REPUBLIC OF KENYA

STATE DEPARTMENT FOR IMMIGRATION AND CITIZEN SERVICES

STRATEGIC PLAN, 2023 – 2027

July, 2023

FOREWORD

The Strategic Plan (2023-2027) of the State Department for Immigration and Citizens Services is anchored on the Constitution of Kenya, Vision 2030, Medium term Plan IV, Bottom-Up Economic Transformation Agenda and the Ministerial Strategic Plan (2023-2027). It provides the framework through which the State Department aligns itself to Government agenda, International and regional obligation, operational environment in a bid to facilitate sustainable and efficient utilization of public resources in the delivery of core services and attainment of national development goals. Implementation of the 2018-2022 plan led to drastic improvement in Immigration and citizen services. This Strategic Plan (2023-2027) was developed through stakeholder engagement by identifying the gaps and opportunities within the State Department.

To fully unleash the potential of the workforce, this strategic plan endeavors to exploit opportunities geared towards reforms and outputs rather than inputs. It also focuses on maximizing flexibility to administer resources efficiently and effectively in order to deliver expected results. The plan also recognizes the involvement of stakeholders to reduce the barriers created while accessing immigration and citizen services in order to provide ultra-modern immigration and citizen Services that meet international standards.

During the plan period, the following projects and programmes will be implemented among others: digitization of manual records, onboarding all government services to E-citizens platform, issuing passports to 30M Kenyans, issuing of Unique Personal Identifier number, issuing of 3rd generation ID (E-ID identity cards), automation of registration services through installation of Live Capture Units (LCU) in all sub county registries, establishing fingerprint laboratory, bureau, Construction of national registration registries, mobility enhancement; Rollout of Civil Registration Vital Statistics System, modernization of immigration border control management system, recruitment, training and welfare of personnel; enhancement of peaceful co-existence between refugees and the host communities; establishment of Kenya Institute of Migration Studies (KIMS); construction of additional border control points and immigration staff houses; enhancement of voluntary repatriation of refugees, and Support implementation and roll out of the Marshall plan and the Kenya Comprehensive Refugee Response Framework (CRRF).

To achieve the aspirations of the plan therefore, all stakeholders including the private sector as well as humanitarian and development partners are encouraged to support the State Department in implementing the planned projects and programmes. This will go a long way in the realization of the set objectives of the plan and make Kenya a safe hub in the region.

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CABINET SECRETARY
MINISTRY OF INTERIOR AND NATIONAL ADMINISTRATION

PREFACE

The 2023–2027 is anchored on the success of the preceding plan that cascaded e-Passport issuance; installed e-Visa system; trained and equipped Fraud Detection Units (FDU) on document examination and forgery detection; automated registration of asylum seekers and refugees; acquired and installed live capture units in all Huduma Centres and National registration County offices; constructed national registration registries; recruited immigration officers as well as registration officers and fingerprint officers; acquired vehicles to enhance mobile registration services; and digitized immigration and civil records; launched the Kenya Institute of Migration Studies (KIMS), constructed forensic laboratory for training and document examination at JKIA; constructed10 civil registration offices and automated birth and death certificate issuance in Nairobi City County among others.

This strategic plan will play a key role in enhancing immigration and citizen services by focusing on the following : Installation of Integrated Border Control system, Advanced Passenger Information (API), e-Foreign National System(e-FNS), e-Visa, and Seafarers Identity Document; increase passport control centers; installation of high-end capacity passport printers; digitization of records; recruitment of officers; roll out unique personal identifiers; issue electronic (E-ID) identity card (3rd generation); roll out digital ID; develop and implement refugee Marshall Plan; registration and refugee offenses; onboard all government services onto the e-citizen platform; modernize the National Population Database; establish the Kenya Institute of Migration Studies; and strengthen policy and legal frameworks.

The success of the State Department will depend on staff commitment and innovations to improve service delivery. I therefore, call upon members of staff to be committed to the implementation of this strategic plan and implore them to embrace change as a critical and inevitable process that must be undertaken to ensure effective service delivery. The strategies that have been proposed in this plan will bring desired benefits both to our internal and external stakeholders.

Finally, it is my humble pleasure to invite all stakeholders to support the implementation of this strategic plan for a progressive and forward-looking organization. My appreciation goes to the Cabinet Secretary, my fellow Principal Secretaries, stakeholders, and staff for their valuable contributions during the preparation of this strategic plan.

AMB. (PROF) JULIUS K. BITOK, MBS
PRINCIPAL SECRETARY
STATE DEPARTMENT FOR IMMIGRATION AND CITIZEN SERVICE

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CONCEPTS AND TERMINOLOGIES

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

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

Key activities: A set of planned actions that have been designed to achieve specific outputs, outcomes, objectives, or projects.

Key Result Areas: This is an outline of the organization's area of focus. It also refers to the general areas of outputs or outcomes for which an organization's role is responsible.

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

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

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

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

Programme: A grouping of similar projects and/or services performed by a State Department or National/County Department to achieve a specific objective; the programme must be mapped to strategic objectives.

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

Strategic goal: A broad long term objective that we are set to achieve in the plan period.

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

Strategic Objectives: These are what the organization commits itself to accomplish in the long term; they establish performance levels to be achieved on priority issues and measures of success in fulfilling critical mission statement elements.

Strategies: a plan of action deliberately designed to achieve some intended goals.

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

ACRONYMS AND ABBREVIATION

AFIS	Automated Fingerprint Identification System
AIA	Appropriation-in-Aid
API	Advanced Passenger Information
ASAL	Arid and Semi-Arid Lands
AU	African Union
BETA	Bottom-Up Economic Transformation Agenda
CBO	Community Based Organization
CIDP	County Integrated Development Plan
COMESA	Common Market for Eastern and Southern Africa
CPPMU	Central Planning and Projects Monitoring Unit
CRD	Civil Registration Department
CRRF	Comprehensive Refugee Response Framework
DIS	Directorate of Immigration Services
EAC	East African Community
FDU	Fraud Detection Unit
FNS	Foreign National Systems
FRS	Facial Recognition Systems
GOK	Government of Kenya
ICAO	International Civil Aviation Authority
ICT	Information and Communication Technology
IPDMS	Integrated Population Data Management Service
IPRS	Integrated Population Registration Services
ISO	International Organization of Standardization
JKIA	Jomo Kenyatta International Airport
KCFNMSA	Foreign National Management Service Act
KIMS	Kenya Institute of Migration Studies
KRA	Key Result Areas
KRA	Kenya Revenue Authority
NCM	National Coordination Mechanism for Migration
M&E	Monitoring and Evaluation

MCDA	Ministries Counties Departments and Agencies
MDAs	Ministries, Departments and Agencies
MRCTD	Machine Readable Convention Travel Document
DMU	Department Management unit
MTP	Medium Term Plan
NHIF	National Health Insurance Fund
NIIMS	National Integrated Identity Management System
NIMES	National Integrated Monitoring and Evaluation Systems
NRB	National Registration Bureau
NTSA	National Transport and Safety Authority
DRS	Department of Refugee Services
PESTELE	Political Economical Social Technological Environmental Legal Ethics
PISCES	Personal Identification Secure Comparison and Evaluation System
PIMS	Public Investment Management System
PPP	Public Private Partnership
QMS	Quality Management System
GPRS	Government Performance Reporting System
SDG	Sustainable Development Goals
SID	Seafarers Identity Document
SWOT	Strength Weakness Opportunities Threat
TWG	Technical Working Group
UAE	United Arab Emirates
UN	United Nations
LCU	Live Capture Unit

EXECUTIVE SUMMARY

This Strategic Plan (2023-2027) is a statement of intent for the State Department for Immigration and Citizen Services on the steps to be taken to achieve the vision and to improve on the management of Immigration and citizen service. The plan is founded on the Constitution and borrows heavily from the previous Directorates' strategic plans, Executive Order No. 1/2023, MTP IV of the Kenya Vision 2030 and the government agenda. The Plan recognizes the importance of border surveillance and security, digitization of government services to e-Citizen portal, registration of persons, registration of births and deaths, population data management and Refugee Management as a core foundation for the Nations growth and prosperity.

This is a pathway for the achievement of the State Department's strategic objectives over the next five years. It provides a framework for the transformation of Immigration and Citizen services into a global leader in population and registration and provision of e-Citizen services. It also provides the framework to be used in budgeting and planning of activities, Performance contracting and a source of individual work plans for implementation.

The main institutional enablers for this transformational framework include but not limited to rebranding of the department, development and review of policies, human capital, technology, financial resources, collaboration and partnership, policies and procedures. It's important to note the State Department will be seeking to leverage on technology by onboarding more services on e-Citizen platform to improve citizenry access to government services.

For proper execution of her mandate, the State Department is organized into six (6) directorates namely Directorate of Immigration Services (DIS), Directorate of E-Citizen Services, Department of Refugee Services (DRS), Integrated Population Data Management Service (IPDMS), Civil Registration Services (CRS) and National Registration Bureau (NRB). In addition to this, the department will enhance its capacity to deliver on its mandate through recruitment, training, and development of human resources and performance management.

For successful implementation, resource mobilization is critical as Kshs **159,442.35** billion will be required to implement the planned projects and programme over the plan period. To ensure prudent use of resources, a monitoring and evaluation framework, expenditure monitoring and controls as well as audit roadmap has been developed to check on the progress, review and control elements necessary to achieve the strategic objective.

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter provides the significance for developing the 2023-2027 State Department Strategic Plan. It also provides the Strategic Plan anchorage and alignment to the international, regional and national development frameworks such as Bottom-up Economic Transformation Agenda (BETA), Kenya vision 2030, East African Agenda 2050, African union Agenda 2063, and the United Nations Sustainable Development Goals.

1.1 Strategy as an imperative for Organizational Success

Over the years, significant strides have been made in improving immigration services, population data management and registration services. However, the department is still faced by various challenges. Therefore; this plan provides strategic interventions and measures to enhance efficiency and effectiveness in citizenry service delivery by providing a mechanism through which the Government communicates with its stakeholders on planned programme, projects and utilization of resources. The Strategic Plan will act as a point of reference for the preparation of the medium-term budget framework, annual work plans and performance contracts.

The 2023-2027 Strategic Plan acts as a guide for a seamless implementation of the State Departments programme and projects to enhance immigration and citizen services. It envisions a satisfied citizenry by implementing sustainable solutions and strategies. To improve immigration and citizen services, the State Department will; install an integrated border control and automated system(API/PNR, e-Gates, e-Visa, e-fns, Facial Recognition System), increase passport control centers, install high end capacity passport personalization printers, Install and roll out Unique Personal Identifier (Maisha Namba), issue electronic (E-ID) identity cards (3rd generation), roll out digital ID card, establish a fingerprint laboratory bureau, automate all registration services and interlink all business processes to enhance efficiency in service delivery.

The State Department will carry out a holistic system upgrade (both Hardware and Software) and develop a modern business continuity infrastructure, upgrade cyber security systems, validate and incorporate data held by NIIMS in order to enhance National Population Register, connect more agencies to the IPRS system, coordinate the digitization, automation and onboarding of all government services to the e-Citizen platform and establish security operation center (SOC). The Strategic plan will spell out the steps to be undertaken in order to operate with optimal staffing levels such as recruiting staff for the new Directorates like e-Citizen, Integrated Population Data Management Service and Refugee Services. It also informs the review of organization structures, policies and regulations governing various mandates.

1.2 The Context of Strategic Planning

The 2023-2027 Strategic Plan is anchored on the provisions of the Fourth Medium Term Plan (MTP IV) of vision 2030 themed "Transforming lives: Advancing Socio-economic development through the "BETA" Bottom-up Economic Transformation Agenda. The Plan is also aligned to the Sustainable Development Goals (SDGs), Africa Union Agenda 2063 and the East Africa Agenda 2050.

1.2.1 United Nations 2030 Agenda for Sustainable Development

Kenya is a signatory the to the UN Agenda 2030 on Sustainable Development Goals (SDGs), and places key focus on SDG 16,10 and 17. The SDG 16 aims to promote just, peaceful and inclusive societies for sustainable development**.** The State Department immensely contributes in achieving this goal by striving to provide legal identity for all, including birth registration to achieve this target, the State Department has put in measures to ensure that all persons over 18 have National Identity Cards and all child births are registered. In addition, the State Department endeavors to facilitate orderly, safe, and responsible migration and mobility of people through implementation of planned and well-managed migration policies in line with SDG 10.7**.** It will also endeavor to achieve SDG 17 by automating all government services. This will facilitate data sharing and coordination among government agencies as well as international corporations. We are also aligned to combating climate change and its effects through SDG 13 by ensuring that we integrate climate change measures into our planning and policies. Lastly, the State Department will strive to contribute towards SDG 8 of offering decent work and economic growth by implementing policies that promote sustainable tourism.

1.2.2 African Union Agenda 2063

Agenda 2063 is a development blueprint and masterplan for sustainable developments of Africa adopted by Heads of State and government in 2013. The State Department plays a key role in implementing the African Union (AU) Agenda 2063 aspirations 2 and4 that envisions a *peaceful and secure Africa* and an *integrated continent politically united and based on the ideals of pan Africanism and the vision of Africa Renaissance* respectively. Goal 1 of aspiration 2 envisions free movement of people and capital through establishing a united Africa and fast-tracking economic Integration. With this, the Government has abolished VISA requirement for all foreigners visiting the country.

Agenda 2063 primarily focuses on key areas such as economic development, governance, infrastructure, education, health, and gender equality, among others. It seeks to promote a united and prosperous Africa, driven by its own citizens and representing a dynamic force in the global arena.

However, the implementation of Agenda 2063's goals and aspirations would naturally involve various policy and legislative measures at the national and regional levels, which could potentially

touch upon issues related to e-citizen services, registration of births and deaths, registration of persons, entry and exits of persons, and population data. These issues are critical for effective governance, development, planning, and ensuring the rights and well-being of citizens.

1.2.3 East Africa Community Vision 2050

Kenya is a vibrant member of East African Community (EAC) which makes a her a party to Vision 2050 which articulates the Community's desired future state. The East African Community Agenda 2050 is a framework that envisions a harmonized approach to civil registration services across member countries (Burundi, Kenya, Rwanda, South Sudan, Tanzania, and Uganda). Establishing a National Registration Bureau (NRB) within each member country to oversee and manage the civil registration process, including births, deaths, marriages, and other vital events. NRB will be responsible for maintaining accurate and up-to-date records of all citizens and residents, ensuring the legal identity and rights of individuals.

The agenda 2050 emphasizes the facilitation of seamless movement of people within the East Africa region, while also ensuring security and data integrity. Development of a unified system for recording entry and exits of persons at border checkpoints, enabling efficient tracking of cross border movements. Collaborative efforts among member countries to share information and coordinate border control measures to enhance regional security.

Birth and death are a critical component of civil registration services ensuring accurate demographic data and supporting social welfare programs, Implementation of standardized processes for registering births and deaths across EAC countries, eliminating disparities and enhancing data comparability. Encouragement of timely registration of births and deaths to enable governments to allocate resources effectively and plan for social services.

The digitization process is a central pillar of the EAC Agenda 2050's approach to modernize civil registration systems migration from paper-based records to electronic databases, reducing administrative burdens, minimizing errors, and improving data accessibility. It also advocates for adoption of advanced technologies, such as biometric identification and secure data storage, to enhance the accuracy and security of digital records.

1.2.4 Constitution of Kenya

The Constitution of Kenya is the overarching and supreme law of the country that provides for one indivisible, independent nation, irrespective of existing religious, ethnic and cultural diversity. The Constitution of Kenya recognizes the importance of registration of births and deaths and outlines the right to have a birth or death of an individual registered, and this right is considered essential for various legal and administrative purposes. Article 12 emphasizes the right to accessible and adequate documentation, including citizenship, and provides for the registration of Kenyan citizens. The Constitution seeks to ensure that no citizen is denied the right to obtain identification documents.

The Constitution of Kenya addresses the movement of persons, including entry and exits. Every citizen has the right to enter, remain in, and reside anywhere in Kenya, as well as the right to leave Kenya. These rights can be restricted in specific situations, such as national security or public health concerns, but any restrictions must be reasonable, justifiable, and in accordance with the law.

While the Constitution of Kenya does not explicitly address the collection and management of population data, various laws and regulations in Kenya govern the collection, storage, and utilization of population data. The registration of births and deaths, as well as the registration of persons, contributes to the generation of population data that is used for planning, policy-making, and governance.

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

Vision 2030 is a long-term National development blueprint and is implemented through five year medium term plans (MTP). It aims to transform Kenya into a newly-industrialized middle-income country providing high quality of life to all its citizens in a clean and secure environment by 2030. The political and economic pillar of the vision 2030 identifies the critical role of the security sector to long-term sustainable development and poverty alleviation. To contribute to the achievement of the vision, the State Department has put in place strategies geared towards enhancing improved citizen services. The State Department endeavors to coordinate digitization of government services and fast-track security sector reforms in line with the government's development agenda themed Bottom-up Economic Transformation Agenda (BETA).

1.2.6 Sector Policies and Laws

The following provisions will guide the implementation of this strategic plan:

    i. Kenya Citizenship and Immigration Act, 2011
   ii. The Kenya Citizens and Foreign Nationals Management Service Act, 2011
  iii. The Security Laws (Amendment Act) Act, 2014
   iv. The Kenya Citizenship and Immigration Regulations, 2012
    v. The Counter-trafficking in Persons Act, 2010
   vi. Vienna Convention on Diplomatic Relations, 1961 (Exemptions)
  vii. Vienna Convention on Consular Relations, 1963 (Consular Services)
 viii. 1951 Geneva Convention on the status of the Refugees
   ix. 1948 Universal Declaration of Human Rights
    x. The Refugees Act – 2021
   xi. Registration of persons Act CAP 107
  xii. National Migration policy
 xiii. The Constitution of Kenya, 2010;
  xiv. The Kenya Vision 2030;
   xv. Bottom-Up Economic Transformation Agenda (BETA) 2022 – 2027;

1.3 Brief history and Mandate of the State Department for immigration and citizen services.

The State Department was created through the Executive Order No. 1/2023.Below is the history of various directorates and their respective mandates;

a) **Directorate of Immigration Services**

History

The control of entry and residence of foreigners into the country dates back to the introduction of what was called the Immigration Restriction Ordinance of 1906 that was in force until 1940. Immigration was further restricted by the Defense regulation (admission of women and children) of 1940. The 1906 Ordinance and the others in 1940, 1944, 1948 and 1956 imposed restrictions on persons who wished to travel to Kenya for permanent settlement. The Immigration Ordinance of 1948 formed the basis of the present-day Immigration Department after it was carved out of the Police department in 1950. The Immigration Ordinances were later revised in 1962 and 1964 when the latter was renamed the Immigration Act. 1964. The current operational law on Immigration in Kenya came into force on December 1, 1967 when the Immigration Act of 1964 was revised and a new Immigration Act 1967 Cap. 172 Laws of Kenya enacted.

Current Mandate

The Department derives its mandate from the Kenya Constitution Chapter VI, the Kenya Citizenship Act Cap. 170, the Immigration Act Cap.172, and the Aliens Restriction Act Cap.173 Laws of Kenya. The department is also guided by the Visa Regulations and international conventions e.g., Geneva Convention that Kenya is a signatory to. As stated in the mandates, the core functions of Immigration Department include:

a) Formulation of national migration policy, regular review of Immigration Laws and regulations and advice to the government on national migration issues.

b) Control and regulation of entry and exit of all persons at the country's airports, seaports and land border posts and the declaration and removal of prohibited immigrants.

c) The issuance of Kenya passports and other travel documents including United Nations Travel Document (UNTD) in conjunction with the United Nations High Commissioner for Refugees (UNHCR).

d) The control and regulation of residency through issuance and renewal of entry/work permits and other passes as provided by the Immigration Act, issuance of entry visas as provided under the Kenya Visa Regulations, the granting of Kenya citizenship to

qualified foreigners under the Citizenship Act and the Kenya Constitution and the registration of all non-citizens resident in Kenya under the Aliens Restriction Act and Orders.

e) Provision of consular services to nationals and foreigners at the Kenya missions abroad and the offering of quasi-consular functions to commonwealth countries who are not represented in Kenya and have requested the Kenya government for the service.

f) The enforcement of the Immigration Act, the Citizenship Act, the Aliens Restriction Act, the Visa Regulations and the investigation and prosecution of persons who contravene these Laws and Regulations.

b) **Department of Refugee Services**

History

Refugees have been coming to Kenya even before independence. In those days their documentation, registration and protection were not done since they were not referred to as refugees and they comfortably settled in as Kenyans. The Shiraz, Bajuni-Somali, Wasigua are some early refugee communities still found in the Coast Province while the Nubians and some communities from the Great Lakes region can be found spread in Nairobi and the Rift Valley particularly in the tea growing areas where they continue to provide labor.

After independence, the government set up a Secretariat under the Ministry of Home Affairs, which steadily increased refugees' documentation, registration and settling programme(s) for many years before a comprehensive formal process was put in place. This happened mainly in the urban centers particularly Nairobi. Those who needed assistance were placed at the Thika Reception Centre for Refugees. In the early 1990's the country experienced an unprecedented influx emanating from Somalia, Ethiopia and later Sudan. Currently there are only two camps i.e., Dadaab and Kakuma following repatriation of refugees to their countries of origin. In 2003 the Government started upgrading the Refugees Secretariat into a department. The Department of Refugee Affairs (DRA)was established by section 6 of Refugees Act 2006 now repealed. DRA was disbanded in May 2016 and renamed Refugee Affairs Secretariat (RAS). In November 2021, the new Refugees Act 2021 replaced the Refugee Act 2006. The new Act which came into force on 22nd February 2022 subsequently renamed RAS to the Department of Refugee Services (DRS) under section 7.

Current Mandate

The Presidential Circular number one and relevant international conventions which Kenya is a signatory to mandates the Department of refugees to ensure proper documentation, registration and protection of refugees and asylum seekers in the country in liaison with United Nations High Commissioner for Refugees (UNHCR) and other Stakeholders. The department also coordinates activities and programmes relating to asylum seekers and refugees and handle all operational aspects of protection and assistance of refugees;

c) **Civil Registration Services**

History

Registration of births and deaths was introduced for the first time in Kenya (then East African Protectorate) in 1904. At that time, the registration only applied to Europeans and Americans. In 1928 the current Act CAP 149 was enacted. It provided for the compulsory registration of the births and deaths of Europeans, Americans and Indians throughout Kenya and deaths of all persons of whatever race dying within a municipality. After independence in 1963, compulsory registration of all births and deaths was extended in phases to other areas beginning with Nairobi and Nyeri on 12th March 1963 until the whole country was covered on 1st September 1971. It then became compulsory to register all births and deaths occurring in Kenya irrespective of nationality, and those of its citizens occurring abroad. CRD became a department on 1st July 1989.

Mandate

The functions as mandated through the Births and Deaths Registration Act (Cap 149), Laws of Kenya and the Presidential Circular No 1 of 2008 on the organization of Government are as follows:

a) Registration of births and deaths
b) Preservation, security and custody of births and deaths records.
c) Issuance of births and deaths certificates
d) Processing of vital statistics – both natality (birth statistics) and mortality (death statistics)
e) Re-registration upon legitimation and recognition

d) **National Registration Bureau**

History

Personal identification in Kenya and subsequent legislation can be traced back to 1915 during the colonial period when the Native Registration Ordinance was passed. This Ordinance made it compulsory for all male natives who attained the age of sixteen years and above to at all times wear on their necks a metal container that was generally referred to as the 'KIPANDE'. This copper plated metal contained the registration certificate of the applicant and his particulars including his fingerprint impressions. The legislation was used by the colonial authorities to supervise and control the movement and recruitment of male indigenous Africans into colonial labor. While the colonial authorities used this legislation to distinguish one African native from the other, the natives viewed it as a way of curtailing their freedom of movement and means to achieving their basic economic needs. This led to discontentment with the Kipande System but thereafter, a popular Registration of Persons Ordinance Cap 50 was passed in 1947 in which all male persons (of all races, tribes and nationality) of 16 years and above was carried out. The system involved issuance of an identity card in a booklet form containing the particulars and fingerprint impressions of the holder.

On attainment of independence in 1963, the Registration of Persons Ordinance became the Registration of Persons Act Cap 107 of the Laws of Kenya with the booklet form being retained and the colonial crown replaced with the present Coat of Arms. In 1978, Cap 107 was amended to provide for the registration of all Kenyan citizens both male and female

who had attained sixteen (16) years and above. A fully-fledged Department of National Registration Bureau was created and the book form of the identity card was replaced with what has become known as the 1st Generation Identity card. In 1980, the act was amended again and the age of qualification for registration was raised to eighteen (18) years. In 1995 a second-Generation Identity card project was launched which is still in use to date.

MANDATE

The core functions are mandated through Registration of persons act cap (107) Laws of Kenya as follows:

a) Identification and registration of all Kenyan citizens who have attained the age of eighteen (18) years and above.
b) Production and issuance of secure identification documents
c) Management of a comprehensive database of all registered persons
d) Registration and issuance of civil servants' cards for all Ministries, Departments and Agencies
e) Detection and prevention of illegal registration.

e) **Integrated Population Data Management Services**

The principles of population registration recognize the basic role of the government to establish, operate and maintain a reliable population registration system that produces legal documentation on vital events and their characteristics for the entire population. The government has in the past attempted to harmonize the various population registration activities with a view to achieving the above.

The Integrated Population Data Management Service (IPDMS) is mandated to create and manage a unified authentic National Biometric Master Population Database of all Kenyan citizens and foreign nationals in Kenya. The main purpose of the database is to provide comprehensive, reliable and secure data for Government and other authorized users.

f) **Directorate of e-Citizen Services.**

The Directorate of e-citizen was established under the executive order no.1 of 2023 and it's mandated to facilitate the support and adoption of an end-to-end e-citizen ecosystem; Coordinate and schedule the business process re-engineering for the various services within MCDAs, facilitate integration of all government's payments to the gazetted payment gateways; and provide guidance in the automation of the services and onboarding of identified new services onto the e-Citizen platform.

1.4 Methodology of Developing Strategic Plan

This Strategic Plan was formulated through a consultative and participatory process forums that involved a Technical Working Group (TWG) composed of officers drawn from the Directorates' staff and public participation. The top leadership provided the terms of reference for review/development of organization structure; a situational analysis and review of the previous plan was undertaken to identify emerging issues, lessons learnt, and challenges. A high-level consultative meeting was held in Naivasha to come up with best practices/strategic choices which resulted in a draft strategic plan. The State Department organized a workshop with external stakeholders to validate the final Strategic Plan. The validated strategic plan was then forwarded to the State Department for Economic Planning for review and feedback. The input received from the external stakeholders and the State Department for Economic Planning was incorporated to further improve and finalize the strategic plan. Finally, the strategic plan was published and disseminated for implementation.

CHAPTER TWO

STRATEGIC DIRECTION

2.0 Overview

This chapter examines the strategic direction the State Department will undertake for the attainment of the strategic goals in order to deliver on its Mandate. Further, the chapter provides the vision, mission, core values and quality policy statement for the Department.

2.1 Mandate

The State Department for Immigration and Citizen Services derives its mandate from the Executive Order No. 1 of 2023. The functions are: Registration of births and deaths; Registrations of persons; Policy on the National Integrated Identity Management System (NIIMS); Oversight over and Coordination of the Management of the National primary data registers for citizens and foreign nationals; Collaboration with other Ministries, Departments and Agencies regarding the collection of relevant primary data; Oversight of the Integrated Population Registration Systems (IPRS); Implementation of citizenship and immigration policy; and Implementation of Refugees' and Asylum seekers' Policies and Co-ordination of e-Citizen Services.

2.2 Vision

To be a global leader in Migration Management, Population registration and provision of e-Citizen Services.

2.3 Mission Statement

To enhance national security and socio-economic development by maintaining a comprehensive population database, efficient migration management, effective coordination of e-citizen services and timely registration and issuance of secure identification and travel documents.

2.4 Strategic Goals

  i.   Identify, register and issue Identity cards to all eligible persons
  ii.   Attain universal registration of births and deaths
  iii. Attain a comprehensive and reliable National Master Population Register
  iv.   Improve management and access of immigration services
  v.   Enhance refugee management services
  vi.   Increase access to e- government services
  vii. provision of effective policy direction, coordination and administrative services

2.5 Core Values

• Efficiency and Effectiveness

• Patriotism

• Teamwork

• Integrity (honest, accountable, transparency, impartiality, fairness)

• Customer focus

2.6 Quality Policy Statement

The State Department is committed to enhance National security and facilitate socio-economic transformation by ensuring timely issuance of secure immigration and registration documents, maintaining a comprehensive master database and coordinate e-Citizen services.

To achieve this the state department will;

1. Identify and understand customers' needs and expectation
2. Provide product services that meet or exceed our customers expectation
3. Develop and equip a team of highly qualified staff through capacity building
4. Continuously improve on the QMS process, capabilities and effectiveness
5. Ensure that quality objectives associated with this quality policy are established and regularly reviewed for continued stability

CHAPTER THREE

SITUATIONAL AND STAKEHOLDER ANALYSIS

3.0 Overview

This chapter explains both the external and internal environment that may affect the implementation of the strategic plan. It also looks at the stakeholder analysis and past performance of the State Department key achievements, the challenges it faced and lessons learnt.

3.1 Situational Analysis

3.1.1 External Environment

The external analysis examines the environment factors which will impact the department ability to implement the strategic plan. This ranges from the global, regional to local platforms. Below are the findings of the external situation analysis in line with PESTLE (Political, Economic, Social, Technological, Legal and Environmental) technique. The external analysis looks at the Opportunities and Threats that influence service delivery.

3.1.1.1 Macro-environment

Political stability in the country may significantly impact the implementation of the State Department strategic plan. Inflation could also affect price variations thereby affecting the procurement of goods and services and this may negatively impact the implementation of the planned policies, programs, and projects. Human mobility across international borders can have significant implications on national security, law enforcement, public health, and safety. Issues related to the management and use of natural resources, such as land and water may lead to increase in cross- border human conflicts while climate change may increase insecurity risks, emergency responses, and natural disasters, slowing the implementation process. The extent of corruption could also pose challenges to the implementation of the strategic plan, as it may hinder efficient resource use and thus compromise service delivery.

Kenya is a big importer of crude oil, and any change in the Dollar price affects crude oil prices and thus the Kenyan economy. A rise in the Dollar price leads to high crude oil and other commodities becoming costlier. The weak Kenyan Shilling also increases the import cost and thus adverse effects on the general prices of other commodities and thus impacting on the Plan implementation.

3.1.1.2 Micro-environment

The overall economic growth will play a crucial role in the implementation of the plan. Economic growth will determine the availability of resources to implement the planned policies, programmes and projects. The priorities of the Government such as national security, law enforcement, and public safety, may directly affect resource allocation on planned policies, programmes and projects. Changes in government, policies, laws and administrative guidelines may also influence the implementation of this plan. Again, the availability of resources for the strategic plan may be limited due to fiscal constraints, budgetary limitations and competing demands from other sectors. Embracing technological advancements, such as digital platforms and surveillance systems, can enhance the efficiency, effectiveness, and coordination of the State Department's policies, programmes and projects outlined in the strategic plan. However, fast changing technology may render the current Government's ICT equipment obsolete thus reducing operational efficiency and service delivery.

3.1.2 Summary of Opportunities and Threats

Table 1: Summary of Opportunities and Threats.

Environmental factor	Opportunities	Threats
Political	• Political good will • Regional integration • New political dispensation • Improved scope for collaborations with stakeholders and partners • Public sector reforms such as public service performance management. • Multi-agency approach in peace, security and information sharing.	• Reorganization of MDAs • Rising levels of insecurity among cross-border communities • Interference by local leaders and politicians. • Political instability in neighboring countries • Internally displaced persons and squatters. • Threat to political stability due to unemployment
Economic	• Favorable economic growth. • Interconnectivity of East African countries. • Leveraging the Blue Economy initiative. • Regional trading blocks. • Borderless East Africa thus free movement of goods and people • Geographical location of our country	• Budgetary constraints from Treasury and inadequate funding of planned programs. • Slow economic growth • Increased competition for tourism from the other East African and COMESA member countries. • Insecurity in the country and threat of terrorism resulting in travel advisories by Western countries. • Increased human-Wildlife Conflict.

Environmental factor	Opportunities	Threats
Social	• Enhanced public awareness • Visa free countries • National day celebrations e.g., UTAMADUNI day. • Public awareness on nationhood	• Human mobility across the international borders • High population growth rate • Cross border cultures transcend borders • Influx of immigrants and asylum seekers • Non-responsive citizens arising e.g., from illiteracy • Religion – e.g., Muslims who do not consider registration of deaths. • The interaction of corruption and Poverty among registration officials illegal ID and birth certificate acquisition which are subsequently used to seek legal travel.
Technological	• Digitalization of government services • e-Citizen platform • e-business platforms e.g., Mpesa and banking • Global communication linkages e.g., Internet and tele-conferencing • IPRS platform and existing registration systems.	• Cyber security • Development of parallel system to produce counterfeit documents • Inadequate and or incompatible ICT equipment and infrastructure • High Cost of ICT equipment and infrastructure. • lack of integrations within the MDAs
Legal	• Robust judicial system • International conventions • Existing acts and policies	• Litigation • Legal frameworks with conflicting interests
Ecological	• Environmental impact awareness campaign • Climate change adaptation and mitigation	• Land degradation • The expansiveness of the ASAL areas) leading to poor registration coverage. • Geographical location of our country therefore easy to access the country through illegal migration • Climate change

3.1.3 Internal Environment

The existence of well administrative structures, adequate resources and continuous capacity building will be key to effective implementation of the Strategic Plan. Furthermore; department's capacity to decentralize its services into counties and sub-counties will be very crucial to the implementation of the Plan. The State Department will endeavor to use institution-owned staff training facilities such as Kenya Institute for Migration and scholarship programmes offered by collaboration partners to minimize cost implication of training staff. Regional integration frameworks and cross border information sharing will play a key role in enhancing political and economic integration in the country.

3.1.3.1 Governance and Administrative Structures

The State department has a well-established administrative structure that is critical for the implementation of government policies and programmes across the country as shown below. However, inadequate staff remains a challenge to the attainment of optimal operating conditions.

Figure 1 : **Immigration and Citizen services administrative structure**
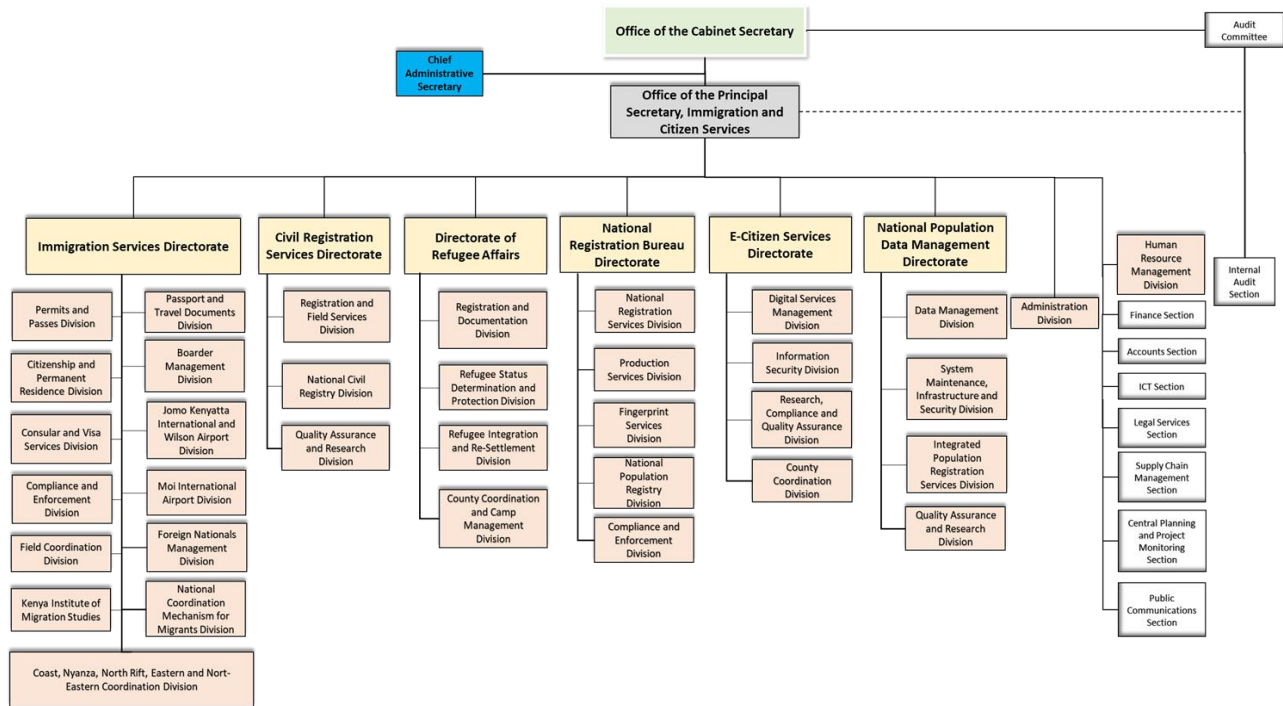
3.1.3.2 Internal Business Processes

Several milestones have been made in the streamlining of internal business processes such as automation of business process. However, red tapes in procurement processes, inadequate modern technological facilities and equipment as well as inadequate ICT infrastructure could impact

negatively on the implementation of the Strategic Plan. In addition to this, weak value systems may lead to partial achievement strategic plan.

3.1.3.3 Resources and Capabilities

Continuous capacity building for the Department is key in achieving the strategic plan. In view of this, inadequate personnel, inadequate transport facilities, inadequate physical facilities can slow down the implementation of the Strategic Plan. Further, lack of succession management plan, job rigidity and inadequate technical trainings would also have a negative impact on the implementation of the Plan.

3.1.4 Summary of Strengths and Weaknesses

Table 2*: Summary of Strengths, Weaknesses and Strategic Responses*

Factor	Strengths	Weaknesses
Governance and Administrative Structures	- National Government Administration Structures - Established organizational structure policies, structures, and systems - Vibrant media - Good will from public and stakeholders - Regional integration frameworks. - Established structures for community participation in peacebuilding and conflict management at International, National and County levels. - Multi Agency approach in peace information sharing. - Informed Citizenry	- Regional political instability. - Political uncertainties - Uncertainties and fluctuations in budgetary allocations. - Complexity and changing trends in crime - Negative community attitude towards public officers. - Lack of technical pool of multi-sectoral experts - Obsolete acts

Internal Business processes	• Record management system in place • Strong linkage with Key stakeholders hence ownership and participation. • Transport audit system in place • Integrated Payroll and Personnel Database system (IPPD) • Integrated Financial Management Information system (IFMIS) • Risk management framework	• Red tapes in procurement processes hence delayed project implementation • Weak M & E System. • Systems only partially automated e.g., registration system. • Weak value systems • Inadequate ICT infrastructure
Resources and Capabilities	• Potential exists for raising a lot of funds through AIA • Institution-owned staff training facilities for cost reduction • Skilled and experienced human resource • Existing stakeholder networks, partnership and collaborations	• Staff shortages in virtually all the departments • Lack of succession management plan • Job rigidity and inadequate establishments. • Inadequate transport facilities • Inadequate physical facilities

3.1.5 Analysis of past performance

3.1.5.1 Key Achievements

a) **National Registration Bureau**
During the period under review, the National Registration Bureau processed and issued six million four hundred and thirty-two thousand seven hundred and two (6,432,702) new ID card applications and five million three hundred and six thousand six hundred and thirty-seven (5,306,637) other types of applications (duplicates and changes). The directorate also acquired and installed two hundred and sixty-seven (267) Live Capture Units (LCU) in all Huduma Centers and National Registration County offices; digitized five (5) million manual records, constructed twenty-seven (27) National registration registries, recruited one hundred and seventy-four (174) registration officers and ninety-nine (99) fingerprint officers and trained two hundred and twenty-eight officers. Ten (10) vehicles were also acquired to enhance mobile registration services.

b) **Civil Registration Services**
The review of key achievements focused on four key result areas namely, Legal rights and privileges for all individuals, trusted and harmonized vital statistics, Good Governance and efficient service delivery.
The Department implemented a number of programmes which include: Improved registration coverage on births from 73.4 in 2018 to 80.6 percent in 2022 and 40.5 to 47.6 percent in death registration. Digitization of 32 million records; Operationalization of 13 field offices; Rolling out of CRVSS to 20 field offices and Construction of eight (8) office buildings. These programmes have gone a long way in improving the turnaround time in the Department as well as enhancing service delivery. Constructed 22 Sub-County civil registration offices and automated birth and death certificate issuance in Nairobi County.

c) **Integrated Population Data Management Service**
In the last five years under review the database/register has been populated with over 40 million records of persons population data sourced from primary registration agencies namely Civil Registration services for births and death records, Immigration services for foreign national and passport information, National Registration Bureau for ID information and Department of refugee services for refugee's information.

Further the directorate provided verification services on person's identity information to 220 agencies both in Government and Private sector. Also, the directorate generated revenue from verification services on a person's identity at a rate of Kshs 20 per request which contributed to National kitty. The Directorate developed and commissioned a cyber security system that has been instrumental to safeguard the operation of the National register; Carried out annual system maintenance/upgrade.

The Directorate collected 37 million raw population data under NIIMS project which we

are in the process of validating and incorporating in the main master database. In addition, the directorate Set-up a personalization and Printing Centre equipped with three modern card printing machines with a capacity of producing **70,000** cards per day and two ICT laboratories with the ability to configure 4000 data capture tablets/biometric kits per day. These tablets are currently being utilized by the state department for Immigration and Citizen Services in registration of births and deaths.

d) **Directorate Immigration Services**
The State Department cascaded e-Passport issuance to four (4) local stations in Embu, Nakuru, Eldoret and Kisii as well as in six (6) foreign stations in Washington DC, London, Paris, Berlin, United Arab Emirates (UAE), and Pretoria; deployed 14 passport mobile kits installed e-Visa system; established a forensic laboratory for training and document examination at Jomo Kenyatta International Airport (JKIA); Operationalized (six) 6 One Stop Border Posts in Busia, Lungalunga, Malaba, Moyale, Namanga and Taveta. Established Border Control and Operations Coordination Committees for Integrated Border Management; trained and equipped 12 Fraud Detection Units (FDUs) core officers on document examination and forgery detection by the National Airline Liaison (NAIL) team; automated registration of asylum seekers and refugees; ; recruited 240 immigration officers and digitized immigration records; launched the Kenya Institute of Migration Studies (KIMS); Piloted facial recognition system in JKIA, MIA, and Muhuru Bay border. Since September 2018 the Directorate has issued a total of 1,754,621 passports, 139,502 Permits, 19,387 Dependant passes, 29,809 student passes and 97,243 special passes, 5,977 permanent residence certificates, 1,956,762 e-visas, facilitated 11,296,306 arrivals and 11,421,468 Departures, registered 1,722 Shona stateless communities as Kenya citizens, facilitated the recognition of 6,966 members of the Pemba Community as one of the ethnic communities of Kenya, Participated in Evacuation of 771 Kenyans from Sudan and Ethiopia between April-May 2023. Participate in outreach programs organized by Diaspora Affairs to process 5,644 passports for Kenyans living abroad.

e) **Department for Refugee Services**
During the period under review, DRS registered 178,768 asylum seekers and Refugees. It also issued 17,534 Refugee Status Determination (RSD) decisions, 123,009 refugee certificates (ID) and issued 1223 MCTD (Machine readable conventional travel document) and appeal cases heard and determined 20.

As part of durable solutions, the department facilitated voluntary repatriation of over 8000 returnees to Ethiopia, Rwanda, Somalia and Burundi. Further, DRS rolled out paperless refugee identity cards processing using the Live Capture Units (LCU) and Machine-Readable Convention Travel Documentations (MRCTDS) to facilitate out of the country travel for refugees. Through Advocacy with MDAs and Private Service Providers, DRS was able to facilitate refugees to access services such as police clearance, Kenya Revenue Authority (KRA) pins, Community Based Organization (CBO) and Village Savings and

Loan Associations group registrations, marriage certificates, bank account opening, NHIF and NTSA driving licenses among others.

The department also spearheaded implementations of County Integrated Development Plans (CIDP) for Turkana and Garissa Counties which host the majority of asylum seekers and refugees residing in Kenya through realization of the Marshall plan (shirika plan)

f) Directorate of e-citizen Services
During the period under review, the Directorate of e-Citizen services cataloged and identified 10,000 citizen facing services, digitized and boarded 5,178 services on the e-citizen platform from the existing 397 services. It also introduced a user-friendly mobile application dubbed 'gava mkononi', USSD code and revamped e-Citizen portal to accommodate more services, this has led to improved accessibility and convenience for citizens seeking government services and information. To enhance the security of the portal the directorate established and equipped a security operation center with advanced technology to detect and deter cyber threats.

3.1.5.2 Challenges

i. Terrorism threats and attacks due to instability from the region.
ii. An increase in the number of illegal and irregular migrants seeking social and economic opportunities in Kenya.
iii. Human trafficking and smuggling of migrants have taken new trends that are more sophisticated.
iv. Document fraud and identity theft.
v. Porous borders.
vi. Inadequate ICT infrastructures.
vii. Cyber security threats are on the rise and are now more sophisticated as technology advances.
viii. Lack of integration of systems from different arms of the directorate that is critical in improving efficiency and service delivery.
ix. Proliferation of small arms from unstable neighboring countries
x. Smuggling of contraband goods, thus denying the government much needed revenue

3.1.5.3 Lessons Learnt

xi. Use of technology is effective in combating crime and there is a need to leverage ICT in the achievement of the objectives of the Strategic Plan.
xii. Embracing Public Private Partnership (PPP) is crucial in the implementation of policies, programmes and projects.
xiii. There is a need to enhance collaboration between the State Department and the members of the public through citizen participation.
xiv. Harmonization of policy and legislative frameworks relating to citizen services.

3.2 Stakeholder Analysis

The implementation of this Strategic Plan will require concerted efforts from all partners through mutually beneficial collaborations. Table 3.3 below presents the stakeholders' analysis.

Table 3 *: Stakeholder Analysis*

Stakeholder	Role	Expectation of State Department	Expectation of stakeholder
Citizenry	Cooperation and collaboration.	● Compliance with laws and regulations	● Provide feedback on service delivery. ● Timely issuance of immigration and registration documents.
The National Treasury and Economic Planning	managing the country's national finances	● Allocation of Funds through the budget processes. ● Logistical support.	● Prudent use of appropriated funds. ● Revenue collection
Ministry of Foreign and Diaspora Affairs	manage Kenya's Foreign Policy.	● Foreign and diaspora policy guidelines. ● Consular services. ● Guidelines on Treaties and Conventions. ● Cooperation and collaboration	● Information sharing. ● Cooperation and collaboration.
Ministry of Labour and Social Protection	promote decent work and protection of vulnerable groups	● Provide guidelines on labour laws. ● Guidelines on employment services.	● Information sharing. ● Cooperation and collaboration.
The State Law Office	provision of public legal services, protection and promotion of human rights and upholding of ethics and integrity.	● Legal and Advisory Services	● Adherence to the rule of Law
Judiciary	Deliver justice according to the Constitution and	● Expeditious disposal of cases.	● Adherence to the rule of Law.

Stakeholder	Role	Expectation of State Department	Expectation of stakeholder
	other laws.		
Office of the Director of Public Prosecution	Institute and undertake prosecution of criminal matters and all other aspects incidental thereto	• Prosecution of cases.	• Investigation of cases.
Ministry of East African Community Affairs	Widening and deepening economic, political, social and cultural integration	• Guidelines on East Africa Community protocols.	• Cooperation and collaboration. • Information sharing.
National Intelligence Service	security intelligence and counter intelligence to enhance national security in accordance with the Constitution	• Sharing of intelligence. • Capacity building. • Vetting.	• Share timely and accurate information related to security threats and opportunities.
Kenya Private Sector Alliance	Bring together business community in a single voice to engage and influence public policy for an enabling business environment.	• To be the voice of the private sector. • Partnership and collaboration.	• Partnership and collaboration. • Provide feedback on services offered.
Kenya Revenue Authority	Assessment, collection and accounting for all revenues that are due to government	• Information Sharing. • Cooperation and Collaboration in joint operation and training.	• Support operation against counterfeit and cross border illicit trade. • Cooperation and Collaboration in joint operation and training.

Stakeholder	Role	Expectation of State Department	Expectation of stakeholder
Kenya Ports Authority	maintain, operate, improve and regulate all sea and inland waterway ports in Kenya.	• Information sharing. • Cooperation and collaboration.	• Cooperation and collaboration.
Civil Society	champion their collective or common interests and concerns of the general public.	• Advocacy in security and safety • Capacity building of communities.	• Partnership in implementation of programs.
Department of Children Services	welfare and administration of children services	• Promote and protect children rights and safe custody.	• Enforce the children act 2022. • Advocacy against harmful cultural practices.
Suppliers	Continuous provision of quality goods and services	• Provide quality goods and services. • Compliance with public procurement laws and ethical practices.	• Timely payments for the goods and services supplied. • Compliance with public procurement laws and ethical practices.
Institutions of Higher Learning	Provide a globally competitive quality education training and research for development with an emphasis on science and technology.	• Capacity building. • Certification of qualifications. • Information sharing.	• Support and collaboration in research and training.
Development Partners	Collaborations and partnership	• Capacity building. • Financial and technical support. • Partnership in programmes	• Prudent resource utilization. • Implementation of policies, programmes and projects.

Stakeholder	Role	Expectation of State Department	Expectation of stakeholder
		implementation.	
The Media	Informing the public	• Provide media coverage on the Ministry's activities. • Advocacy for policies, programmes and projects.	• Cooperation and collaboration. • Adherence to the rule of law.
Parliament	Represents the will of the people, and exercises their sovereignty	• Enactment of laws and policies • Provide Adequate budgetary allocation	• Adherence to the rule of Law • Prudent use of appropriated funds
Financial institutions	Financial management	• Information sharing. • Cooperation and collaboration.	• Timely payments for the goods and services to suppliers. • Information sharing. • Cooperation and collaboration
Mobile telephone operators	Provision of mobile phone services	• Cooperation and collaboration	• Information sharing. • Cooperation and collaboration
Faith Based Organizations	Help those in need and improve the human condition	• Advocacy in security and safety • Capacity building of communities.	• Adherence to the rule of Law • Adherence to the National values and principles of governance
County governments	Management and coordination of the functions of the county administration and its departments	• Provide a conducive working environment in counties • Enactment of law and policies at county levels • Cooperation and collaboration	• Timely issuance of immigration and registration documents. • Cooperation and collaboration

Stakeholder	Role	Expectation of State Department	Expectation of stakeholder
Professional societies	promote the general professional welfare	• Capacity building.	Collaboration and cooperation

CHAPTER FOUR

STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

4.0 Overview

This chapter presents the key result areas (KRA) that the State Department has identified to be realized during the planning period. This KRA's have been Identified through looking at the strategic issues and setting the strategic goals. The strategic issues and strategic goals have all been outlined in this chapter.

4.1 Strategic issues

i.	Issuance of a secure National Identity card
ii.	Births and Deaths Registration completeness & Access to certificates
iii.	Quality of Vital statistics
iv.	Preservation & security of birth and death records
v.	Population data management
vi.	Consular service management
vii.	Issuance of Secure passport and other Travel documents
viii.	Foreign Nationals and Citizenship Management
ix.	Border Management
x.	Registration, documentation and protection of asylum seekers and refugees
xi.	Ease of access to government service
xii.	Manual business processes and stand-alone systems
xiii.	Data security
xiv.	Governance

4.2 Strategic Goals

i.	Identify, Register and issue secure identification documents to all eligible persons
ii.	Attain universal birth and death registration completeness
iii.	Enhance production and utilization of quality vital statistics
iv.	Enhance accessibility of birth and death records
v.	Attain a comprehensive and reliable National Master Population Register
vi.	Enhance Access to consular services for Kenyans living abroad
vii.	Ensure compliance with the international standards and the integrity and timeliness in the issuance of secure passport and other travel documents
viii.	Enhance regulation and monitoring of Foreign Nationals activities
ix.	Effectively regulate entry and exit of persons
x.	Enhance access to refugee services and restore dignity for the refugees and asylum seekers
xi.	Enhance access to Government services through e-citizen platform
xii.	Enhance Efficiency in service delivery
xiii.	Enhance data security and business continuity

xiv.   Enhance administration and institutional capacity

4.3 Key Result Areas

The State Department has identified Key Result Areas (KRAs) to be realized at the planning period. Each KRAs is linked to a specific strategic goal as summarized in table 4.

Table 4*: Strategic Issues, Goals and Key Result Areas*

Strategic Issue	Goal	KRAs
Issuance of a secure National Identity card	Identify, Register and issue secure identification documents to all eligible persons	Registration of all eligible persons
		secure national identity card
Births and Deaths Registration completeness & access to certificates	Attain universal birth and death registration and certification	Universal registration of births, deaths and certification
Quality of Vital statistics	Enhance production and utilization of quality vital statistics	Vital statistics
Preservation & security of birth and death records	Enhance accessibility of birth and death records	Preservation of records
Population Data Management	Attain a comprehensive and reliable National Master Population Register	National Master Population Register.
Consular service management	Enhance Access to consular services for Kenyans living abroad	Consular services
Issuance of Secure passport and other Travel documents	Ensure compliance to International Civil Aviation Organization (ICAO) standards, in the process of issuance of secure passport and other travel documents	secure passports and other travel documents
Foreign Nationals and citizenship Management	Enhance regulation and monitoring of Foreign Nationals activities	Foreign Nationals and citizenship services
		Immigration Law enforcement

Strategic Issue	Goal	KRAs
Border management	Effectively regulate entry and exit of persons	Safe orderly and regular migration
Registration, documentation and protection of asylum seekers and refugees	Enhance access to refugee services and restore dignity for the refugees and asylum seekers	Refugee Services
		Refugee Protection
Ease of access to Government services	Enhance access to government services through e-Citizen platform.	e-citizen services
Manual Business processes and stand-alone systems	Enhance efficiency in service delivery	Automation and Integration of services
Data security	Enhance data security and business continuity	Data protection
Governance	Enhance administration and institutional capacity	Institutional capacity Development
		Policy and Legal frameworks
	Rebranding	Development of Service Charters
		Development of State Department's Website
		Public sensitization campaigns on Immigration and Citizen Services roles

CHAPTER FIVE

STRATEGIC OBJECTIVES AND STRATEGIES

5.0 Overview

This chapter entails key result areas, performance projections, strategic objectives and the strategic choices (strategies).

5.1 Strategic Objectives

i. To identify and register all eligible Kenyans for timely issuance of identity cards
ii. To produce and issue secure national Identity cards to registered persons
iii. To attain universal registration of births and deaths and issuance of certificates
iv. To compile, analyze and disseminate annual vital statistics
v. To secure and preserve birth and death records
vi. To Create and Maintain a, reliable and comprehensive master population register
vii. To enhance access to consular services to Kenyans living abroad
viii. To ensure compliance and integrity in the process of issuance of secure passports and other travel documents
ix. To effectively Regulate, facilitate and monitor foreign Nationals residents in the country
x. To ensure compliance with immigration laws and regulations
xi. To effectively regulate entry and exit of persons
xii. To register all refugees and asylum seekers.
xiii. To enhance protection of refugee and asylum seekers
xiv. To establish and maintain a secure "one stop shop" platform for ease of access to government services (e-Citizen)
xv. To automate and integrate business processes
xvi. To ensure business continuity, integrity of data and prevention from cyber threats
xvii. To enhance skills, competences, Processes and resources
xviii. To strengthen policy and legal framework

Table 5 : **Outcomes Annual Projections**

			Projections				
Strategic Objective	**Outcome**	**Outcome Indicator**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
KRA: Registration of all eligible persons							
To identify and register all eligible Kenyans for timely issuance of secure identity cards	Access to citizen rights and services	% of eligible Kenyans registered	100	100	100	100	100
KRA: Secure National Identity cards							
To produce and issue secure national ID cards to registered persons	secure ID cards	% of ID cards produced and issued	100	100	100	100	100
KRA - Universal Registration of Birth, Death and certification							
To attain Universal Registration of birth, Death and Issuance of certificates	legal Identity	% of births and deaths registered	100	100	100	1000	100
KRA: VITAL STATISTICS							

To compile, analyze and disseminate annual vital statistics	reliable vital statistics	No. of reports disseminated	1	1	1	1	1

KRA: Preservation of Records

To secure and preserve Birth and Death Records	accessibility and safety of records	% of records preserved	100	100	100	100	100

KRA: National Master Population Register

To Create and Maintain a, reliable and comprehensive master population register	A credible Population register	% of data Comprehensiveness in the register	100	100	100	100	100

KRA: Consular services

To enhance access to consular services to Kenyans living abroad	Customer satisfaction by Kenyans living abroad	% level of customer satisfaction	100	100	100	100	100

KRA: Secure Passport and other Travel documents

To ensure compliance and integrity in the process of issuance of	Recognized passport and other travel document	Passport Ranking Index	50	40	30	20	10

secure passports and other travel documents							

KRA: Foreign Nationals and Citizenship services

To effectively Regulate, facilitate and monitor foreign Nationals residents	Increased social economic contribution.	% of increase level of foreign investors	20	30	30	40	40

KRA: Safe orderly and regular migration

To ensure compliance with Immigration laws and regulations	Enhanced security	% of crimes solved	100	100	100	100	100
To effectively facilitate entry and exit of persons	Enhanced economic development	% increase in tourists	20	20	20	20	20

KRA   Refugee services

To register all refugees and asylum seekers	Access to services by refugees and asylum seekers	% of refugees and asylum seekers registered	100	100	100	100	100

KRA: Refugee Protection

To enhance protection of	Safety and dignity for	% level of refugee	100	100	100	100	100

refugees and asylum seekers	refugees and asylum seekers	satisfaction					

KRA   e-Citizen services

To establish and maintain a secure one stop shop platform for ease of access to government services	Access to government services on e-citizen platform	% of services onboarded on e-citizen platform	30	60	80	90	100

KRA: Automation and Integration of services

To automate and integrate business processes.	seamless business flow	% level of automation and integration	50	80	100	100	100

KRA: Data protection

To ensure business continuity, integrity of data and prevention from cyber threats	Efficient uninterrupted service to the public	% level of continuity	100	100	100	100	100

KRA: Institutional Capacity Development

To enhance skills, competencies,	Enhanced service delivery	% level of customer satisfaction	100	100	100	100	100

processes and resources	Effective mandate delivery	% level of mandate achievement	100	100	100	100	100

KRA: Policy and Legal Framework

To strengthen policy and legal framework	Effective coordination of services	% level coordination	100	100	100	100	100

5.2 Strategic choices

To achieve the objectives, the State Department has identified key strategies on handling the strategic issues. After a thorough review of the strategies, it drew the strategic choices as indicated in table 5.2

Table 6: *Strategic Objectives and Strategies*

S/No	Key Result Area	Strategic objective	Strategies
1.	Registration of all eligible Persons	To identify and register all eligible Kenyans for timely issuance of National Identity cards	Install Live Capture Units in Sub County and Divisional Offices
			Operationalize new Sub County and Divisional Offices
2.	Secure National Identity card	To produce and issue Secure National Identity card to registered persons	Upgrade national identity (Central Processing and Production) system to accommodate printing of electronic Identity Cards (3rd generation ID card).
			Upgrade National ID design and security features

S/No	Key Result Area	Strategic objective	Strategies
			Upgrade the current AFIS system
			Establish a Fingerprint Laboratory
			Roll out of digital ID
			Register and issue Kenya civil servants Identity Card
3.	Universal Registration of Birth, Death and certification	To Increase Birth Registration completeness to 100%	Implementation of UPI system across all civil registration offices and to all registration agents
			Upgrade Birth and Death Certificate design and security features
			Mobile outreaches
4.	Vital statistics	To compile, analyze and disseminate annual vital statistics	Production, Analysis and dissemination of regular vital statistics.
			Data quality improvement plan.
			Train on data collection, analysis & reporting
5.	Preservation of	To secure and	Binding of records

S/No	Key Result Area	Strategic objective	Strategies
	Records	preserve Birth and Death Records	e-Archiving and e-Filling
6.	National Master Population Register	To Create and Maintain a, reliable and comprehensive master population register	Modernize the National Population Register/Database.
			Business Continuity Plan.
			Consolidation and Integration of Data.
			Modernize the Security system.
7.	Consular services	To enhance access to consular services to Kenyans living abroad	Construct passport control centers in foreign mission
			Deploying More Immigration foreign attaches to all missions abroad
			Recruiting local staff in Kenya mission abroad
			Deploying more e-passports mobile kits to missions abroad
			Conducting outreach programs to reach Kenyans living in countries where there are no Kenyan embassies
			Upgrading secure vpn connection and encryption

S/No	Key Result Area	Strategic objective	Strategies
			solutions
			Purchase of vehicles for immigration attaches
			Acquisition of staff houses for immigration attaches
			Conduct customer satisfaction survey
			Develop and implement as system where Kenyans living abroad can register
8.	Secure passports and other travel documents	To ensure compliance and integrity in the process of issuance of secure passports and other travel documents	Purchase and install high end capacity personalization passport printers
			Construct secure ICAO compliant Passport Personalization center
			Construct local passport control centers in every region.
			Upgrade E-passport Servers, database systems and security firewalls.
			Upgrade passport design and security features
			Develop, Implement and adhere to Standard Operating Procedure (SOPs) manuals

S/No	Key Result Area	Strategic objective	Strategies
			Training of Immigration officers on emerging threats and trends
			Improve Access control to processing and personalization centers
			Install and monitor CCTV cameras in processing and personalization centers Recruit and deploy more Immigration officers in passports section
			Construct and equip a state-of-the-art call center and install Customer Relations Management (CRM) system
			Optimize website to improve customer experience and security
			Cascade immigration offices and services to the counties
9.	Foreign Nationals and citizenship services	To effectively Regulate, facilitate and monitor foreign Nationals residents in the country	Procure, configure and integrate risk and intelligence analysis tools for visa, passport and foreign national's management systems
			Install in-country events for foreigners monitoring system
			Construct an immigration command center

S/No	Key Result Area	Strategic objective	Strategies
			Construct a National visa adjudication center
			Develop/Upgrade the Foreign National Management system
			Restructure the Directorate to be represented in every county
			Deploy more immigration officers in counties
			Install a case management system
			Enhance intelligence gathering on organized immigration crime
			Enhance field operations (raids)
			Improve investigation and prosecution
			Enhance the capabilities to address immigration related offenses in the cyberspace
			Enhance joint intervention at National, Regional and International
			Promote public awareness and community engagements

S/No	Key Result Area	Strategic objective	Strategies
10	Safe orderly and regular migration	To effectively regulate entry and exit of persons	Develop and Install Integrated immigration Border Control and management system. (API/PNR targeting system, e-gates, facial recognition system,
			Construct immigration command center
			Acquire questionable documents kits
			Construct of immigration patrol bases
			Construct staff houses at the ports of entry for immigration officers.
			Operationalize gazetted border control stations
			Refurbish immigration offices and borders
			Training of Immigration officers on emerging threats and trends
			Purchase of patrol vehicles
			Purchase of patrol motor boats
			Construct questionable documents forensic lab

S/No	Key Result Area	Strategic objective	Strategies
			Construct Immigration holding facilities
			Install a case management system
			Participate in bilateral, regional and international joint law enforcements operation
11.	Refugee services	To register all asylum seekers and	Develop and Install Refugee Information Management System.
			Digitalize Refugee Appeal Board services.
			Develop and implement the Refugee (Shirika Plan)
			Interlink all asylum seeker and refugee data and synchronize it with the Integrated Population Data Management Service (IPDMS)
12.	Refugee Protection	To enhance Protection of refugees and asylum seekers	Legal representation.
13.	e-citizen services	To establish and maintain a "one	Identify, digitize and on-board 25000 Government services

S/No	Key Result Area	Strategic objective	Strategies
		stop shop" platform for access to Government services (e-Citizen platform)	Train MCDAS and awareness Creation to the public on the existing e-citizen platform, mobile application and ussd
			Business continuity and data recovery plan
14.	Automation and Integration of services	To automate and interlink business processes for all registration directorates	Expand the scope of integrations and risk analysis
			Establish WAN/LAN inter-connectivity in all regional, county and sub-county offices
			Digitize immigration records
			Digitize 30 million civil registration records
			Digitize 50.5M National registration records
15.	Data protection	To ensure business continuity, integrity of data and prevention from cyber threats	Business Continuity and disaster recovery plan
			Procure, install and configure next generation network perimeter firewalls, database firewalls.

S/No	Key Result Area	Strategic objective	Strategies
			Develop Tier 4 data center
16.	Policy and Legal Framework	To strengthen policy, legal and regulatory framework	Review CAP 107 to accommodate issuance of electronic ID card (3rd generation)
			Review of birth and death registration Act (Cap 149)
			Develop National Registration and Identity Management Policy
			Develop National Refugee Policy
			Develop Regulations to fully operationalize the Refugee Act
17.	Institutional Capacity Development	To enhance skills competencies processes and resources	Recruit 960 Registration Officers and Fingerprint Officers
			Recruit 1,575 Civil Registration Officers
			Recruit 1,250 Immigration offices
			Recruit 94 Refugee management officers

S/No	Key Result Area	Strategic objective	Strategies
			Recruit 1,006 e-Citizen officers
			Recruit 477 Integrated Population data management officers
			Train 8367 Immigration and Citizen service officers
			Review organization structure
			Acquire 400 motor vehicles and 2 boats for NRB
			Acquire 100 motor vehicles for CRS
			Acquire 23 Motor Vehicles for DRS and RAB
			Refurbish 800 National Registration Registries
			Construct 340 national registration registries.

CHAPTER SIX

IMPLEMENTATION AND COORDINATION FRAMEWORK

6.0 Overview

This chapter presents the action plan, annual work plan and budget, performance contracting, organization structure, staff establishment for the State Department. The chapter also documents the risks and mitigation measures.

6.1 Implementation Plan

The Implementation plan is provided in table 6.1

Table 7: *Action Plan Implementation Matrix*

Strategy	Key activities	Expected output	Output indicators	Target for 5 Years	Target					Budget (Ksh Mn)		
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26
Strategic Issue: Issuance of a secure National Identity card												
Strategic Goal: Identify, Register and issue secure identification documents to all eligible persons												
Key Result Area: Secure National Identity Card												
Outcome: secure Identity cards												
Strategic Objective: To produce and issue Secure National Identity card to registered persons												
Upgrading National identity system to accommodate printing of an electronic Identity Card (3rd generation ID card).	Upgrading the Central Processing and Production system	Electronic Identity Card (3rd generation ID card)	No. of electronic cards produced and issued	30	6	6	6	6	6	1,025.00	1,960.00	1,960.00
	Maintenance of electronic document management system	Electronic document management system maintained	% level of maintenance	100%	20	20	20	20	20	-	25.00	25.00
Roll out of digital ID card	On board registered persons to the digital identity platform	Registered persons on boarded to digital identity platform	No. of registered persons on boarded	30	6	6	6			-	-	-
Upgrade National ID design and security features	Review card design and update of security features	Card design reviewed and security features updated	% Level of upgrade	**100%**	100%					-	-	-
Upgrade the current AFIS system	Upgrading AFIS system	Fully upgraded AFIS system	% Level of upgrade	100%	-	100%	-	-	-	-	200.00	-
Register and issue Kenya civil servants Identity Card	Register and issue civil servants with cards	Civil Servants registered and issued with cards	No. of cards issued	15000	3000	3000	3000	3000	3000	30.00	5.00	5.00

Strategy	Key activities	Expected output	Output indicators	Target for 5 Years	Target					Budget (Ksh Mn)		
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26
Establish fingerprint laboratory bureau	To establish fingerprint laboratory	Fingerprint laboratory established	% level of completion	100%	0	50	50	0	0	-	-	200.00
Sub-Total										1,055.00	2,190.00	2,190.00

Strategic Issue: Issuance of a secure National Identity card

Strategic Goal: Identify, Register and issue secure identification documents to all eligible persons

KRA: Registration of all eligible persons

Outcome: Access to citizen rights and services

Strategic Objective: To identify and register all eligible Kenyans for timely issuance of identity cards

Strategy	Key activities	Expected output	Output indicators	Target for 5 Years	2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26
Operationalization of new Sub County and Divisional Registration offices	Provision of office space, equipment and deployment of staff	Office fully operational	No. of offices operationalized	100	20	20	20	20	20	20.00	20.00	20.00
Install live-capture units in all sub county registries	Acquiring and installation of live-capture units	live capture-units acquired and installed	No. of live capture units installed	2000	400	400	400	400	400	-	360.00	360.00
Sub-Total										20.00	380.00	380.00
TOTAL										1,075.00	2,570.00	2,570.00

Strategic Issue: Birth and death registration Completeness and access to Certificates

Strategic Goal: Attain Universal birth and death registration and certification

Key Result Area: Universal registration of births and deaths.

Outcome: Proof of legal identity

Strategic Objective 1: To attain Universal Birth and death Registration

Strategy	Key activities	Expected output	Output indicators	Target for 5 Years	2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26
Install and roll out an end-to-end Civil Registration and Vital Statistics System (UPI)	System Installation, System development & linking the system to all Huduma Centers	UPI system developed and maintained	Operational UPI system	1	1	-	-	-	-	17.00	900.00	800.00
	System Training on UPI	Staff and RAs trained on UPI	No. Trained	19,000	5000	14,000				5.00	10.00	10.00
	. Mobile Registration	Mobile Registration conducted	No of mobile outreaches conducted	2860	572	572	572	572	572	1.00	357.50	357.52
Outreach programs	**Training of Registration Agents**	RAs trained	No of RAs trained	17,000	0	4200	4200	4200	4,400.00	-	61.00	61.00

Strategy	Key activities	Expected output	Output indicators	Target for 5 Years	Target					Budget (Ksh Mn)		
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26
strengthen communication and advocacy on civil registration at National, regional and counties	production and dissemination of IEC materials	Informed public	No. of advocacy materials developed and disseminated	10,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2.000,000	4.67	4.67	4.67
Sub-Total										27.67	1,333.17	1,233.19

Strategic Issue: Quality of Vital statistics

Strategic Goal: Enhanced Production and utilization of quality vital statistics

Key Result Area: Vital statistics

Outcome: Reliable Vital Statistics

Strategic Objective: To compile analyze and disseminate annual vital statistics

Strategy	Key activities	Expected output	Output indicators	Target for 5 Years	Target					Budget (Ksh Mn)		
Production, Analysis and dissemination of regular vital Statistics	Produce and disseminate Kenya Vital Statistics Report and informational products	Reliable vital Statistics	Vital Statistics report	5	1	1	1	1	1	8.00	18.00	18.00
Sub-Total										8	18	18

Strategic Issue: PRESERVATION AND SECURITY OF BIRTH AND DEATH RECORDS

Strategic Goal: SECURE BIRTH AND DEATH RECORDS

Key Result Area: PRESERVATION OF RECORDS

Outcome: Accessibility and safety of records

Strategic Objective 1: TO secure and preserve birth and death records

Strategy	Key activities	Expected output	Output indicators	Target for 5 Years	Target					Budget (Ksh Mn)		
E-Archiving and Binding.	procure and deployment of E-archiving solution	E-archiving Solution acquired and deployed	E-archiving solution in place	1	-	-	-	1	-	-	11.00	10.00
	Binding of Birth and death records	Historical records bound	No of records bound	125,333	97860	6079	7022	7155	7217	39.10	2.40	2.80
Sub-Total										39.10	13.40	12.80
TOTAL										74.77	1,364.57	1,263.99

Strategic Issue: Population data management

Strategic Goal: Attain a comprehensive and reliable National Master Population Register

Key Result Area: National Master Population Register

Outcome: A credible Population register

Strategic Objective 1: To Create and Maintain a, reliable and comprehensive master population register

Strategy	Key activities	Expected output	Output indicators	Target for 5 Years	Target					Budget (Ksh Mn)		
To Modernize the national	Hardware Refresh	New hardware	% of new hardware installed	100	20	20	20	20	20	100.00	40.00	50.00

Strategy	Key activities	Expected output	Output indicators	Target for 5 Years	Target					Budget (Ksh Mn)		
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26
Population Register/data base	Application Software upgrade	New Version of Application Software	% of Upgrade Completion	100	20	20	20	20	20	80.00	60.00	60.00
Modernize the Security system	Development of cyber-Security system	Secure System	% of installation of the Cyber security System	100	20	20	20	20	20	50.00	30.00	30.00
	Training officers on cyber security	Informed Personnel on cyber security	No. of Officers Trained	100	20	20	20	20	20	15.00	15.00	15.00
	Deployment of Modern Physical Security measures	Secure data centers	No. of physical Security measures Implemented	100	20	20	20	20	20	60.00	5.00	5.00
	Development of Security standard operation procedures (SOPs)	SOP documents	SOP developed	100	20	20	20	20	20	20.00	5.00	5.00
Business Continuity Plan	Development of Business Continuity plan	Availability of Services 24/7 and 99.99%.	% of Business Continuity Plan completion	100	20	20	20	20	20	15.00	10.00	10.00
	Establishment of three (3) data recovery sites	Data Recovery site	No. of Recovery sites deployed	3	1	1	1	0	0	-	-	-
Consolidation and Integration of Data	Improve Sources of data from Primary registration agencies	Seamless data flow	%. of data sources integrated to the master database	100	20	20	20	20	20	10.00	15.00	20.00
	Validation and Consolidation of NIIMS and IPRS database into Master population Database	Comprehensive Database	No. of records validated and consolidated	55M	20	10	10	10	5	-	-	-
TOTAL										**350**	**180**	**195**

Strategic Issue: Consular services management

Strategic Goal: Enhance Access to consular services for Kenyans living abroad

Key Result Area: Consular services

Outcome: Customer satisfaction by Kenyans living abroad

Strategic Objective 1: To enhance access to consular services to Kenyans living abroad

| Construct passport control centers in foreign mission | Construction and equipping of passport centers | Passport control centers established | No of passport control centers established | 5 | 1 | 1 | 1 | 1 | 1 | 100.00 | 100.00 | 100.00 |

Strategy	Key activities	Expected output	Output indicators	Target for 5 Years	Target					Budget (Ksh Mn)		
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26
Deploying More Immigration foreign attaches to all missions abroad	Deployment of Immigration foreign attaches	Immigration foreign attaches deployed	No of Immigration foreign attaches deployed	60	27	8	8	8	9	300.00	300.00	300.00
Deploying more e-passports mobile kits to missions abroad	Procuring, installing passport system and deploying the Kits	e-passports mobile kits deployed to missions abroad	No. of e-passports mobile kits deployed to missions abroad	50	0	24	10	10	6	-	24.00	10.00
Conducting outreach programs to reach Kenyans living in countries where there are no Kenyan embassies	Attaches travelling to neighboring countries to offer consular services	Outreaches conducted	Number of outreaches done	3,360	672	672	672	672	672	-	56.00	56.00
Upgrading secure VPN connection and encryption solutions	Procurement of next generation firewall VPN Aggregator, Licensing and active directory,	VPN Aggregator, Licensing and active directory, procured and installed	% completeness	100	100					-	10.00	-
Acquisition of staff houses for immigration attaches,	Procure staff houses for immigration attaches	Staff Houses procured	Number of houses procured	60		15	15	15	15	-	750.00	750.00
Purchase of vehicles for immigration attaches, sections, borders and regional offices	Purchase 6 buses (60-seater)5 ,53 land cruisers,56 mini vans	Vehicles purchased		120		40	40	40	40	-	250.00	250.00
Develop, implement and integrate a diaspora registration system	Procure, Develop, implement and integrate a diaspora registration system	Diaspora registration system installed	% completeness	100		100				-	10.00	-
Recruiting local staff in Kenya mission abroad	Recruit and deploy local staff in mission abroad	Local staff recruited	Number of local staffs recruited	102		52	25	13	12	-	30.00	17.00
Sub-Total										400.00	1,530.00	1,483.00

Strategic Issue: Issuance of Secure passport and other Travel documents

Strategic Goal: Ensure compliance to International Civil Aviation Organization (ICAO) standards in the process of issuance of secure passport and other trav

Key Result Area: secure passports and other travel documents

Strategy	Key activities	Expected output	Output indicators	Target for 5 Years	Target 2023/24	2024/25	2025/26	2026/27	2027/28	Budget (Ksh Mn) 2023/24	2024/25	2025/26
Outcome: Recognized passport and other travel document												
Strategic Objective 1: To ensure compliance and integrity in the process of issuance of secure passports and other travel documents												
Purchase and Install high end capacity personalization passport printers	Acquisition of high-end capacity passport printers	passport printers acquired	No of passport printers acquired	10	2	1	1	1	1	200.00	100.00	100.00
Construct secure ICAO compliant Passport Personalization center	Construction and equipping a passport personalization center	passport personalization center constructed and equipped	% completion	100		25	25	25	25	-	500.00	500.00
Construct local passport control centers in every region.	Construction and equipping of regional passport control center	regional passport control center constructed and equipped	Numbers of regional passport control center constructed and equipped	7		2	2	2	1	-	300.00	300.00
Develop and implement file management system	Procure, Develop and implement file management system	File management system installed	% completion	100			100			-	-	100.00
Upgrade E-passport Servers, database systems and security firewalls.	Upgrade E-passport Servers, database systems and security firewalls.	E-passport Servers, database systems and security firewalls upgraded	% completion	100			100			-	-	300.00
Upgrade e-passport design and security features	Upgrade e-passport design and security features	passport design and security features upgraded	% completion	100				100		-	-	50.00
Develop, Implement and adhere to Standard Operating Procedures (SOPs) manuals	Develop, Review, validate and implement SOP's for passports and other section	SOP's Developed and validated	Number of SOP's Developed, reviewed and validated	9		5	2	2		-	15.00	10.00
Training of Immigration officers on emerging threats and trends	Training of Immigration officers	Officers Trained	Number of officers trained	1000	200	200	200	200	200	-	-	-
Improve Access control to processing and personalization centers	Procure and install access control	access control installed	% completion	100		10	20	30	40	-	5.00	10.00

Strategy	Key activities	Expected output	Output indicators	Target for 5 Years	Target					Budget (Ksh Mn)		
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26
Install and monitor CCTV cameras in processing and personalization centers	Procure, Install and monitor CCTV cameras in processing and personalization centers	CCTV cameras in processing and personalization centers Installed and monitored	% completion	100		10	20	30	40	-	5.00	10.00
Construct and equip a state-of-the-art call center and Install a Customer Relations Management System (CRM)	Construct and equip a state-of-the-art call center	state-of-the-art call center Constructed and equipped	% completion	100		50	50			-	100.00	100.00
Cascading of immigration offices and services to the counties	Construction/ acquiring and staffing of immigration offices in counties	County immigration offices constructed/ac quired and staffed	Number of offices constructed/ac quired	15		4	4	4	3	-	200.00	200.00
Upgrade computers for each officer	Purchase computers and install relevant software's	Computers and software purchased and installed	% completion	100		50	20	20	10	-	225.00	90.00
Sub-Total										200.00	1,450.00	1,770.00

Strategic Issue: Foreign Nationals and citizenship Management

Strategic Goal: Enhance regulation and monitoring of Foreign Nationals activities

Key Result Area: Foreign Nationals and citizenship services

Outcome: Increased social economic contribution

Strategic Objective 1: To effectively Regulate, facilitate and monitor foreign Nationals residents

Strategy	Key activities	Expected output	Output indicators	Target for 5 Years	Target					Budget (Ksh Mn)		
Procure, configure and integrate risk and intelligence analysis tools for visa, passport and foreign national's management systems	Procure, configure and integrate risk and intelligence analysis tools for visa, passport and foreign national's management systems	Risk and intelligence analysis tools for visa, passport and foreign national's management systems procured, configured and integrated	% completion	100		1				-	100.00	-
Install in-country events for foreigners monitoring system	Develop and install inter-country events for foreign nationals' system	inter-country events for foreign national's system developed and installed	% completion	100			1			-	-	100.00

Strategy	Key activities	Expected output	Output indicators	Target for 5 Years	Target					Budget (Ksh Mn)		
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26
Install a case management system	Develop and install a case management system	case management system developed and installed	% completion	100		1				-	100.00	-
Construct an immigration command center	Construct and equip an immigration command center	immigration command center, constructed and equipped	Number of immigration command center, constructed and equipped	1		30	30	20	20	-	300.00	300.00
Construct a national visa adjudication center	Construct and equip a national visa adjudication center	national visa adjudication center constructed and equipped	% completion	100		30	30	20	20	30.00	30.00	20.00
Develop/Upgrade the Foreign National Management system	Develop/Upgrade the Foreign National Management system	Foreign National Management system developed/upgraded	% completion	100		50	20	20	10	50.00	20.00	20.00
Enhance field operations (raids)	Conduct field operations and patrols	field operations and patrols conducted	Number of field operations and patrols conducted	1000	200	200	200	200	200	10.00	10.00	10.00
Improve intelligence gathering, investigation and prosecution	Training and gazette immigration investigators and prosecutors	immigration investigators and prosecutors trained and gazetted	Number of immigration investigators and prosecutors trained and gazetted	100	30	20	20	20	10	5.00	5.00	5.00
Enhance the capabilities to address immigration related offenses in the cyberspace	Training and sensitizing officers on emerging trends on cyber-attacks and technologies to tackle them	Officers' capabilities to address immigration related offenses in the cyberspace enhanced	Number of officers trained and sensitized	3000	600	600	600	600	600	10.00	10.00	10.00
Enhance joint intervention at National, Regional and International	Participate and conduct National, regional and international joint interventions	National, regional and international joint interventions conducted and participated	% of National, regional and international joint interventions conducted and participated	100	20	20	20	20	20	5.00	5.00	5.00
Promote public awareness and community engagements	Conduct public sensitization and community engagements	public sensitization and community engagements conducted	% of communities sensitized	100	20	20	20	20	20	5.00	5.00	5.00
Participate in bilateral, regional and international joint law enforcements operation	Participate in bilateral, regional and international joint law enforcements operation	bilateral, regional and international joint law enforcements operation attended	% of joint law enforcements operation attended	100	20	20	20	20	20	5.00	5.00	5.00

Strategy	Key activities	Expected output	Output indicators	Target for 5 Years	Target					Budget (Ksh Mn)		
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26
Optimize website to improve customer experience and security	Develop, review and operationalize website	Website operationalized	% completeness	100		100				-	5.00	-
Sub-Total										**120.00**	**595.00**	**480.00**

Strategic Issue: Border management

Strategic Goal: Effectively regulate entry and exit of persons

Key Result Area: Safe orderly and regular migration

Outcome: Enhanced economic development and Security

Strategic Objective 1: To effectively facilitate entry and exit of persons

Strategy	Key activities	Expected output	Output indicators	Target for 5 Years	Target					Budget (Ksh Mn)		
Develop and Install Integrated immigration Border Control and management system. (API/PNR targeting system, e-gates, facial recognition system,	Develop and Install Integrated immigration Border Control and management system. (API/PNR targeting system, e-gates, facial recognition system,	Integrated immigration Border Control and management system. (API/PNR targeting system, e-gates, facial recognition system) Developed and installed	% completion	100	20	20	20	20	20	1,200.00	1,200.00	1,200.00
Acquisition of questionable documents kits	Procure and deploy questionable documents kits	questionable documents kits procured and deployed	Number of questionable documents kits procured and deployed	155		100	55			-	15.00	8.25
Construction of immigration patrol bases	Construct and equip immigration patrol bases	immigration patrol bases constructed and equipped	Number of immigration patrol bases constructed and equipped	6		2	2	1	1	-	400.00	400.00
Construction staff houses at the ports of entry for immigration officers	Construction staff houses at the ports of entry	staff houses at the ports of entry Constructed	Number of staffs houses at the ports of entry Constructed	100		25	25	25	25	-	100.00	100.00
Refurbish immigration offices and borders	Refurbish immigration offices and borders	immigration offices and borders Refurbished	Number of immigration offices and borders Refurbished	10		4	2	2	2	-	10.00	5.00
Operationalize gazetted border control stations	Open, Construct and equip gazetted border control stations	gazetted border control stations opened, constructed and equipped	Number of gazetted border control stations opened, constructed and equipped	5		1	1	1	2	-	300.00	300.00
Purchase of patrol motor boats	Purchase and deploy motor boats	motor boats Purchased and deployed	Number of motor boats Purchased and deployed	10		4	3	3	3	-	24.00	18.00

Strategy	Key activities	Expected output	Output indicators	Target for 5 Years	Target					Budget (Ksh Mn)		
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26
Construct questionable documents forensic lab	Construct and equip questionable documents forensic lab	questionable documents forensic lab constructed and equipped	% completion	100		40	30	20	10	-	160.00	120.00
Construct Immigration holding facilities	Construct and equip Immigration holding facilities	Immigration holding facilities constructed and equipped	Number of Immigration holding facilities constructed and equipped	3			1	1	1	-	-	300.00
Construct a tier iv data center with level seven security	Construct and equip a tier iv data center with level seven security	Tier iv data center with level seven security constructed and equipped	% completion	100		40	20	20	20	-	400.00	200.00
Construct a remote data backup site	Construct and equip 3 remote data backup sites	3 remote data backup sites constructed and equipped	% completion	100		30	30	30	10	-	300.00	300.00
Sub-Total										1,200.00	2,909.00	2,951.25
TOTAL										1,920.00	6,484.00	6,684.25

Strategic Objective 2: To enhance institutional capacity

Strategic Issue: Registration Documentation and protection of Refugees and Asylum seekers

Strategic Goal: Enhance access to services and restore dignity for the refugees and asylum seekers

Key Result Area: Refugee services

Outcome: Access to services by refugees and asylum seekers

Strategic Objective 1: To register all asylum seekers and refugees

Strategy	Key activities	Expected output	Output indicators	Target for 5 Years	Target					Budget (Ksh Mn)		
Install Refugee Management Information System.	Acquire and install Refugee Information Management system	Installed and functional system in place	% completion	100	0	100	-	-	-	-	150.00	150.00
	Register refugees and asylum seekers	Refugees and asylum seekers registered	% of Refugees and asylum seekers registered	100	100	100	100	100	100	-	50.00	50.00
Digitize Refugee Appeal Board services.	Digitization of Refugee Appeal Board services.	Digitized services	% completion	100	20	20	20	20	20	-	10.00	10.00
Develop and implement Refugee Marshall plan (Shirika Plan)	Stakeholders' consultative workshops, engage a consultant to develop a costed plan, Implementation of the plan	Refugee ll (shirika Plan)	Full implementation of refuge shirika plan	1	1	-	-	-	-	-	50.00	50.00
Sub-Total										-	260.0	260.0

Strategy	Key activities	Expected output	Output indicators	Target for 5 Years	Target					Budget (Ksh Mn)		
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26
											0	0

Strategic Issue: Registration Documentation and protection of Refugees and Asylum seekers

Strategic Goal: Enhance access to services and restore dignity for the refugees and asylum seekers

Key Result Area: Refugee protection

Outcome: Safety and Dignity for refugees and asylum seekers

Strategic Objective 2: To enhance Protection for refugees and asylum seekers

Strategy	Key activities	Expected output	Output indicators	Target for 5 Years	Target					Budget (Ksh Mn)		
carry out customer satisfaction survey	Design questionnaire conduct, Pilot survey, conduct Actual survey	Questionnaire,	No of questionnaires administered	500	100	100	100	100	100	1.00	2.00	2.00
		Pilot Report	No. of Pilot reports	5	1	1	1	1	1	-	5.00	5.00
		Survey Report	No. of survey reports	20	4	4	4	4	4	10.00	10.00	10.00
Legal representation	Offer Legal representation of eligible refugees and asylum seekers	Legal Representation of refugees and asylum seekers	No of refugees and asylum seekers supported	100	20	20	20	20	20	2.00	2.00	2.00
Sub-Total										13.00	19.00	19.00
TOTAL	I	I	I	I	I	I	I	I	I	**13.00**	**279.00**	**279.00**

Strategic issue: Access to Government Services

Strategic Goal: : Enhance access to government services through e-citizen platform..

Key results area: e-citizen services

Outcome: Effective and efficient service delivery as well as improved revenue collection.

Strategic Objective: To establish and maintain a secure one stop shop platform for access to government services.

Strategy	Key activities	Expected output	Output indicators	Target for 5 Years	Target					Budget (Ksh Mn)		
Digitalize and On-board 25000 Government services	Identify and catalogue citizen facing services	Services identified	No of services identified and listed	100	20	20	20	20	20	50.00	100.00	1,000.00
	Digitize the services	Digitized services	% of services digitized	100	100	100	100	100	100	100.00	250.00	200.00
	Integration of payment gateways	Agencies integrated	% of agencies integrated	100	100	100	100	100	100	50.00	100.00	110.00
	upgrade the e-Citizen platform	System upgrade	Certificate of completion on the upgrade	5	1	1	1	1	1	-	50.00	50.00
		develop e-citizen application and ussd format	No of apps developed and ussd format developed	1	0	0	0	0	0	10.00	20.00	10.00
	Re-engineer business process for e-citizen services	Services on-boarded	% of services on boarded	100	30	60	80	90	100	100.00	110.00	139.00

Strategy	Key activities	Expected output	Output indicators	Target for 5 Years	Target					Budget (Ksh Mn)		
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26
Training and awareness creation on the of e-citizen services	Sensitize the public on the existence of e-citizen platform and applications.	Informed public	No of public sensitized and customer survey reports	25M	5M	5M	5M	5M	5M	50.00	100.00	100.00
	Training of the MCDA's on the new business process	Trained MCDAS	No. of MCDAS Trained and reports	350	30	50	50	70	100	-	100.00	110.00
	Roll out gava express to Mashinani	Gava express centers established	No. of centers established	25,000,	5000	5000	5000	5000	5000	-	127.00	135.00
Business Continuity and disaster recovery plan	Development of Business Continuity plan	Optimal access of Services 24/7 and 99.99%.	Developed Business Continuity Plan	1	1	1	1	1	1	-	20.00	50.00
	Establishment of a data recovery sites	Data Recovery site	No. of Recovery sites deployed	3	-	-	-	-	-	-	200.00	200.00
	Establish a security operation center	Security operation center established	Operational Security center	1	0	0	0	0	0	20.00	100.00	115.00
TOTAL										**400.00**	**1,317.00**	**2,239.00**

Strategic issue; Manual Business processes and stand-alone systems

Strategic Goal; Enhance efficiency in service delivery

Key Result Area; Automation and integration of services

outcome; Efficient service delivery

Strategic Objective: To automate and interlink business processes for all registration directorates.

Strategy	Key activities	Expected output	Output indicators	Target for 5 Years	2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26
Expand the scope of integrations and risk analysis	analyze and establish integrations points	procure risk analysis tools and integrate with the business processes	% level of integrations	100	100	100	100	100	100	-	200.00	100.00
Establish WAN/LAN interconnectivity in all regional, county and sub county offices	Install LAN in all regional offices and link them with the HQ.	All Regional and county offices linked to HQ	% level of regional offices connected.	100	100	100	100	100	100	-	100.00	50.00
Digitization of immigration records	continuous digitization of records.	Immigration records digitized	No. of records digitized	3.5million	-	1	1.3	0.6	0.6	-	1,200.00	1,216.00
Digitization of Civil Registration Records	continuous digitization of records.	Civil Registration records Digitized	% level of manual record digitization	30	15	5	5	5	5	-	40.00	20.00
	Equip all CRS offices with High-speed scanners	High speed scanners acquired	No. of high-speed scanners acquired	100	20	20	20	20	20	20.00	20.00	20.00

Strategy	Key activities	Expected output	Output indicators	Target for 5 Years	Target					Budget (Ksh Mn)		
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26
Digitization of National Registration Bureau Records	Procure heavy duty scanners for digitization of records	Records digitized	No. of records digitized	50.5 million	40	5.5	1	1	1	-	50.00	50.00
	Procure smart electronic bulk filing storage system	secure storage and retrieval and management	Number of bulk filers procured and operationalized	8	2	2	2	2	-	-	58.00	58.00
	Introduce Application Programming Interface (API)	Integration and linkages of silo databases for interface and verification of information	Number of silo databases linked	1	1	1	1	1	1	-	20.00	20.00
Sub-Total										20.00	1,688.00	1,534.00

Strategic issue; Data Security

Strategic Goal; Enhance data security and business continuity

Key Result Area; Data Protection

outcome; Efficient uninterrupted service delivery to the public

Strategic Objective: To Ensure business continuity, integrity of data and prevention from cyber threats.

Business continuity and disaster recovery plan	Procure hardware and software required to replicate the existing systems in a remote secure location.	Replicated servers, data and services in a secure remote site.	% level of data replications and stand by services	100	100	100	100	100	100	300.00	200.00	100.00
Procure, install and configure next generation network perimeter firewalls, database firewalls	request authority to upgrade the security infrastructure	upgraded and up to date databases, servicers, network and DMZ firewalls.	% level of secured systems and services	100	100	100	100	100	100	200.00	100.00	50.00
Developing a Tier 4 data center	request authority to build data center	procure construction services and infrastructure installation.	% level of data center readiness	100	100	100	100	100	100	500.00	200.00	100.00
Sub-Total										1,000.00	500.00	250.00

Strategic Issue: Governance

Strategic Goal: Enhance   administration and institutional ca

Key Result Area: Institutional Capacity Development

Outcome 1: Enhanced service delivery

Strategy	Key activities	Expected output	Output indicators	Target for 5 Years	Target					Budget (Ksh Mn)		
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26
Strategic Objective: To enhance skills competencies, processes and resources												
Recruit Civil Registration officers	Seek approval from National Treasury, advertise and recruit	Officers recruited	No of officers recruited	1575	315	315	315	315	315	91.57	183.14	188.63
Recruit Immigration Officers	Seek approval from National Treasury, advertise and recruit	Officers recruited	No of officers recruited	1250	250	250	250	250	250	69.70	43.90	43.90
Recruit Refugee management officers	Seek approval from National Treasury, advertise and recruit	Officers recruited	No of officers recruited	94	0	61	11	11	11	-	59.30	17.80
Recruit E-Citizen officers	Seek approval from National Treasury, advertise and recruit	Officers recruited	No of officers recruited	1006	0	694	104	104	104	-	761.90	108.90
Recruit Integrated population data management officers	Seek approval from National Treasury, advertise and recruit	Officers recruited	No of officers recruited	477	0	402	25	25	25	-	386.10	14.70
Recruit National Registration and fingerprint Officers	Seek approval from National Treasury, advertise and recruit	Officers recruited	No of officers recruited	960	0	240	240	240	240	-	135.50	139.60
Train Officers	Conduct training needs analysis, seek approval from Human Resource Advisory Committee, Train	Officers Trained	No of officers Trained	8367	367	1000	1500	1500	4000	42.60	43.90	45.30
Review Organization structure	Draft proposal from directorates, engage state department responsible for organization structure, Submit to commission for approval	Organization structure reviewed	Organization structure	1	1			1		10.00	-	-
Construct and Refurbish Civil Registration Offices	Construction and refurbishment of civil registration offices	Civil registries constructed	No of civil registries constructed	231	50	50	50	50	31	-	1,250.00	1,250.00

Strategy	Key activities	Expected output	Output indicators	Target for 5 Years	Target					Budget (Ksh Mn)		
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26
Operationalize Civil registries in all sub-counties	Open Civil Registration Offices in all the Sub Counties with serving staff.	operationalized Civil registries in all the sub counties	No. of operational CRS offices	227	100	100	27			112.00	115.00	300.00
Construct National Immigration Academy	Acquisition of land, Construction of National immigration academy	National immigration academy	% completion	100	20	20	20	20	20	-	29.00	175.00
Develop short Professional Development courses for career progression and service delivery.	Evaluate and Review the Postgraduate Diploma in Migration studies	Short courses developed	No. of short courses developed.	3	1	1	1	-	-	-	15.00	15.00
Acquire motor vehicles and motor boats	Acquisition of motor vehicles and boats for NRB	Motor vehicles and boats acquired	No. of motor vehicles and boats acquired	400	40	60	100	100	100	-	300.00	500.00
Construct and refurbish national registration registries	Construction of registries	Registries constructed	No. of registries constructed	340	20	200	40		50	100.00	1,000.00	200.00
	Refurbishment of national registration registries	Registries renovated	No. of registries renovated	800	120	170	170	170	170	4.00	200.00	200.00
Acquire CRS motor vehicles.	Acquisition of motor vehicles and boats	Motor vehicles and boats acquired	No. of motor vehicles and boats acquired	100	20	20	20	20	20	-	120.00	120.00
Acquire e-citizen motor vehicle	Acquisition of motor vehicles	motor vehicles acquired	No of motor vehicles acquired	20		10	6	4		-	100.00	80.00
Sub-Total										429.87	4,742.74	3,398.83

Strategic Issue: Governance

Strategic Goal: To enhance administration and institutional capacity

Key Result Area: Policy and Legal frameworks

Outcome: Effective coordination of services

Strategic Objective 1: To strengthen policy and legal frameworks

Strategy	Key activities	Expected output	Output indicators	Target for 5 Years	Target					Budget (Ksh Mn)		
Review of birth and death registration Act (Cap 149)	Conduct Review meetings	Reviewed act	Reviewed act in place	1	1					-	32.60	-
Develop E-Citizen policy and legal framework	Conduct consultative meetings with relevant stakeholders	Developed policy and legal framework	policy and legal framework in place	2	1					-	-	25.00

Strategy	Key activities	Expected output	Output indicators	Target for 5 Years	Target					Budget (Ksh Mn)		
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26
Sub-Total										-	32.60	25.00
TOTAL										1449.87	6963.34	5207.83
Administration costs										8,553.80	######	######
Total										8,553.80	######	######
GRAND-TOTAL										######	######	######

6.1.2 Annual Work plan and Budget

To ensure a systematic and flawless implementation, the State Department will develop and implement a costed annual work plan, extracted from Action Plan Implementation Matrix of the strategic plan. Which will inform the annual budget. The work plan will be cascaded to departments, divisions, units and counties. The Principal Secretary(s) will oversee the implementation process through the Central Planning and Projects Monitoring Unit (CPPMU), which will be responsible for coordinating and monitoring the implementation of the same.

6.1.3 Performance Contracting

Implementation of the Strategic Plan will be achieved through the Performance Contracts which are anchored on the set goals and objectives and they will be cascaded in all Departments, Directorates, Divisions, Sections, levels and cadres of employees. The Performance Contracts will be integrated with the Performance Appraisal System (PAS) and the Performance Rewards and Sanctions Framework for enhancement of efficiency and effectiveness in service delivery.

6.2 Coordination Framework

For Successful implementation of this Strategic Plan, it is necessary to establish linkages with its stakeholders to enable the realization of the set strategic objectives. Specifically, this will be done through the established structures in the form of State Departments, Directorates, and Divisions mandated with the implementation of specific activities. The State Department will strengthen these functional units by providing leadership, coordination and policy direction that support innovations and technological advancement. At the same time, a well-coordinated and functional management system which takes into account principles of; clear rules and standard operating procedures for decision making and work performance, observance and adherence to the specified schedules and timelines of activities and clear communication systems

6.2.1 Institutional Framework

The State Department's structure as currently set up may not guarantee living up to its obligation, as there are numerous structural, operational and capacity gaps including but not limited to the geographical vastness, and nomadic requiring opening service points, and "bring services closer to the citizens". Decentralization of Services of the State Department will continue to expand both locally and overseas especially with the opening of County/sub county offices, more Border control points and more Missions abroad, to ensure that Service seekers access efficient and effective services and reducing the turnaround time taken in processing

The number of sub counties has since increased to 406; therefore, expansion of the authorized establishment is key to realization of this mandate. There is a need to operationalize the Sub

counties to enhance the State Department's field presence and to address population growth and growth in demand for NRB/ CRS services. This requires structural adjustments incorporating supervisory roles at different levels- at the ward, Sub County, County and Regions as well as additional staff.

The function of verification has grown from a one-off request to a routine high-volume service that deserves a Section to deal with. This is reflected in such requests increasing from 200 per day to the current over 1,200 per day in a span of 3 years. The Department has witnessed an increase in the demand for Registration of Births and Deaths of Kenyan citizens occurring abroad which is a core function of the State Department. Currently CRS processes approximately 2,200 foreign applications per month up from 100 in 2010. It is proposed that a fully-fledged Section is established to oversee this function.

The executive order No. 1 of 2023 created a Directorate of e-citizen services in the Ministry of Interior and National Administration in the State Department of Immigration and Citizen Services hence need to operationalize the same. Therefore, the policies, rules and existing structures are appropriate in achieving the strategic plan

6.2.2 Staff Establishment Skills Set and Competence Development

Staff Establishment

Table 8: *Staff Establishment*

State Department/Agency	Cadre	Approved Establishment (A)	Optimal Staffing Levels(B)	In-Post(C)	Variance D=(B-C)
State Department for Immigration and Citizen Services	Immigration Officers	1321	1935	1044	-891
	National Registration Officers	1320	4679	503	-4176
	Fingerprint Officers	404	2891	319	-2572

	Civil Registration Officers	1369	1548	264	-1284
	Integrated Population Data Management Service	0	485	37	-448
	E-Citizen Services	0	709	12	-697
	Refugee Management Officers	61	493	6	-487
	Administration and Support services	519	7394	6157	-1237
GRAND Total		**4475**	**20134**	**8342**	**-11792**

Skill set and Competence Development

This deals with the staff range of Skills and abilities, the difference between the skills that the Department needs and the skills that the staff currently have. It also looks at the combination of knowledge, skills and attitudes to develop workplace behavior and improve performance. The State Department will provide Staff with opportunities to advance and sharpen their skills set and competencies based on respective cadre skills gaps. This will facilitate implementation of the State Department's Strategic plan and improve on service delivery.

Table 9**: Skills Set and Competence Development**

S/No	Cadre	Skills Set	Skills Gap	Competence Development
1	Immigration Services	Master's Degree in; Public Administration, Sociology, Anthropology, Law, Political Science; Business Administration, Human Resource Management, International Relation Bachelor's degree in; Business Administration, Commerce, HRM, Arts, Economics, Public Policy & Administration, international Relation, Sociology, IT, Criminology, Linguistics, Psychology, Communication Studies Paramilitary SLDP SMC Induction course Certificate in Computer application	Communication skills Case management Skills Interrogation techniques Performance Management Skills Report Writing Skills ICT skills Investigation Skills Interpersonal Skills	Post Graduate diploma in Migration Studies Senior Management course ICT course Report Writing Course E. Records Management course Dispute/Conflict management course Performance management course Criminology course Data Science/Analysis course
2	Registration of persons	Master's Degree in; Public Administration, Sociology, Anthropology, Law, Political Science; Business Administration, Human Resource Management, International Relations Bachelor's degree in; Arts, HRM,Economics,Public Relations, Sociology, Population Studies, Journalism Diploma in; Record Management, Library & Archival Studies, Statistics, IT, Criminology, Communication/Journalism, public Relations, Business Administration and HRM,	Communication skills Case management Skills Forensic skills Management Skills Report Writing Skills ICT skills Document Examination Skills Statistical Skill	Senior Management course ICT course Report Writing Course E.Records Management course Dispute/Conflict management course Criminology/Forensic course Diploma/Certificate in Statistics
3	Civil Registration Services	·MA, MBA Bachelor's degree in; BA, HRM, Economics, Public Relations, Sociology, Population Studies, Journalism Diploma in; Record Management, Library & Archival Studies,	Communication skills Case management Skills Interrogation techniques Performance Management Skills Report Writing Skills	Senior Management course ICT course Report Writing Course E. Records Management course Dispute/Conflict

		Statistics, IT, Criminology, Communication/Journalism, public Relations, Business Administration and HRM,	ICT skills Investigation Skills Interpersonal Skills	management course Performance management course Criminology course
4	Finger Prints Services	Bachelor's degree in; Forensic Science, Criminology, Security & Disaster Management, Information Science, ICT, Anthropology, Library & Archival Studies, Sociology, Psychology, Government/Political Science, Community Development, Conflict Management, Development Studies, Cultural Studies and Communication Diploma in; Forensic Science, Records Management, Security & Disaster Management, ICT, Investigations, Criminology, Community Development, Development Studies and Law	Document Examination skills Case management Skill Forensic skills Management Skills Report Writing Skills ICT skills Monitoring and Evaluation skills Interpersonal Skill	Senior Management course SLDP ICT course Report Writing/communication Course E.Records Management course Court Proceedings courset Monitoring and Evaluation course Criminology course .
5	Refugee Services	Master's Degree in; Public Administration, Sociology, Anthropology, Law, Political Science; Business Administration, Human Resource Management, International Relations Bachelor's degree in Public Administration, Sociology, Anthropology, Law, Political Science, Business Administration, Human Resource Management, International Relations Post graduate Diploma in; Diplomacy and International Relations or Refugee and International Humanitarian Law SLDP, SMC Certificate in Computer application	Communication skills Case management Skills Interrogation techniques Performance Management Skill Report Writing Skills ICT skills Investigation Skills Interpersonal Skill	Senior Management course ICT course Report Writing Course E. Records Management course Dispute/Conflict management course Performance management course Criminology course
	E-Citizen Services	Msc Bsc. IT, BTEC, Diploma in IT, SLDP, SMC.	IT skills Risk Management skills Project Management skills Report writing skills Monitoring and	Project Management course Research Methods course Data Science/Analysis course Risk management and

			Evaluation skills	Compliance course
				Report writing /COMMUNICATION COURSE
	Integrated Population Data Management Service	Msc, Bsc. IT, BTEC, BCOM, SLDP, SMC·	IT skills Research skills Data management skills Project Management skills Report writing skills Communication skills Monitoring and Evaluation skills	Project Management course Research methods course Data Science/Analysis course Risk Management and Compliance course Report writing/communication skills
6	Administration Officers	MA, MBA, B.A, BBA, Paramilitary SLDP, SMC Induction	Management skills Performance Management skills ICT skills Negotiation skills Report writing E-Records Management PPP management	Management course Performance Management course ICT course Negotiation skills course E-Records Management course Report Writing Course
7	Human Resource Management and Development	MA, MBA, B.A, BBA, BCOM, BSC-HRM, CPS, HND-HRM,Diploma in HRM,SLDP, SMC	Management skills ICT skills Report writing E-Records Management Guidance & Counseling Skills Dispute Resolution Skills Performance Management skills Supervisory Management Skills	Management course ICT course Report Writing Course E. Records Management course Dispute/Conflict management course Performance management course Guidance & Counseling course Supervisory Management course
8	Accountants	MBA, BA, BBA, BCOM CPA (K) SLDP SMC	Financial Management skills ICT skills Report writing E-Records	Financial Management course ICT Course Report Writing course E.Records Management course

9	Finance Officers	MBA, BCOM, BBM CPA (K) SLDP SMC	Financial Management skills ICT skills Negotiation skills Report writing E-Records Management Budget planning	Financial Management course ICT course Negotiation Skills course Report Writing Course E. Records Management course Budget Planning course
10	Supply Chain Management	MBA, MCIPS, BA, BCOM, BBA, BBM Diploma in SCM SLDP SMC	Management skills ICT skills Negotiation- skills Report writing E-Records Management	Management Course ICT course Negotiation Skills course Report Writing course E.Records Management Course
11	Economist/ statisticians	MA, Msc, BA, Bsc,SLDP SMC	Project Management skills Negotiation- skills Monitoring and Evaluation skills	Project Management Course Negotiation skills course Monitoring and Evaluation course
12	Records Management	MA, Msc,BA, Bsc Diploma in Records Management SLDP, SMC	Management skills ICT skills Supervisory skills Report writing E-Records Management	Management course ICT course Supervisory Skills Course Report Writing course E.Records Management course
13	ICT	Msc,Bsc. IT, BTEC,Diploma in IT,SLDP,SMC.	Management skills Report writing E-Records Management	Management course Report writing course E.Records Management course

14	Legal	LLM,LLB,Diploma in Laws SLDP,SMC	Management skills ICT skills Negotiation skills Report writing E-Records Management Dispute/Conflict resolution	Management course ICT course Negotiation skills course Report Writing course. E.Records Management course Dispute/Conflict Management course
15	Public communication	MA,BA, BBA Diploma in Mass Communication SLDP,SMC	Management skills ICT skills Negotiation- skills Report writing E-Records Management	Management course ICT course Negotiation skills course Report Writing course E. Records Management course
16	Clerical	KCSE, KACE, KCE Certificate in Computer Proficiency Certificate for Clerical Officers Supervisory Skills	ICT skills Supervisory skills Counseling skills E-Records Management Skills Report writing- Skills Customer Care	ICT course Supervisory Skills course Counseling skills course E.Records Management course Report Writing course Customer care course Skills Improvement course
17	Office Administrators	MBA, MA, BA, BBA, BBM Diploma in Secretarial Management Certificate in Secretarial Management SMC, SLDP	Management Skills ICT Skills E-Records Management Report Writing Customer Care	Management course ICT course E.Records management course Report Writing course Customer care course
18	Support Staff	KCPE, KCSE Certificate in Computer	Customer Care ICT Skills	Skills Improvement Course Customer Care course ICT course

19	Drivers	· KCSE · Trade Tests · First Aid Certificate · Valid Driving License	Defensive Driving Skills Customer Care ICT Skills	Defensive Driving course Customer care course ICT course
20	Internal Auditors	· MA, MBA, Msc · BA, BBA, BCOM · CPA (K) · SLDP · SMC	Financial Management Skills Management Skills Report Writing Skills ICT Skills	Financial management Course Management Course Report writing Course ICT course

6.2.3 Leadership

The Principal Secretary is responsible for monitoring the implementation of the Strategic Plan. The heads of Directorates will play a key role in fast-tracking the implementation of their key strategies and report progress to the Principal Secretary.

6.2.4 Systems and Procedures

The State Department shall make use of the applicable technologies and infrastructural development such as automation and digitization of immigration services, civil registration and national registration services to enhance service delivery and reduce operational cost.

6.3 Risk Management Framework

The State Department has identified the following risks which may impact the implementation of this plan

Table 10: *Risk Management Framework*

Risk Class / Categories	Risk And Description	Risk Likelihood (L/H/M)	Severity (L/H/M)	Overall Risk Level (L/H/M)	Mitigation Measures
Legal	Changes in laws and regulations	M	M	M	● Create awareness to stakeholders
	Non-compliance with the law	L	L	L	● Sensitization to stakeholders ● Enforcement of the law

Stakeholder perception	Negative attitude and perception against State department officers.	L	L	L	• Advocacy for policies, programmes and projects
Financial	Inadequate resources for implementation of policies, programmes and projects	M	M	M	• Government funding • Prudent use of resources • Multiagency cooperation and collaboration
Staff Turn-over	Inadequate personnel and specialized skills	L	L	L	• Recruitment • Capacity building • Undertake staff succession management

CHAPTER SEVEN

RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

7.0 Overview

This chapter outlines the financial requirements, strategies for resource mobilization and the management of the resources for the implementation of the strategic plan.

7.1 Financial Requirements

The summary of the total funds required is tabulated in Table 7.1

Table 11: *Financial Requirements for implementing strategic plan*

Cost Item	Projected Resource Requirement (Ksh.Mn) Year 1	Year 2	Year 3	Year 4	Year 5
Secure National Identity Card	1,055.00	2,190.00	2,190.00	2,055.00	2,030.00
Registration of all eligible person	20.00	380.00	380.00	380.00	380.00
Universal Registration of births and deaths	27.67	1,333.17	1,233.19	1,139.19	2,977.19
Vital Statistics	8.00	18.00	18.00	18.00	18.00
Preservation of records	39.10	13.40	12.80	20.70	23.69
National Master Population Register	350.00	180.00	195.00	200.00	210.00
Consular Services	400.00	1,530.00	1,483.00	1,476.00	1,472.00
Secure Passports and other travel documents	200.00	1,450.00	1,770.00	1,230.00	985.00
Foreign National and Citizenship Services	120.00	595.00	480.00	270.00	790.00
Safe orderly and regular migration	1,200.00	2,909.00	2,951.25	2,703.00	5,163.00
Refugee Services	-	260.00	260.00	260.00	260.00
Refugee Protection	13.00	19.00	19.00	19.00	19.00
e-Citizen services	400.00	1,317.00	2,239.00	2,405.00	1,682.00

Automation and integration of services	20.00	1,688.00	1,534.00	768.00	710.00
Data Protection	1,000.00	500.00	250.00	250.00	250.00
Institutional Capacity Development	429.87	4,742.74	3,398.83	3,371.40	2,703.63
Policy and Legal frameworks	-	32.60	25.00	25.00	25.00
Administrative costs	8,553.80	18,204.24	17,284.26	17,838.63	18,393.00

Financial Requirements for implementing strategic plan

Table 12*: Resource Gaps*

Financial Year	Estimated Financial Requirement (Ksh.Mn)	Estimated Allocations (Kshs. Mn)	Variance (Kshs. Mn)
Year 1	13,836.44	11,980.80	1,855.64
Year 2	37,362.15	27,925.99	9,436.16
Year 3	35,723.33	27,186.86	8,536.47
Year 4	34,428.92	27,296.39	7,132.53
Year 5	38,091.51	27,405.92	10,685.59
Total	**159,442.35**	**121,795.96**	**37,646.39**

7.2 Resource mobilization strategies

The State Department will mobilize financial resource requirements through the normal government budget process, grants from international development agencies and local development partners. The effective resource mobilization framework, prompt exchequer release, efficient monitoring and evaluation, and leadership commitment to system development are all necessary for the plan's successful implementation. The following strategies will be used for resource mobilization:

i)   Grants from International development agencies and other local development partners

ii) Government funding - The State Department will source funding from the exchequer to implement some of the planned programmes and projects.

iii) Public Private Partnership- The State Department will embrace the PPP model of financing development projects which will help in reducing over reliance to exchequer.

iv) Private sector- the State Department will pursue the private sector partnership to implement policies, programmes and projects in the plan.

7.3. Resource Management

The implementation of the Strategic Plan will be guided by the Constitution of Kenya 2010, Public Financial Management Act 2012 and other relevant laws. The State Department will also ensure strict adherence to work plans, procurement plans and cash flow projections.

CHAPTER 8

MONITORING, EVALUATION AND REPORTING FRAMEWORK

8.0 Overview

This chapter examines the monitoring, evaluation and reporting mechanism, the mid and end-term of the strategic plan.

8.1 Monitoring Framework

The State Department has an M&E function in the Central Planning Projects and Monitoring Unit (CPPMU). The unit is linked to the PS, directorates and the Monitoring and Evaluation Directorate in the Ministry of Planning and National Development. Each directorate will establish a monitoring and evaluation system based on the departmental goals, objectives and targets, which will feed into the overall M&E system for State Department. The M&E Committee will be composed of the Heads of Directorates with the Permanent Secretary as the Chair.

The M&E Unit will collate, verify, analyze and compile the M&E reports from the various departments for onward transmission to the M&E Committee, which will further analyze them and endorse them for submission to the Minister and the Monitoring and Evaluation Directorate. In this regard, the Department Monitoring Unit will meet periodically to assess the progress of the planned policies, programmes and projects. A Monitoring and Evaluation (M & E) team led by the Central Planning and Projects Monitoring Unit (CPPMU) will coordinate data collection and submit quarterly and annual reports to the committee. The State Department will embrace the established monitoring frameworks among them National Integrated Monitoring and Evaluation System (NIMES), Public Investment Management System (PIMS) and Government Performance Reporting System (GPRS).

8.2 Evaluation Framework

Evaluation will be based on the variance between Planned targets and actual performance as revealed by the monitoring activities. Necessary strategic decisions regarding Plan implementation will then be taken for the subsequent period. The evaluation of the programmes under the Strategic Plan will be done at the mid and end of the plan period. This will be done through formal surveys and annual assessments using both internal and external reviewers. The evaluation will help to determine the extent to which the State Department has achieved the intended KRAs and document any challenges encountered in the implementation of the strategies. The emphasis of the evaluation exercise will be based on efficiency, relevance, effectiveness, sustainability, and impact measures.

Table 13*: Outcome Performance Matrix*

Key Result Area	Outcome	Outcome Indicator	Baseline Value Value	Baseline Value Year	Target Mid-term period	Target End-term Period
Secure National Identity Card	secure Identity cards	% of eligible Kenyans registered		2022/23	100	100
Registration of all eligible person	Access to citizen rights and services	% of ID cards produced and issued		2022/23	100	100
Universal Registration of births and deaths	Proof of legal identity	% of births and deaths registered		2022/23	100	100
Vital Statistics	Reliable Vital Statistics	No. of reports disseminated		2022/23		
Preservation of records	Accessibility and safety of records	%of records preserved		2022/23		
National Master Population Register	A credible Population register	% of data Comprehensiveness in the register		2022/23	80	100
Consular Services	Customer satisfaction by Kenyans living abroad	% level of customer satisfaction		2022/23	100	100
Secure Passports and other travel documents	Recognized passport and other travel document	Passport Ranking Index	72	2022/23	40	20
Foreign National and Citizenship Services	Increased social economic contribution	% of increase level of foreign investors		2022/23		
Safe orderly and regular migration	Enhanced economic development and Security	% of crimes solved		2022/23		
		% increase in tourists		2022/23		
Refugee Services	Access to services by refugees and asylum seekers	% of refugees and asylum seekers registered		2022/23	100	100
Refugee Protection	Safety and Dignity for refugees and asylum seekers	% level of refugee satisfaction		2022/23	100	100
e-Citizen services	Effective and efficient service delivery as well as improved revenue collection.	% of services onboarded on e-citizen platform		2022/23	80	100
Automation and integration of services	Efficient service delivery	% level of automation and integration		2022/23	80	100
Data Protection	Efficient uninterrupted service delivery to the public	% level of continuity		2022/23	100	100
Institutional Capacity Development	Enhanced service delivery	% level of customer satisfaction		2022/23	100	100
		% level of mandate achievement		2022/23	100	100
Policy and Legal frameworks	Effective coordination of services	% level coordination		2022/23	100	100

8.3.1 Mid-Term Evaluation

The State Department will conduct a Mid-term evaluation of the strategic plan which will be a participatory and evidence-based assessment conducted in accordance with the Kenya evaluation guidelines of 2020. It aims to assess the progress in the implementation of the strategic plan at the midpoint of the period and make informed adjustments for achieving the long-term objectives. The evaluation will encompass document reviews, surveys, and data analysis to gain comprehensive insights. The evaluation is scheduled for FY 2025/26 and will result in a detailed report with recommendations to improve implementation for the remaining period, fostering transparency and accountability.

8.3.2 End-Term Evaluation

The State Department will conduct an End-term evaluation of the strategic plan which is a crucial final assessment that aims to review the overall success and impact of the strategic initiatives. This comprehensive evaluation will be evidence-based involving all stakeholders. It will utilize document reviews, surveys and data analysis to measure the achievement of goals and objectives set forth in the strategic plan. By undertaking the End-term evaluation, we ensure accountability and transparency while identifying valuable lessons learned to inform future decision-making and strategic planning endeavors. The evaluation is scheduled for FY 2027/28, and its findings will be presented in a comprehensive report to guide the Ministry's future direction and continuous improvement.

8.4 Reporting Framework

The Reporting Framework established for the State Department strategic plan is a structured and systematic process to track and communicate the progress and outcomes of the strategic initiatives. This framework outlines the key performance indicators, reporting timelines, and responsible parties. Quarterly and Annual reports will be generated to provide stakeholders with comprehensive and transparent insights into the implementation status, challenges, achievements, and impact of the KRA's. Table 8.2 and 8.3 herein provides a quarterly and annual progress reporting template.

8.5 Feedback Mechanism

The State Department has put in place a Feedback Mechanism which serves as a vital channel for continuous engagement and improvement. This mechanism is designed to gather feedback from stakeholders, including staff, beneficiaries, partners, and the wider community, throughout the strategic planning period. In order to evaluate the level of performance and put the necessary measures for continued improvement on service delivery, the State Department will utilize the internal tools available including the Service Charter, Performance Contracts, Annual Work Plans, Performance Appraisal Systems and planned and impromptu field visits. Lessons learnt will be identified, documented and shared for better future outcomes.