	2	+2
Senior Film Officer	L	0	1	+2
Chief Film Officer	M	0	1	+1
Senior Librarian/Archivist	M	0	1	+1
Library/Archivist Assistant	G	0	1	+1
Senior Researcher	L	0	1	+1

Chief Researcher	M	0	1	+1
Photographers				
Photographic Officer III	H	0	1	+1
Photographic Officer II	J	0	1	+1
Photographic Officer I	K	0	1	+1
Engineering and Maintenance				
Chief Sup. Of Electronics	M	0	1	+1
Superintendent of Electronics	L	0	1	+1
Snr. Studio Tech. Operator	K	0	1	+1
Studio Tech. Operator I	J	1	1	0
Studio Tech. Operator II	H	1	1	0
13. DIARY UNIT				
Under Secretary	P	0	1	+1
Assistant Secretary	L/M	0	1	+1
14. PM's HOSPITALITY UNIT				
Administrative Support Office (Residence)				
Chief Social Secretary	S	1	1	
Administrative Officer	M	1	1	+1
Assistant Programme Officer	L	1	1	
Personal Secretary III/II	K/J	1	1	
Reception Assistant I	G	1	1	
Driver	G	1	1	
Nairobi Residence				
Senior Chef	L	1	1	
Senior Cook	G	1	1	
Cook III/II/I	D/E/F	1	1	
Kitchen Services				
Senior Waiter	L	1	1	
Assistant Waiter II	G	1	1	
Housekeeping Services				
Housekeeper/Cateress I				
Artisan I	G	1	1	
Assistant Supervisor of Gardens	H	1	1	
Support Staff/Support Staff supervisor	D/E	1	2	+1
Mombasa Residence				
Gardener II	G	1	1	
Housekeeper/Cateress II	J	2	2	

Kisumu Residence				
Gardener II	G	2	2	
Housekeeper/Cateress II	J	1	1	
Bondo Residence				
Gardener II	G	2	2	
Housekeeper/Cateress II	J	1	1	

15. PERMANENT SECRETARY PERFORMANCE CONTRACTING DEPARTMENT

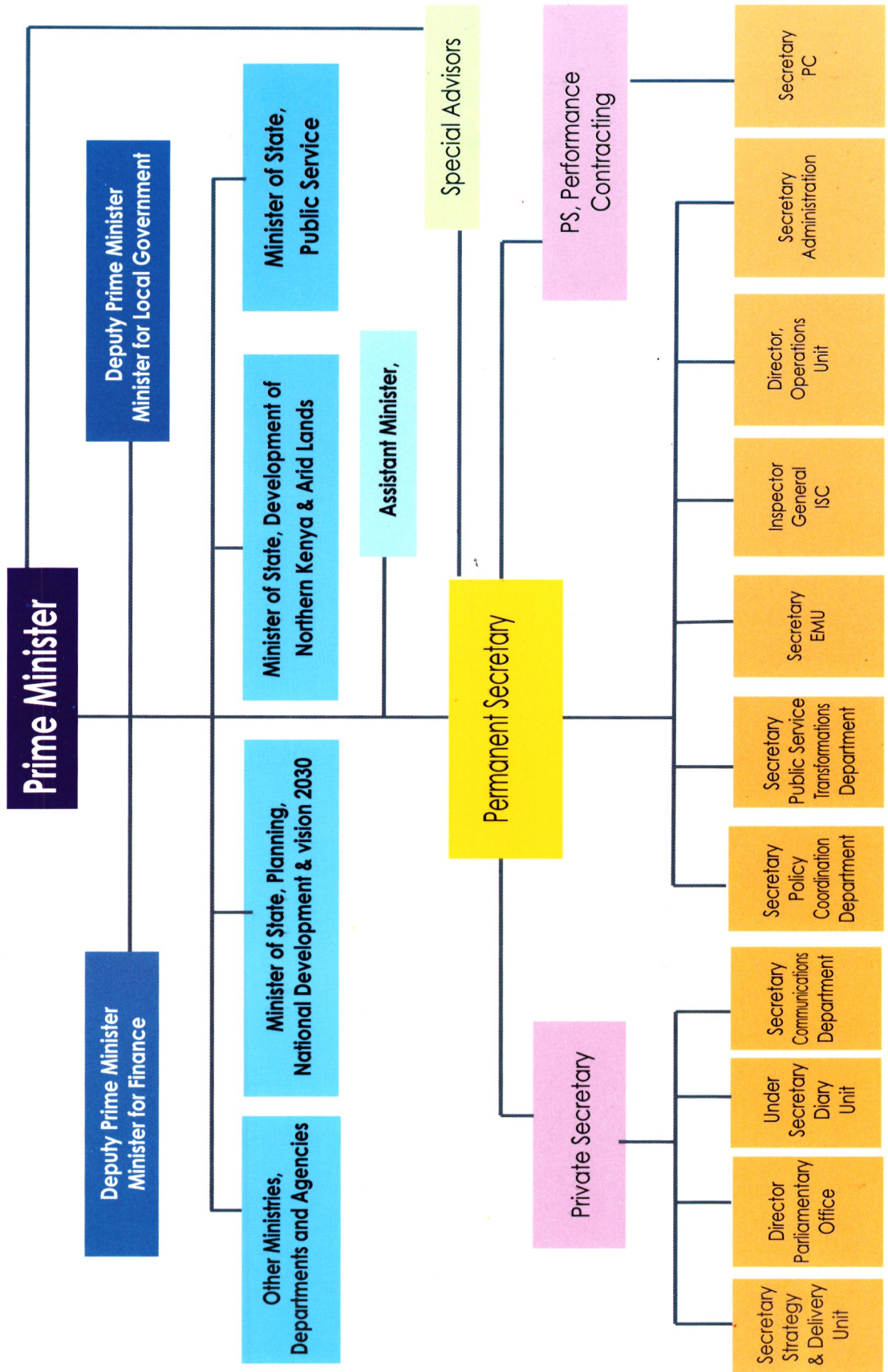
Designation	Job Group	Approved	Proposed Post	Variance
Permanent Secretary	U	1	1	
Secretary	T	1	1	
Director, Legal Affairs	S	1	1	
Deputy Director, Research & Development	R	1	1	
Deputy Director, Information, Education & communication	R	1	1	
Assistant Director, Monitoring and Evaluation Officer	P/Q	2	2	
Planning and Policy Analyst	P/Q	2	2	
Financial Analyst	P/Q	2	2	
Management Information System Officer	P/Q	2	2	
Publicity Officer	P	1	1	
Principal HRM	N	0	1	+1
Senior Accountant	M	0	1	+1
Accounts Assistant	J	0	1	+1
Executive Secretary	N	0	1	+1
Personal Secretary III/II/I/Snr	H/J/K/L	0	1	+1
Procurement Officer II	J	0	2	+2
Senior/Higher Clerical Officer	H/G/F	0	2	+2
Support Staff	A/B/C/D	0	3	+3

16. OFFICES OF THE DEPUTY PRIME MINISTERS

Designation	Job Group*	Approved	Proposed Post	Variance
Senior Deputy Director, Coordination	S	0	2	+2
Political Officer	R	0	2	+2
Deputy Director of Communications	R	0	2	+2
Parliamentary Officer	L/M/N	0	2	+2
Policy Advisor	-	0	2	+2

*At each designation, there will be one post for each Office of the Deputy Prime Minister

6.5 Organisational Structure



CHAPTER SEVEN

Implementation Plan 2009 – 2012

STRATEGIC OBJECTIVE 1: Organizational re-structuring and development								
OUTCOME: OPM Departments established, Rationalized and Operational								
OUTCOME INDICATOR: Departments fully staffed and operational;								
Output	Activity	Baseline	Output Indicator	Responsibility	2009/ 10	2010/ 11	2011/ 12	2012/ 13
OPM operational Departments established and rationalized	Establish the following : Cabinet Committee Secretariat, Policy & Strategy, Coordination Directorate and Agenda 4, Performance Contracting Oversight Committee	Departments not established	Approval for establishment of the Departments & Units; and letters of appointment for recruited Staff	Permanent Secretary, OPM;				
	Operationalize the following departments: Delivery Unit and Parliamentary Affairs	Departments approved by MoSPS	3 Departments operationalised; and list of staff recruited	Permanent Secretary, OPM				
	Rationalize PSR&PC into PST and PC	PSR&PC currently one department	Approval for creation of the 2 Departments	Permanent Secretary, OPM				
	Strengthen EMU, ISC, Administration, Protocol, PM s Hospitality departments	Departments operating below optimum levels	Operations in 5 departments strengthened	Permanent Secretary, OPM				
Capacity building programmes for each Department developed and implemented	Carry out capacity assessments for each department.	No data on Capacity of the departments to carry out their work.	Approved capacity assessment reports and action plans	Permanent Secretary, OPM;				
	Develop a capacity building program	Capacity building program not developed	Approved capacity building program tools and reports	Permanent Secretary, OPM;				

	Implement a capacity building program	Capacity building program Implementation plan not developed	List of staff trained; inventory of working tools provided	Permanent Secretary, OPM				
Administration services provided	Provision of administration support requirements	Support services below optimum	Published results of staff satisfaction surveys	Secretary, Administration				
Departmental Annual Work Plans Developed	Preparation of departmental work plans	No action Plans prepared.	15 approved results based work plans;	Secretary, Administration				

STRATEGIC OBJECTIVE 2: To ensure citizen-centred and linked-up policy development and implementation in Government

OUTCOME: Responsive policies that satisfy citizen needs and aspirations.

OUTCOME INDICATOR: Approved policies that are citizen centred

Output	Activity	Baseline	Output Indicator	Responsibility	2009/ 10	2010/11	2011/12	2012/ 13
Linkage between priorities and budgeting strengthened	Ensure resource allocation process are reviewed to adequately fund national and MDA priorities Ensure alignment of MTP sectors to MTEF sector working groups (SWG's)	Inadequate funding of national and MDAs priorities MTP sectors not aligned to MTEF SWGs	Printed estimates reflect allocations to priorities New MTEF SWGs shown in Budget Outlook paper	Permanent Secretary, Permanent Secretary,				
Oversight and quality control mechanisms for policy making enhanced	Track implementation of e- PROMIS Develop and disseminate a standard GoK policy handbook Strengthen Policy development collaboration mechanisms with MDAs	Budget/ expenditure tracking mechanism weak No standard Policy making handbook developed Weak collaborative mechanisms with MDAs	Approved e-PROMIS Reports Published Policy Handbook Approved reports and Minutes of joint consultation sessions	Permanent Secretary, Permanent Secretary Permanent Secretary				

	Undertake an inventory of current reforms Policy implementation tracking guidelines developed and operationalized	No centralized Database of reforms No tracking guidelines in place	List of reforms Published circular on tracking guidelines; and Tracking reports	Permanent Secretary			
Mechanisms for resolving conflicts on ministerial mandates established	Create a resolution mechanism	No conflict resolution mechanism in place	Published circular on conflict resolution	Permanent Secretary			
Framework for stakeholder engagement developed	Stakeholder engagement mechanisms developed and operationalised	No structured Stakeholder engagement mechanism in place	Approved and published public Sector Stakeholder Policy	Permanent Secretary			

STRATEGIC OBJECTIVE 3: To engender a new culture of priority setting and relentless focus on key initiatives

OUTCOME: National and Ministerial priorities delivered by MDAs

OUTCOME INDICATOR: Number of priorities completed at National and Ministerial level

Output	Activity	Baseline	Output Indicator	Responsibility	2009/ 10	2010/11	2011/12	2012/ 13
Prioritization in Strategic Planning and management strengthened	Incorporate national priorities in MDAs Strategic Plans and performance contracts	National and Ministerial priorities not currently identified priorities current not identified	Signed performance contracts incorporating National and Ministerial priorities	Permanent Secretary				
	Ensure MDA selects 4 priorities		Approved list of ministerial priorities incorporated in performance contracts					
	Sequence implementation of national priorities	Implementation of national priorities not sequenced	Cabinet approvals	Permanent Secretary				

Strategy for coordination and implementation of national priorities developed	Determine the MDAs delivering specific national priorities	MDAs not grouped on the basis of National priorities	List of the grouping of MDAs around specific national priorities	Permanent Secretary			
	Appoint inter-ministerial taskforce for each national priority	Inter-Ministerial taskforce not in place	Appointment letters	Permanent Secretary			
	Develop and execute implementation plan for each national priority	No Action plan for implementation of National Priorities	Approved implementation Plans	Permanent Secretary			
	Develop a Public service wide communication strategy on priorities	No Communication strategy in place	Published Communication strategy	Permanent Secretary			

STRATEGIC OBJECTIVE 4: To enable a new system-wide focus to deliver policy priorities

OUTCOME: Capacity to deliver results built

OUTCOME INDICATOR: Number of Ministries delivering on their specific priorities

Output	Activity	Baseline	Output Indicator	Responsibility	2009/ 10	2010/11	2011/12	2012/ 13
Capacity of MDAs for delivery build	Undertake capability reviews of MDAs to deliver on priorities	Capacity assessment not available	Approved capability review report	Permanent Secretary				
	Develop and implement a capacity building program to deliver on priorities	Inadequate capacity in MDAs	List of staff trained Approved action plans and reports	PS, OPM,				

Mechanisms for proactive tracking of delivery of priorities developed	Fully operationalise Electronic Project Monitoring Information System (E-ProMIS)	Priorities not tracked	Published M&E reports	PS OPM, PS Finance				
	Develop tools & mechanisms in OPM for collating & synthesising status reports	Inadequate tools and mechanisms for collating and synthesizing M&E reports	Approved M&E reports M&E guidelines and tools	PS OPM				

STRATEGIC OBJECTIVE 5: To modernize Government through Public Service Transformation

OUTCOME: Results-driven, responsive Government trusted by citizens

OUTCOME INDICATOR: National customer Satisfaction Surveys results

Output	Activity	Baseline	Output Indicator	Responsibility	2009/10	2010/11	2011/12	2012/13
Results Based Management mainstreamed in the Public Service	Undertake an RBM capacity assessment of MDAs	RBM is being institutionalized in MDAs	Approved capacity assessment report and action plan	Permanent Secretary				
	Build RBM capacity of MDAs	Inadequate RBM capacity in MDAs	Approved capacity building reports	Permanent Secretary; PSs MDAs				
	Review performance management tools to focus on outcomes	Performance management tools not results-oriented	Revised Performance Management tools (PC and PAS)	Permanent Secretary; PSs MDAs				

Service delivery improvement plans developed and implemented	Establish new service delivery standards in (10) selected key services per year Re-engineer systems, processes and procedures in the ten (10) selected key services Review Service delivery regulations in the ten (10) selected key services Accelerate e-Government initiatives	Service delivery standards not benchmarked against best practice Slow systems, processes and procedures in operation Outdated service delivery regulations in operation OPM/MDAs not Networked Electronically	Ten (10) new service delivery standards documented per year New service delivery systems, processes and procedures operationalized in targeted services New service delivery regulations documented and in use. Certificates for installed LAN and WAN; e-Government initiatives rolled out	PS OPM; PS MDAs PS OPM; PS MDAs PS OPM; PS MDAs PS OPM; PS MDAs			
Framework to increase citizen participation in decision-making and service delivery created	Establish two 'one-stop-shops' per year Undertake biennial national customer satisfaction surveys	No integrated Service Delivery. National customer satisfaction surveys not institutionalised	Two 'One-stop-shops' in operation National customer satisfaction survey tools and reports	PS OPM; PS MDAs PS OPM; PS MDAs			
Outcome-driven human resources management reform management strategy (HRMRS) implemented	Improve MDA- specific customer satisfaction surveys Finalise and implement HRMRS.	Weak tools for MDA specific customer satisfaction survey Human Resource Management Reform Strategy not implemented	New MDA-specific customer satisfaction surveys tools and reports Published new guidelines and regulations on HRM	PS OPM; PS MDAs PS OPM			

<p>Professionalism, integrity and values in the Public Service promoted</p>	<p>Encourage public service professionals to join professional bodies</p>	<p>Lack of adherence to codes of conduct by Public service professionals</p>	<p>List of officers registered by professional bodies</p>	<p>PS OPM</p>			
<p>Establish a panel of eminent retired Public Service professionals and an Executive Corps</p>	<p>No Panel of eminent retired Public Service professionals No Executive Corps</p>	<p>Published List of Panel of eminent retired Public Service professionals; Letters of invitation to the Executive Corp</p>	<p>PS OPM</p>				
<p>Carry out baseline survey on observance of values and ethics in MDAs</p>	<p>No Baseline survey conducted</p>	<p>Approved baseline survey tools and report</p>	<p>OPM, PS</p>				
<p>Undertake perception survey on public sector values and ethics</p>	<p>No Perception survey on public sector values and ethics.</p>	<p>Approved survey tools and report</p>	<p>PS OPM</p>				
<p>Promote the strengthening of professional bodies</p>	<p>Potential for strong professional bodies not recognized.</p>	<p>Professionalism demonstrated by professional bodies.</p>	<p>P S OPM</p>				
<p>Ensure development and compliance to codes of ethics in services not currently covered</p>	<p>Only PSC and TSC has Public Service code of ethics developed.</p>	<p>Published Codes of Ethics for the 5 commissions Approved compliance reports</p>	<p>PS, OPM</p>				

CHAPTER EIGHT

Resource Mobilisation and Allocation

The Government adopted programme-based budgeting in the 2008/09 financial year in line with Results Based Management approach being institutionalized. This is aimed at relating the inputs of resources to the desired outputs/outcomes. The Office of the Prime Minister has therefore identified two programmes derived from its key strategic objectives to be funded during the Strategic Plan period. These programmes are:

- (i) Prime Minister's Affairs
- (ii) Coordination and Supervisory Services.

These programmes will mainly involve coordination and supervisory functions which will be supported by the tracking of monitoring and evaluation activities. The programmes will also be supported by various administrative services.

The resources required to implement this Strategic Plan are estimated at Kshs 13,363,451,453 over the plan period. These resources will be sourced through:

- (i) Government budgetary process
- (ii) Development Partners' support.

8.1 Government Budgetary Process

The OPM will bid for required annual budgetary funding under the Government MTEF budgetary process. The budgetary bidding will be based on the proposed annual work-plan programmes which are aligned to the Strategic Plan priorities.

To fully implement this plan, the following programmes and their sub-programmes have been proposed for funding over the next Four (4) fiscal years. The estimated resource requirements for these programmes shown in Table 8.1.0 include the current expenditure estimates and the resources that will be required to strengthen the Office as proposed by the plan.

Table 8.1.0: Summary of Expenditure By Programmes and Sub-Programmes MTEF Year Period 2009/10 – 2011/12 OPM Requirements (in Ksh Million)

Sub-Programme/Activities	2009/10	2010/11	2011/12	2012/13
Programme 1: Prime Minister's Affairs				
Communication and Press Services	260	262	262	350
Protocol and Liaison Services	270	271	300	270
Political and Parliamentary Affairs	390	420	420	420
Household Services	410	508	508	520
Sub-Total	1,330	1,461	1,490	1,560

Programme 2: Coordination and Supervisory Services				
Performance Contracting Services	300	366	362	370
Public Service Reforms	432	550	640	740
Monitoring and Inspection	360	402	550	650
Coordination Services	740	578	603	673
Sub-Total	1,832	1,896	2,255	2,433
Total	3,162	2,930	3,645	3,993

Table 8.1.1: Summary Of Expenditure by Programmes and Sub-programmes MTEF Year Period 2009/10 to 2011/12 Resource Allocations (Ksh Millions)

Sub-Programme/Activities	2009/10	2010/11	2011/12
Programme 1:			
Communication and Press Services	134	262	262
Protocol and Liaison Services	134	271	300
Political and Parliamentary Affairs	427	420	420
Household Services	30	508	508
Sub-Total	735	1,461	1,490
Programme 2: Coordination and Supervisory Services			
Performance Contracting Services	80	305	334
Public Service Reforms	161	611	668
Monitoring and Inspection	184	402	550
Coordination Services	765	578	603
Sub-Total	1,162	1,896	2,155
Total	2,055	3,357	3,645

The Strategic Plan Programmes and Sub-Programmes proposed expenditure estimates amount to Kshs 3,162 Millions for FY 2009/10 (Table 8.1.0), while the allocated budgetary provision amounts to Kshs 1,897 Millions for FY 2009/10 (Table 8.1.1). This results to a deficit of Kshs 1,265 Million that has to be sourced to meet the planned programme implementation for the first financial year. The deficit included essential budgetary requirements that were not accommodated in the budget and the items are as follows:

- (i) KShs 290.6 million: operationalisation of the Strategu and Delivery Unit
- (ii) KShs 327.2 million: for the Mau Task Force, Coordination of Eastleigh Infrastructure and cascading of the 'Kenya We Want' to the provincial and district level
- (iii) KShs 132.0 million: personnel emoluments for new staff
- (iv) KShs 514.0 million: capacity building for new staff and departments

The projections for current resource allocations and current resource requirements for both re-current and development estimates are shown in Table 8.1.0 and 8.1.1 respectively. The expenditure allocations meet the Strategic Plan requirements for the FYs 2010/11 and 2011/12 MTEF Period. GOK expenditure provisions for FY 2012/13 have not been indicated as the GOK provisions are aligned to the MTEF Budgetary Framework for FY 2009/10 to 2011/12.

Table 8.2: Resource Requirements and Annual Resource Allocations, both recurrent and development estimates.

Recurrent Estimates			
	2009/10	2010/11	2011/12
Resource Requirements	3,161,700,000	2,189,978,136	2,500,005,389
Resource Allocations	1,897,000,000	2,377,400,000	2,590,400,000
Deficit	1,264,700,000	187,421,864	90,394,611

8.2 Development Partners Support

As a result of the projected expenditure estimates deficits for the FY 2009/10, OPM will request for increased Exchequer allocation and support from Development Partners. The additional resource requirements are necessary to establish the new Departments and enhance OPM's role in improving delivery of public services, accountability and transparency in Government and promotion of Public Service Reforms in general.

8.3 Prudent Management of Resources Raised

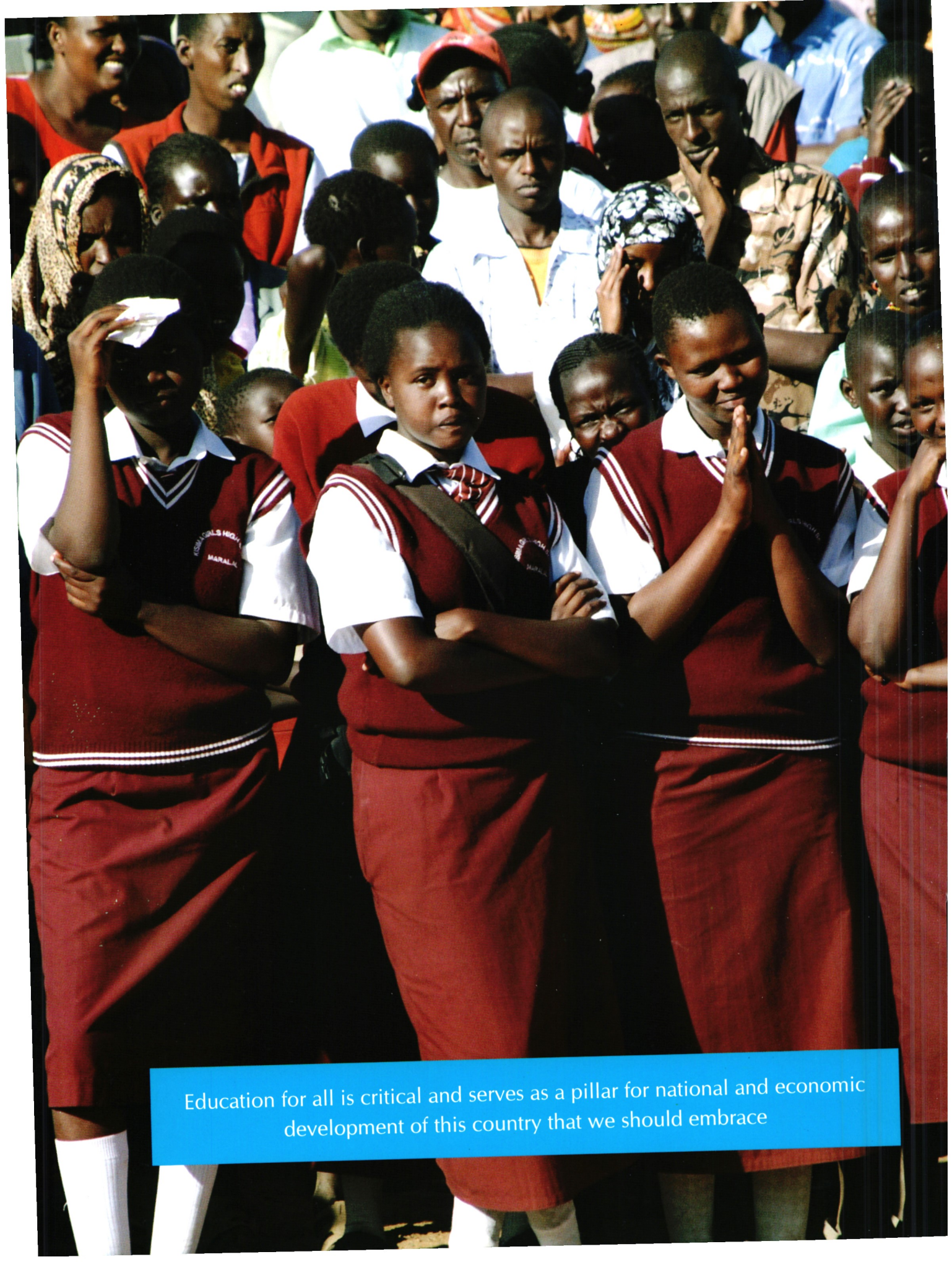
In implementing its planned programmes, OPM will place emphasis on efficient utilization of resources. This is important to set OPM as a role model for other MDAs. It will also ensure that the Office has the credibility required to effectively undertake its coordination and supervisory mandates. Optimal utilization of resources will be achieved through adoption of modern management methods that promote:

- (i) Elimination of wastage
- (ii) Procurement that promotes value for money
- (iii) Restricting contracted services to areas where internal capacity cannot cope
- (iv) Prioritizing contracted services to address areas where internal capacity is inadequate
- (v) Use of ICT in OPM operations in order to reduce cost of doing business
- (vi) Promotion of shared services within OPM

8.4 Capacity Building

A Training Needs Assessment will be undertaken to identify capacity gaps that have to be bridged to improve OPM institutional productivity. Training and capacity building programmes will be developed that will focus on Public Financial Management, Performance Management, Leadership Skills, Policy Development and other technical competencies. In line with capacity building requirements, modern working tools and work place environment will be continuously improved.

The annual programmes of Departments/Units derived from annual work-plans in the process of implementing this Strategic Plan, including staffing requirements will be aligned to the OPM programmes in line with the MTEF budgetary guidelines.



Education for all is critical and serves as a pillar for national and economic development of this country that we should embrace

CHAPTER NINE

Monitoring and Evaluation of the Plan

This Plan has been designed to facilitate the realisation of the Vision and Mission of the Office of the Prime Minister and support accountability in the delivery of the Prime Minister's Mandate. Since monitoring and evaluation is a critical part of the service delivery process the Strategic Plan will be cascaded to more sharply defined performance targets.

This process will begin with the preparation of Annual Work Plans by each Department in the Office. These plans will clearly identify the priority goals, milestones and outcomes together with the allocated resources. The Work Plans will be prepared by Heads of Departments and will be discussed and finally signed off by the PS OPM. Project management approaches will be used to ensure the plans are dynamic and responsive to changing circumstances and that senior officers are held to account and duly recognised for their achievements. The Plans will be agenda items for the meetings of the Permanent Secretaries dealing with coordination and supervision as considerable cross department working and coordination will be required to deliver the overall OPM Plan.

The Secretariat for this Committee, led by the Secretary Administration will periodically monitor progress on the plans to provide briefing for the OPM Committees of Permanent Secretaries. Where appropriate the Prime Minister, Deputy Prime Minister, Ministers of State will be briefed on progress. Properly prepared, the plans will be 'living documents' and should clearly show progress against goals without the need for any substantial additional reporting, unless on an exception basis; for example, to explain unexpected circumstances or necessary changes to the plan.

In addition to Permanent Secretaries' coordination and supervision meetings, regular meetings with Heads of Departments will assess progress, resolve problems and identify any support or development needs.

In preparation of the Work Plans Departments will be encouraged to consult stakeholders. Structured dialogue with key stakeholders will be a feature of the plans as will a proactive approach to problem solving and achievement of goals.

The Implementation Plan and Annual Work Plans will form the basis and tools for the M&E process. Many OPM Departments are new and staff will be unfamiliar with M&E techniques. The staff will undergo training and coaching to ensure that rapid and effective progress is made in M&E within the constraints of a new establishment and demanding work programme.

On a wider scale and working with existing M & E departments, monitoring and evaluation reports such as African Peer Review Mechanisms (APRM) reports will be used to track Government performance.

The M&E of the Strategic Plan will be the responsibility of the PS OPM.

NOTES