

**KENYA INSTITUTE FOR PUBLIC
POLICY RESEARCH AND ANALYSIS**

STRATEGIC PLAN 2023/2024-2027/28

Driving inclusion through transformation policy process

Strategic Plan for 2023/24–2027/28

Driving Inclusion Through Transformative Policy Process

2nd December 2023

VISION, MISSION AND CORE VALUES

Vision:

A global benchmark in public policy research and analysis.

Mission:

To contribute to the achievement of national development goals by providing quality public policy advice to the Government of Kenya through effective capacity building and conducting objective policy research and analysis.

Core Values:

- (i) Knowledge
- (ii) Inclusivity
- (iii) Professionalism
- (iv) Patriotism
- (v) Responsiveness
- (vi) Accountability

STATEMENT BY THE CABINET SECRETARY, THE NATIONAL TREASURY AND ECONOMIC PLANNING

The National Treasury and Economic Planning congratulates the Kenya Institute for Public Policy Research and Analysis for timely preparation of its 5th Strategic Plan. This Strategic Plan marks concerted efforts by KIPPRA in ensuring that programmes, projects and strategic interventions are prioritized and implemented as planned. The Plan comes at a time when the Government is implementing the Bottom-Up Economic Transformation Agenda (BETA) within which KIPPRA will play a critical role in providing evidence-based policy advice and building capacity on the public policy process in supporting the policy process to realize the development agenda.

KIPPRA's strategic plan is aligned to Medium-Term Plan IV, which focuses on implementing strategic interventions aimed at driving the economy towards a sustainable growth path. KIPPRA has supported the Government of Kenya with technical advice and expertise in preparation of various policy documents, including the Medium-Term Plan IV that implements the Kenya Vision 2030. The theme of the Strategic Plan "Driving Inclusion Through Transformative Policy Process" is aligned to the MTPIV, which seeks to transform sources of growth; create wealth and employment; reduce poverty and create a conducive environment for investment in achieving a more competitive, inclusive and resilient economy. As the country emerges from the effects of multiple shocks, evidence-based policy advice is necessary to give policy makers options for timely and appropriate interventions.

The KIPPRA Strategic Plan defines the strategies that will ensure the Institute delivers effectively on its mandate. This includes strengthening its institutional capacity to address emerging policy issues such as shocks from climate change, equality and inclusivity and building capacity for the youth and officers from the Central Project Planning and Monitoring Department, who will serve to strengthen the public policy system. Further, in its focus on policy research and analysis, the plan has fully responded to the nationally agreed principles and priorities as envisaged in the Sustainable Development Goals (SDGs), African Union Agenda 2063, East African Community Vision 2050 and the Kenya Vision 2030 aspirations.

It is gratifying to note that KIPPRA involved stakeholders in developing its 5th Strategic Plan, thus taking into consideration the needs of stakeholders and ensuring that the process is in line with the letter and spirit of our Constitution.



Hon Njuguna S. Ndung'u, CBS
Cabinet Secretary
The National Treasury and Economic Planning

FOREWORD BY THE CHAIRPERSON OF THE BOARD

The 5th KIPPRA Strategic Plan (2023-2027) comes at a time when the country is recovering from the effects the COVID-19 pandemic, prolonged drought that has affected the Horn of Africa region, and disruption of the global supply chain. Conscious of these factors, the plan embeds our core values of knowledge, inclusivity, professionalism, patriotism, responsiveness and accountability. As the Government embarks on implementing the Fourth Medium-Term Plan with a priority on the Bottom-up Economic Transformation Agenda, the Institute remains committed to articulating timely and relevant evidence-based policy advice in supporting the long-term development agenda of the Government of Kenya.

The strategic plan recognizes the need to engage with all stakeholders in "Thinking Policy Together". Five key results areas form the key pillars of the strategic plan. This includes capacity development for effective and inclusive public policy; high quality, relevant and responsive policy research and analysis; policy engagement and outreach;

institutional sustainability; and good governance and effective leadership. The plan is geared towards making the institution a global benchmark for objective and evidence-based policy research and analysis.

The Institute will seek to leverage on technology and innovation to ensure the efficient and effective attainment of the envisaged strategic objectives. Further, strengthening internal controls, engaging the full staff establishment, and constructing KIPPRA Research Centre will go a long way in sustaining institutional growth and stability. The Board of Directors is committed to ensuring full implementation of the strategic plan.



Prof. Benson Ateng', MBS
Chairperson, KIPPRA Board of Directors

PREFACE AND ACKNOWLEDGEMENT

KIPPRA Strategic Plan 2023/24–2027/28 was prepared through a consultative process with key stakeholders. It builds on previous successes while seeking to raise visibility of KIPPRA as a global benchmark for public policy research and analysis. This will be achieved through implementing five strategic pillars, namely: capacity development for effective and inclusive public policy; high quality, relevant and responsive policy research and analysis; policy engagement and outreach; institutional sustainability; and ensuring good governance and effective leadership.

The activities of the strategic plan are aligned to the requirements in the Constitution of Kenya, KIPPRA Act, policy priorities in the fourth Medium-Term Plan, policy priorities under the *Bottom-up Economic Transformation Agenda (BETA)*, compliance with government directives, and Government commitments to regional and global development agenda, including the African Union Agenda 2063, the Sustainable Development Goals, and Framework for Climate Change Action, among others. The strategic plan will be implemented through annual work plans that will be developed in consultation with directorates, departments, management, staff, and key stakeholders.

The Institute aims to enhance the scope of capacity building programmes to effectively and efficiently deliver on the capacity development mandate by conducting capacity needs assessments for different target stakeholders to inform the capacity building programmes and providing flexible delivery modes for the programmes. The Institute will also enhance capacity and tools for delivery of the capacity building programmes by developing various capacity building manuals, curricula and tools, while building a pool of relevant expertise. To increase uptake of capacity building programmes, the Institute will enhance marketing initiatives and deepen partnerships with National Government Ministries, Departments and Agencies, and County governments, expand the scope of the Young Professionals' programme in terms of number enrolled, and diversity and strengthen the mentorship programme beyond universities through involvement of Technical and Vocational Education and Training Institutions.

The Institute will undertake impactful, high quality and responsive policy research and analysis leveraging on innovative technologies and policy surveillance. The Institute will broaden the scope and coverage of policy research and analysis by conducting county-based research, expanding focus on regional and global developments, and institutionalizing gender research. Furthermore, the Institute will enhance quality control, develop and apply policy analysis tools, and utilize innovations in data management as approaches to ensure production of quality research. In this regard, an interactive data repository will be developed.

In ensuring KIPPRA maintains impactful policy engagement with its stakeholders, it will be important to improve the Institute's corporate branding, strengthen research and corporate communication, and enhance accessibility of research products to a wide audience by adopting cutting-edge technologies. These approaches will be supported with implementation of the communication, social media, media engagement, and knowledge management strategies. KIPPRA will endeavour to strengthen current networks and build new networks and partnerships while implementing its resource mobilization policy; and providing advisory and technical services through proactive participation in various government taskforces and technical working groups.

This strategic plan also includes various activities towards boosting institutional development and sustainability. During the first year of implementation, the Institute will seek ISO 9001:2015 recertification to ensure that products and services are customer-focused. The Institute will strengthen human resource planning while working towards achievement of full staff establishment; institutionalize change management in operations; strengthen employee performance management; build staff capacity and skills; and enhance diversity, equity and inclusivity. Following transition of all eligible staff to pensionable terms, the Institute will implement a staff pension scheme, and a mortgage and car loan revolving fund. In addition, the Institute will continue implementing the productivity improvement programme.

To enhance and strengthen the financial sustainability of the Institute, various approaches to diversify funding sources will be explored while working towards establishment of a KIPPRA Research Centre. In addition, to boost institutional efficiency and effectiveness, the Institute will work towards enhancing operational efficiency and ICT security; strengthening monitoring, reporting and evaluation process; strengthening efficiency in the procurement processes and asset management; and promoting innovation in improving delivery of the Institute's mandate.

To promote good governance and effective leadership, KIPPRA will ensure compliance with all applicable laws and regulations governing the Institute's affairs, ensure effective and efficient systems of governance; strengthen internal audit, implement integrated risk management approaches; and entrench values and principles of governance within and outside the Institute.

In making it "**EASIER**" to deliver on its core mandate, the Institute will embed **E**fficiency, **A**ccountability, **S**ustainability, **I**nnovation, **E**ffectiveness, **R**elevance and **R**esponsiveness in its business model. In addition, the Institute will be guided by six core values and principles, namely: **K**nowledge, **I**nclusivity, **P**rofessionalism, **P**atriotism, **R**esponsiveness and **A**ccountability.

The Institute is grateful to all those who contributed towards the development of this Strategic Plan. First and foremost, we thank the Board for providing oversight and the Executive Director for providing leadership to the Senior Management and the Strategic Plan Committee from inception to completion. All KIPPRA staff provided valuable comments and inputs into conceptualizing the strategic business model of the Institute.

The Strategic Plan also benefited immensely from valuable contributions of various stakeholders during a stakeholders' validation workshop held on 6th June 2023. We would specifically like to thank representatives of the KIPPRA Board of Directors, The National Treasury and Economic Planning, and all stakeholders for their inputs and endorsement of the Strategic Plan during the validation workshop.



Dr Rose Ngugi, OGW
Executive Director
KIPPRA

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KEY CONCEPTS AND TERMINOLOGIES

Africa Agenda 2063 – A strategic framework for socio-economic transformation continued over the next 50 years from 2013 to 2063.

Appropriation in Aid (A-in-A) – Revenues generated by Ministries, Departments and Agencies.

Emerging Issues - Recent occurrences / events / phenomena, which might impact the sector negatively or positively. They include environmental, policy, legal, technological, economic, political, social and cultural.

Evaluation - Project evaluation is a systematic and objective assessment of an ongoing or completed project. The aim is to determine the relevance and level of achievement of project objectives, development effectiveness, efficiency, impact and sustainability. Evaluations also feed lessons learnt into the decision-making process.

Key Output - The overall product resulting directly from the implementation of activities defined within a procedure.

Kenya Vision 2030 - A Kenyan long-term development blueprint that aims to transform the country into a newly industrializing, middle-income nation providing a high quality of life to all its citizens by 2030 in a clean and secure environment.

Monitoring – A continuous assessment that aims at providing all stakeholders with early detailed information on the progress or delay of the ongoing assessed activities. It is an oversight of the activity's implementation stage.

National Cohesion and Values – An indicator that aims to promote national cohesion, national values and principles of governance and create a transformed, cohesive, peaceful and united nation in accordance with Article 10 of the Kenya Constitution.

Sustainable Development Goals – Also known as "Global Goals", are a universal call for action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity.

ABBREVIATIONS AND ACRONYMS

ACBF	African Capacity Building Foundation
ADR	Alternative Dispute Resolution
AERC	African Economic Research Consortium
AfCFTA	African Continental Free Trade Area
A-I-A	Appropriation-in-Aid
AU	African Union
BAC	Board Audit Committee
BCP	Business Continuity Plan
BETA	Bottom-Up Economic Transformation Agenda
BIDPA	Botswana Institute for Development Policy Analysis
BPR	Business Process Re-engineering
CAPEC	Cellule d'Analyse des Politiques Économiques du CIRES
CGE	Computable General Equilibrium
CIDP	County Integrated Development Plan
COMESA	Common Market for Eastern and Southern Africa
COG	Council of Governors
COP	Community of Practice
COVID	Corona Virus Disease
CPD	Continuous Professional Development
CPPMD	Central Planning and Project Monitoring Department
CSR	Corporate Social Responsibility
EAC	East African Community
EDMS	Electronic Document Management System
EPRA	Energy and Petroleum Regulatory Authority
EQA	External Quality Assessment
ERP	Enterprise Resource Planning
ESEPARC	Eswatini Economic Policy Analysis and Research Centre
EU-JRC	European Union Joint Research Commission
FAO	Food and Agriculture Organization
FTE	Full Time Equivalent
GAMS	General Algebraic Modelling System
GoK	Government of Kenya
IGAD	Intergovernmental Authority on Development
IDRC	International Development Research Centre
ICT	Information Communication and Technology
IFPRI	International Food Policy Research Institute
IPR	Intellectual Property Rights
IRMS	Integrated Risk Management System
ISC	Inspectorate of State Corporations
ISMS	Information Security Management System
ISO	International Organization for Standardization
JOOUST	Jaramogi Oginga Odinga University of Science and Technology
KAM	Kenya Association of Manufacturers

KER	Kenya Economic Report
KIEP	Korea Institute for International Economic Policy
KIPPRA	Kenya Institute for Public Policy Research and Analysis
KMPUS	KIPPRA Mentorship Programme for Universities
KRA	Key Result Area
KTMM	KIPPRA – Treasury Macro Model
KWS	KIPPRA-Wide Survey
MCDA	Ministries, Counties, Departments, and Agencies
MDAs	Ministries, Departments and Agencies
MOU	Memorandum of Understanding
MSMEs	Micro Small and Medium Enterprises
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
M&E	Monitoring and Evaluation
NCPWD	National Council for Persons with Disability
NGEC	National Gender and Equality Commission
NIPFN	National Information Platform for Food Security and Nutrition
NuPEA	Nuclear Power and Energy Agency
OAG	Office of the Auditor General
PC	Performance Contract
PFM	Public Finance Management
PSC	Public Service Commission
PSPMU	Public Service Performance Management Unit
PWD	Persons with Disabilities
QMS	Quality Management System
RECs	Regional Economic Communities
RRI	Rapid Results Initiative
SAIIA	South African Institute of International Affairs
SDGs	Sustainable Development Goals
SOCATT	Society of Clerks-at-the-Table
SOP	Standard Operating Procedures
SPSS	Statistical Package for Social Scientists
SWOT	Strengths Weaknesses Opportunities and Threats
TTI	Think Tank Initiative
UN	United Nations
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNICEF	United Nations Children's Fund
UNU WIDER	UN University World Institute for Development Economics Research
WRI	World Resources Institute

EXECUTIVE SUMMARY

The Kenya Institute for Public Policy Research and Analysis (KIPPRA) was established in May 1997 as a State Corporation and officially commenced operations in June 1999. In February 2007, the KIPPRA Act No. 15 of 2006 came into being, granting the Institute a solid legal basis to execute its mandate.

The mandate of KIPPRA is to develop capacities for policy formulation, implementation and evaluation; undertake relevant and timely policy research and analysis for objective policy advice; serve as a point of policy engagement and communication on public policy; and develop and maintain a reservoir of knowledge on public policy, in contributing to the achievement of government development agenda.

This Fifth Strategic Plan draws extensively from the Institute's experiences in the past twenty-five years, in prioritizing activities in the next five years. The strategy also takes cognizance of the government development priorities as articulated in the Kenya Vision 2030, Medium-Term Plan IV, and the "Bottom-Up Economic Transformation Agenda". The strategies prioritized in the strategic plan are aimed at enabling the Institute deliver effectively on its mandate.

KIPPRA made significant achievements with the Fourth Strategic Plan. The capacity development function was strengthened with establishment of Capacity Building Department. The number of Young Professionals (YPs) recruited on annual basis increased to 30. The KIPPRA Mentorship Programme for Universities was revamped to a more proactive programme with 15 events held involving 27 universities. In addition, 15 university policy debate clubs were established. Commercialized programmes gained momentum with increasing demand from counties. Policy surveillance and inter-disciplinary research were institutionalized, and development and usage of policy analysis tools strengthened. The KIPPRA flagship report, the Kenya Economic Report, was prepared and published each year. Conferencing was institutionalized with organization of the KIPPRA Annual Regional Conference. The Institute launched the KIPPRA Public Policy Repository, which is an open access to KIPPRA publications and government policy documents.

The Institute expanded its networking and partnerships with the establishment and staffing of the Partnerships Department. The Institute in partnership with ACBF hosted the African Think Tank Conference in Nairobi. The Kenya Think Tank Forum and Youth in Climate Action Forum were established. KIPPRA as a member of the Southern Voice Network took chairmanship. KIPPRA also actively participated in the T20 and T28 activities. The Institute maintained the ISO 9001:2015 certification status, demonstrating its continued commitment to deliver quality products and services to its customers. A significant number of internal policy documents were developed and approved by the board, which enhanced the internal controls. Further, an integrated risk management system was implemented, and several processes automated to enhance efficiency in its operations. The Institute was among the first agencies to participate in the Productivity Improvement Programme.

In implementing the 2018/19-2022/23 Strategic Plan, there are several key lessons learnt. Conducting capacity building needs assessment is important in informing the design and delivery of capacity development programmes. The core value and principles are Knowledge, Inclusivity, Professionalism, Patriotism, Responsiveness and Accountability (KIPPRA). In addition, different stakeholders require different approaches in delivery of capacity development programmes to meet their needs. Thematic interdisciplinary research approach enables the Institute to generate multiple outputs and deliver to a wide range of stakeholders. Further, mainstreaming policy surveillance improved timely response to emerging policy issues through policy seminars and production of policy relevant research outputs. A robust ICT system coupled with automation of key workflows is imperative in supporting business continuity and enhancing efficiency in operations. Collaboration with the mainstream media can play a key role in marketing and creating a positive image of the Institute, while utilization of social media channels enhances accessibility and visibility of the Institute, and influences website and repository visits and downloads. More importantly, collaboration with local and global think tanks in research and dissemination creates a research ecosystem and platform to engage with stakeholders in the public policy space. Finally, the

capacity of KIPPRA to effectively deliver on its mandate is dependent on achievement of full staff establishment.

This 2023/2024–2027/2028 Strategic Plan is developed in a business model that embraces efficiency, accountability, sustainability, innovation, effectiveness, and relevance in supporting public policy making. The core strategic pillars are enhancing capacity development for effective and inclusive public policy; ensuring high quality, relevant and responsive policy research and analysis; policy engagement and outreach; institutional sustainability; and enhancing good governance and effective leadership.

During the planning period, KIPPRA will enhance the scope of its capacity building programmes by mapping out capacity needs for targeted stakeholders, strengthening the policy framework of the existing programmes, entrenching flexible delivery modes and tools for capacity building programmes; enhancing human and institutional capacity of Central Planning and Project Monitoring Department; increasing uptake of capacity building programmes through marketing; deepening capacity development partnerships; expanding the Young Professionals programme; and enhancing sustainability of the KIPPRA Mentorship Programme for Universities and Technical and Vocational Education Training Institutions.

To ensure high quality, relevant and responsive policy research and analysis is upheld, KIPPRA will provide timely and relevant evidence-based policy advice; deepen the policy research ecosystem for inclusivity of all stakeholders; adopt innovative technologies in the research processes; entrench county-based policy research and analysis; grow policy research and analysis activities covering regional and global developments; institutionalize gender policy research and analysis; strengthen the quality control processes; mainstream development and use of policy analysis tools; and strengthen research data management.

Regarding policy engagement and outreach, the Institute will enhance visibility and access to products and services by improving corporate branding, strengthening research communication, enhancing stakeholder engagement platforms, including organizing the KIPPRA Day, enhancing accessibility of the Institute's products and services to a diverse audience; and building sustainable networks and partnerships.

The Institute will work towards achieving full staff establishment. To implement the Strategic Plan, an estimated Ksh 6.2 billion in resources will be required. The planned activities will be funded mainly from Government of Kenya resource allocation; grants from partners; and demand-driven capacity development and research projects. The Institute will endeavour to implement the resource mobilization strategy and related policies to diversify and boost funding. Further, efficiency, effectiveness and prudence in utilization of available and acquired resources will be crucial in bridging the resource gap. The Institute will work towards implementation of the KIPPRA Research Centre, which will improve the work environment, with modern and adequate office facility, training facilities, parking space, a modern library and other related facilities. In addition, the Institute will pursue completion of amendment of the KIPPRA Act, and approval of an expanded organizational structure during the next planning period.

To enhance institutional sustainability, KIPPRA will embrace business process re-engineering with a view to improving service delivery and workflow processes in every function of the Institute, while focusing on customer's needs and experiences. The Institute will implement a productivity programme and framework aimed at measuring the Institute's productivity across functions to support continuous improvement in quality and efficiency in the Institute. KIPPRA recognizes risk management as a key element in strategic management. The Institute will utilize the Integrated Risk Management System to continuously identify, evaluate, manage, monitor, report and mitigate risks in a timely manner, while identifying opportunities that can be harnessed during implementation of the Strategic Plan. Finally, a monitoring and evaluation framework has been developed to help track, monitor and review performance on a quarterly, annual, mid-term basis and at the end of the Strategic Plan period.

1

CHAPTER ONE: INTRODUCTION

This chapter provides an introduction comprising of importance of strategy for organizational success; the context of strategic planning (international, regional and national); history of KIPPRA and approach used in development of the strategic plan for 2023/24–2027/28.

1.1 Strategy as an Imperative for Organizational Success

The purpose of strategy is to provide direction and scope of an organization over the long-term. An effective strategy brings together vision and execution to guide organizational operations. Strategies focus on direction of activities by specifying what activities are to be undertaken for achieving organizational objectives. They make the organizational objectives clearer, more specific and guide deployment of resources to their most efficient and effective use. In addition, well thought-out strategies contribute towards organizational effectiveness by providing satisfaction to the personnel of the organization, since tasks are clearly allocated, thereby reducing role conflict and role ambiguity. This improves productivity. Strategic planning is an imperative for organizational growth and development, since it seeks to involve all the stakeholders of the organization in visualizing and articulating a possible future state for the organization, which is a vital component of the organization's long-term success. A solid, realistic vision and strategy will facilitate KIPPRA to set its long-term objectives, focus staff efforts to work towards a common goal, and enable the Institute to harness innovative opportunities for growth during delivery on its mandate.

1.2 The Context of Strategic Planning

1.2.1 United Nations 2030 Agenda on Sustainable Development

The national development agenda is informed by various international, regional and national agenda and frameworks. At the international level, Kenya's development agenda draws from the UN Sustainable Development Goals (SDGs). The Institute's policy research and analysis will, during this strategic plan period, seek to address global and regional socio-economic challenges as stipulated by the United Nations Sustainable Development Goals (SDGs). The focus of the Institute's research departments will therefore be on key development issues that include poverty, food security health, education, equality, clean water, resilient infrastructure, inclusive and sustainable industrialization, sustainable production and consumption, innovation and security as spelt out in Table 1.1. The Institute will also tackle other emerging challenges such as pandemics, climate change, armed conflict and green energy.

Table 1.1: SDG and KIPPRA's contribution

S/No.	UN Sustainable Development Goals	KIPPRA Initiatives/Actions
1	Goal 1 No Poverty	Policy research and analysis, capacity building, policy dialogues and technical advisory services on poverty reduction
2	Goal 2 Zero Hunger	Policy research and analysis, capacity building, policy dialogues and technical advisory services on food and nutrition security

3	Goal 3 Good Health and Well-being	Policy research and analysis, capacity building, policy dialogues and technical advisory services on universal health care
4	Goal 4 Quality Education	Policy research and analysis, capacity building, policy dialogues and technical advisory services on Education system and performance
5	Goal 5 Gender Equality	Policy research and analysis, capacity building, policy dialogues and technical advisory services through the Centre for Gender and Specialised Groups
6	Goal 6 Clean water and Sanitation	Policy research and analysis, capacity building, policy dialogues and technical advisory services on access and implications to improved water and sanitation
7	Goal 7 Affordable and clean energy;	Policy research and analysis, capacity building, policy dialogues and technical advisory services on energy transition
8	Goal 8 Decent work and Economic Growth	Policy research and analysis, capacity building, policy dialogues and technical advisory services on employment creation and growth sources
9	Goal 9 Industry, Innovation and Infrastructure	Policy research and analysis, policy dialogues and technical advisory services on industrialisation, innovation and infrastructure services
10	Goal 10 Reduced inequalities	Policy research and analysis, capacity building, policy dialogues and technical advisory services on marginalised communities including ASALs
11	Goal 11 Sustainable Cities and Communities	Policy research and analysis, capacity building, policy dialogues and technical advisory services on smart and sustainable cities
12	Goal 12 responsible consumption and production	Policy research and analysis, capacity building, policy dialogues and technical advisory services on sustainable growth and development
13	Goal 13 Climate Action;	Policy research and analysis, capacity building, policy dialogues and technical advisory services on climate change
14	Goal 14 life below water	Policy research and analysis, capacity building, policy dialogues and technical advisory services on blue economy
15	Goal 15 Life on Land	Policy research and analysis, capacity building, policy dialogues and technical advisory services on wildlife
16	Goal 16 Peace, Justice and strong Institutions	Policy research and analysis, capacity building, policy dialogues and technical advisory services on governance issues
17	Goal 17 Partnership for the goals	Policy research and analysis, capacity building, policy dialogues and technical advisory services on cooperation and collaboration in development

1.2.2 African Union Agenda 2063

At the regional level, the strategic plan draws from the African Union (AU) Agenda 2063. The Institute is in a strategic position to provide policy advice informed by policy research and analysis undertaken in the Institute that can inform the implementation, monitoring and evaluation of Agenda 2063. This is informed by the AU 2063 aspirations of a prosperous Africa-based on inclusive growth and sustainable development that is people-driven; an integrated continent guided by good governance, democracy, respect for human rights, justice and the rule of law; a peaceful and secure Africa with strong cultural identity, common heritage, values and ethics and a strong, united, resilient continent and influential global player and partner. Policy research and analysis undertaken within the Institute will have a focus on inclusive growth and good governance. Given the African Continental Free Trade Area (AfCFTA) is one of the flagship projects of the African Union (AU) Agenda 2063, intra-Africa trade will also be among the Institute's policy research priorities.

Table 1.2: AU Agenda 2063 and KIPPRA's contribution

AU Agenda 2063 Goals of Relevance		KIPPRA's Contribution Towards Realization
1	Inclusive growth and sustainable development	Policy research and analysis, capacity building, policy dialogues and technical advisory services on sources and patterns of growth and economic transformation
2	An integrated continent	Policy research and analysis, capacity building, policy dialogues and technical advisory services on Africa integration
3	Good governance, democracy, respect for human rights, justice and the rule of law	Policy research and analysis, capacity building, policy dialogues and technical advisory services on governance issues
4	Peace and security	Policy research and analysis, capacity building, policy dialogues and technical advisory services on security
5	Cultural identity, common heritage, shared values and ethics	Policy research and analysis, capacity building, policy dialogues and technical advisory services on creative economy
6	People-driven development relying on potential of women, youth and caring for children	Policy research and analysis, capacity building, policy dialogues and technical advisory services on the marginalised including women, youth and children
7	Strong, united, resilient and influential global player and partner	Policy research and analysis, capacity building, policy dialogues and technical advisory services on cooperation and collaboration

1.2.3 East Africa Community Vision 2050

Among the aspirations of the EAC Vision 2050 include inclusiveness in development and socio-economic transformation; access to modern, fast and affordable infrastructure that is essential for economic development and well-being of the population; economic empowerment of the citizens to spur growth and fast-track poverty reduction; articulation of proactive policies aimed at linking employment targets to skills development initiatives; a better environment for inter and intra- regional trade and investment; and building sound economic institutions, legal and policy frameworks needed for the long-term socio-economic transformation. During this strategic plan period, and in line with the Institute's mandate to conduct independent and objective research and analysis, the Institute will expand the policy research and analysis activities to cover regional and global developments. EAC partner States, as envisioned in the Vision 2050, will ensure efficient coordination between the Vision and national economic policy making, which can be achieved through objective research and analysis. Areas of strategic importance in terms of policy research and analysis include regionally, pressing socio-economic issues such as food and nutrition security, gender equality, good governance, youth unemployment, education, universal healthcare, and economic inclusion.

1.2.4 Constitution of Kenya

The Institute's core values are guided by the National Values and Principles of Governance; and Values and Principles of Public Service as enshrined in Articles 10 and 232 of the Constitution of Kenya 2010. The Institute is further guided by the Constitution of Kenya 2010 in various ways, including the role of the National and Country Government established in the Fourth Schedule of the Constitution. This informs the Institute in various ways, including policy research and analysis, capacity building programmes and other engagements. In addition, during the plan period, the Institute will mainstream National Values and Principles of Governance in its programmes.

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

Kenya's development agenda is underpinned by the Kenya Vision 2030 and implemented through its Medium-Term Plans and the Bottom-Up Economic Transformation Agenda (BETA). During the plan period, the Institute will focus on policy research and analysis on the government's development agenda - the BETA. This includes solidifying the foundations of development by deepening digital economy; prioritizing climate change and environmental action; deepening infrastructure development; strengthening the sources of growth through agriculture transformation, manufacturing, services economy, and creative economy, with a focus on the Micro and Small Enterprises (MSEs) and the small farmers.

Further is improving social welfare by ensuring access to affordable housing, health care, and education, and providing targeted social protection to the most vulnerable and prioritizing the women agenda. Finally, is enhancing the governance structures through a successful devolution process and with a foreign policy that enables integration at regional and international levels.

The Institute will exercise its mandate of providing advisory and technical services to the Government and other agencies of the Government. This will include participation in taskforces and technical working groups, and being more proactive in providing advisory and technical services, thus support the national and county policy process. The Institute will, therefore, during this strategic period strengthen the tools of policy analysis, and undertake specific commissioned research work by government entities at the national and county level to support the delivery of their mandates and support in preparing policy documents. The Institute will forge partnerships and collaborations with non-State actors, including the private sector, who are an important link between the Government and the citizens. Their role in public policy making, advocacy for policy change, policy formulation and implementation is critical for the country's economic growth and development. Cognizant of this role, the Institute will enhance engagement with non-State actors especially in stakeholders' workshops, dissemination fora and other platforms that will promote active public participation. Moreover, the Institute is a repository for public policies and information that is easily accessible by the private sector, civil society organizations, other research institutions and the academia.

Alignment of the Strategic Objectives to the Government Development Agenda

During the plan period, KIPPRA will align its policy research and analysis, capacity building and engagement and outreach to implementation of the Kenya Government's development priorities under the Bottom-Up Economic Transformation Agenda (BETA) and the fourth Medium-Term Plan (MTP IV) of the Kenya Vision 2030 (Table 3.2). This includes solidifying the foundations of development by deepening digital economy; prioritizing climate change and environmental action; deepening infrastructure development; strengthening the sources of growth through agriculture transformation, manufacturing, services economy, and creative economy, with a focus on Micro and Small Enterprises (MSEs) and the small farmers. Further, improving social welfare by ensuring access to affordable housing, health care, and education, and providing targeted social protection to the most vulnerable and prioritizing the women agenda; enhancing the governance structures through a successful devolution process and with a foreign policy that enables integration at regional and international levels.

Table 1.3: Alignment of the strategic objectives to the government development agenda

High quality, relevant and responsive policy research and analysis				Policy engagement and outreach and capacity building	
	Sectors of the Bottom-up Economic Transformation Agenda	Thematic Research Departments	Tools of Analysis	Interdisciplinary Research Programmes	Partnerships and Engagements Initiatives and Capacity Building
1.	Finance and production economy (National Treasury, agriculture and livestock, investment, trade and industry, cooperatives and SMEs)	Macroeconomic Department Productive Sector Department Private Sector Development Department Trade and Foreign Policy	County Business Environment for Micro and Small Enterprises Index Agriculture Expenditure Tracking KTMM forecasts CGE simulations	a) Kenya Economic Report b) KIPPRA Wide Survey c) Centre for Gender and Sepcialized Groups d) Nutrition Research e) Economic Modelling Tools	a) Partnerships with stakeholders b) Public Policy Repository c) KIPPRA Policy Hub d) KIPPRA Annual Regional Conference e) Capacity Building Programmes
2.	Infrastructure (Land, public works, housing and urban development; ICT and Digital Economy; Roads and Transport; Energy and Petroleum; and water and Irrigation)	Infrastructure Economic Services Department	Sustainability and Smart Cities Index		
3.	Land and natural Resources (Environment and Forestry; Mining and Blue Economy; Tourism, Wildlife, and Culture; ASALs)	Productive Sector Department	Climate Change Index		
4.	Social sector (Health, education, labour and social protection; public service and gender; youth, sports and arts)	Social Sector Department	Creative Economic Index		
5.	Governance and Public Administration (Government Coordination; Interior and national administration; defence; state law office; foreign, diaspora, and regional integration; devolution and cabinet affairs)	Governance Department Trade and Foreign Policy	Public Affairs Index		

1.2.6 Sector Policies and Laws

The Institute will leverage on its mandate of providing advisory and technical services to the Government and other stakeholders to provide necessary support in the formulation and review of sector policies and laws. This will be achieved through participation in policy and legislative working groups, and provision of capacity building to the Government and other stakeholders. The Institute's Public Policy Making Process (PPMP) course is designed to build capacity of participants in formulating evidence-informed policies through an exploration of the various stages of policy making and policy analysis that governments use to achieve their intended goals. The Institute will further provide policy insights through policy memoranda as required. The Institute will adhere to various policies and laws governing conduct of State Corporations in Kenya, including: the State Corporations Act, Public Finance Management Act, Mwongozo Code of Conduct, among others.

1.3 History of KIPPRA

KIPPRA was established in May 1997 as a State Corporation and officially commenced operations in June 1999. In February 2007, the KIPPRA Act No. 15 of 2006 came into effect, granting the Institute the legal basis to execute its mandate. In broad terms, the mandate of KIPPRA as established in the Act is to develop capacities for policy formulation, implementation and evaluation; undertake relevant and timely policy research and analysis for objective policy advice; serve as a point of policy engagement and communication on public policy; and develop and maintain a reservoir of knowledge on public policy in contributing to the achievement of national development goals. Since inception, the Institute has implemented four Strategic Plans, covering the periods 2003/04–2007/08; 2008/09–2012/13; 2013/14–2017/18; and 2018/19–2022/23.

1.4 Methodology of Developing the Strategic Plan

Development of the Strategic Plan was guided by the *Revised Guidelines for Preparation of Fifth Generation Strategic Plans 2023–2027* shared by the State Department for Economic Planning; provisions in the KIPPRA Act No.15 of 2006; the Kenya Vision 2030 and its Medium Term Plans; current government development priorities under the Bottom-Up Economic Transformation Agenda; and KIPPRA's internal policies including the Executive Director Policies and Procedures and the Strategy and Planning Policies and Procedures. The approach employed was highly participatory. A KIPPRA Strategic Plan Development Committee was appointed to coordinate its development. Upon conducting an evaluation on implementation of the 2018/19–2022/23 Strategic Plan, the committee sought views from all the stakeholders (internal and external) of the Institute regarding strategic focus for the Institute in the next five years. Drafts of the plan were developed and were discussed by KIPPRA management and staff for improvement. The advanced drafts were presented at three validation workshops held with staff, KIPPRA Board and external stakeholders in April, May and June 2023, respectively. The Strategic Plan was approved by the Management, Board and finally by the State Department for Economic Planning, the National Treasury and Economic Planning for publication.



CHAPTER TWO: STRATEGIC DIRECTION

This chapter provides an overview of the Institute's mandate as established in the KIPPRA Act No. 15 of 2006, vision and mission statements, strategic goals, core values and quality policy statement.

2.1 Mandate

According to Article 5 of the KIPPRA Act No. 15 of 2006, the object and purpose for which the Institute is established is to develop human and institutional capacities which shall, by undertaking economic forecasting, policy analysis and research, contribute to the formulation of medium and long-term strategic perspective for the economic and social development of Kenya in accordance with the provisions of the Act.

As expounded in Article 6 of the KIPPRA Act No. 15 of 2006, the Institute is specifically mandated to carry out the following functions:

1. Develop capacities in public policy research and analysis and assist the Government in policy formulation and implementation.
2. Identify and undertake independent and objective programmes of research and analysis, including macroeconomic, inter-disciplinary and sectoral studies on topics affecting public policy in areas such as human resource development, social welfare, environment and natural resources, agriculture and rural development, trade and industry, public finance, money and finance, and macroeconomic and microeconomic modelling.
3. Provide advisory and technical services on public policy issues to the Government and other agencies of the Government.
4. Communicate the findings and recommendations of the Institute's research programmes to agencies of the Government concerned with implementation of public policy.
5. Serve as a point of communication and encourage the exchange of views between the Government, the private sector and other bodies or agencies of the Government on matters relating to public policy research and analysis.
6. Collect and analyze relevant data on public policy issues and disseminate the Institute's research findings to persons it deems appropriate to publish such research findings.
7. Develop and maintain a reservoir of research resources on public policy and related issues and make these available to the Government, the private sector and learning institutions in Kenya.
8. Undertake public policy research and analysis for the Government and for clients in the private and public sectors.
9. Control the publication and use of the Institute's research findings.
10. Organize symposia, conferences, workshops and other meetings to promote the exchange of views on issues relating to public policy research and analysis.

11. Undertake public policy research relevant to governance and its implications to development; and
12. Undertake any other business which is incidental to the performance of any of the foregoing functions.

2.2 Vision Statement

A global benchmark in public policy research and analysis

2.3 Mission Statement

To contribute to the achievement of national development goals by providing quality public policy advice to the Government of Kenya through effective capacity building and conducting objective policy research and analysis.

2.4 Strategic Goals

During the strategic plan period, the Institute will work towards achieving the following strategic goals, which are direct outcomes in addressing the identified strategic issues:

- (i) Enhanced scope and increased uptake of capacity building programmes
- (ii) Enhanced timely, relevant, responsive, diversified, quality policy research and analysis
- (iii) Sustained partnerships and enhanced visibility and access to products and services
- (iv) Increased operational efficiency and effectiveness, productivity, financial sustainability and strengthened knowledge management practices
- (v) Sustained good corporate governance

2.5 Core Values

In its quest for provision of quality products and services, the Institute is guided by the National Values and Principles of Governance; and Values and Principles of Public Service as enshrined in Articles 10 and 232 of the Constitution of Kenya 2010, respectively.

The proposed core values are as follows:

- i. Knowledge
- ii. Inclusivity
- iii. Professionalism
- iv. Patriotism
- v. Responsiveness
- vi. Accountability

Knowledge

Understanding the needs of customer; managing relevant skills, experiences, capabilities, and insight; harnessing and exploiting information as a strategic asset to support in delivery of the Institute's mandate.

Inclusivity

Affording all an opportunity to effectively participate in making decisions on issues that affect their lives including networking and engagement, and promoting public participation.

Professionalism

Communicating effectively, appropriately and productively, competent and ethical in providing practical solutions to emerging policy and social-economic issues.

Patriotism

Love, loyalty and devotion to the Country

Responsiveness

Prompt in responding positively to customer requests, undertaking timely policy research in providing policy advice to emerging policy issues.

Accountability

Upholding good governance by being answerable, open, responsible and transparent.

2.6 Quality Policy Statement

KIPPRA develops capacities for policy formulation, implementation and evaluation within Government (National and Counties); undertakes relevant and timely policy research and analysis; serves as a point of policy engagement and communication on public policy; and develops and maintains a reservoir of knowledge on public policy in contributing to the achievement of national development goals.

The top management is committed to:

- (i) Satisfying all applicable requirements and ensuring that these are determined, understood and consistently met.
- (ii) Continual improvement of the quality management system.
- (iii) Ensuring that risks and opportunities that can affect conformity of products and services and the ability to enhance customer satisfaction are determined and addressed.

3

CHAPTER THREE: **SITUATIONAL AND STAKEHOLDER ANALYSIS**

This chapter provides a review of external environment, internal environment, analysis of strengths, weaknesses, opportunities and threats, review of past performance by Key Result Area, factors that hinder the achievement of set targets, lessons learnt in implementing the previous strategic plan and stakeholder analysis, with a view to identifying strategic issues to inform the development of the strategic business model to be implemented in the next five years.

3.1 **Situational Analysis**

3.1.1 **External Environment**

3.1.1.1 **Macro-environment**

The evaluation of the political, economic, social, technological, legal and ethics (PESTEL) components is aimed at identifying the major factors of external origin that might directly or indirectly impact on decision making and performance of KIPPRA. Table 3.1 summarizes the PESTEL analysis.

Table 3.1: PESTEL analysis

PESTEL Components	Factors	Strategic Implication	Strategic Intervention by KIPPRA
Political	Government development agenda	The Institute aligns its activities to the development blueprints, Kenya Vision 2030, Bottom-Up Economic Transformation Agenda (BETA), and other relevant government development agenda.	<ul style="list-style-type: none"> • Policy research and analysis on government development agenda • Provision of policy and technical advisory on development agenda priorities • Support to MDAs in the development of national policies • Support to counties in development of CIDPs and county policies
	Devolution	Devolution has presented different opportunities in capacity development, research and in research and policy analysis.	<ul style="list-style-type: none"> • Conduct/administer capacity building programmes to counties • Support the development of county policies • Provision of county disaggregated research, analysis and indices
	Public service transformation	Evidenced-informed transformation process is critical for efficient and effective service delivery in the country	<ul style="list-style-type: none"> • Enhance access of public policy (national and county) through the Public Policy Repository • Updating the repository by uploading relevant approved national and county policies and plans

	Change in Government policies	Policy directives that would inform / affect implementation of KIPPRA mandate	<ul style="list-style-type: none"> • Ensure compliance with relevant laws and policies in the operations
	Political goodwill	Commitment of political leadership is essential in supporting the Institute to deliver on its mandate	<ul style="list-style-type: none"> • Provision of policy and technical advisories
Economic	Commitment to regional and global development agenda	The Institute aligns its activities, particularly public policy research to the regional and global development agenda	<ul style="list-style-type: none"> • Capacity development, policy dialogues, policy research and analysis on economic integration in Africa; the East African Community (EAC) and the African Continental Free Trade Area (AfCFTA)
	MTEF budget process	KIPPRA contributes to the MTEF budget process informed by research and analysis	<ul style="list-style-type: none"> • To continue participating and providing policy and technical advisory in sub-sector and sector MTEF budget process, and in the Macroeconomic Working Group
Social	Demographic dynamics	Socio-cultural behaviours of the population may affect areas of research and consumption of KIPPRA products	<ul style="list-style-type: none"> • Promotion of diversity, equity, inclusivity and equality through timely and responsive policy research and analysis; and in KIPPRA's operations
	Labour market dynamics and employment	Emerging trends in the labour market and the future of work that can influence research agenda and KIPPRA operations	<ul style="list-style-type: none"> • To conduct research and economic modelling on Futures of Work to inform development of labour policies • Capacity development, policy dialogues, policy research and analysis on labour market dynamics
	Human rights	Access to quality socio-economic services and attainment of national and international commitments such as the International Declaration on Human Rights, African Charter on Human and People's rights, the Constitution of Kenya (2010), Kenya Vision 2030, SDGs and other international conventions and commitments	<ul style="list-style-type: none"> • Promotion of human rights in KIPPRA's operations and through policy research and analysis
Technological	Technological developments	<ul style="list-style-type: none"> • Developments in ICT have improved conduct of research, dissemination of research outputs and supporting exchange of views on policy issues • Dynamics in technology (software and hardware) can increase KIPPRA's budget for updating software and hardware 	<ul style="list-style-type: none"> • Maintenance of a robust ICT infrastructure and security systems to enhance efficiency and effectiveness in delivery of KIPPRA mandate • Maintenance of ICT security to ensure business continuity and mitigate cyber security threats
	Research and Development (R&D)	Investment in R&D is essential in development of products and services that meet stakeholder needs. R&D function that provides a mechanism to promote creativity and innovation beneficial to the Institute	<ul style="list-style-type: none"> • Setting aside budget to support R&D in the Institute • Identifying innovations to improve the Institute's operational efficiency

Environmental	Climate Change	Negative impacts of climate change include higher temperatures, drought, changing rainfall patterns, diminishing natural resource base, systemic risks to the economy, infrastructure investments, water and food systems, public health, agriculture, and livelihoods.	<ul style="list-style-type: none"> • KIPPRA will prioritize research and policy analysis for sustainable development of the country in the areas of: climate SMART agriculture, disaster risk management and climate action plans; and promotion of green economy transition, sustainable production and consumption • To participate in the national initiative on tree planting and growing
	Green Economy Transition	Monitoring adoption and implementation of green economy transition in green energy, e-waste management, and sustainable transport and construction	<ul style="list-style-type: none"> • The Institute will continue ensuring the reduction, reuse and recycle of waste • Conducting policy research and analysis to promote electric mobility and renewable energy
Legal	Directives and Legislative Framework	The Institute is guided by the Constitution of Kenya 2010, legislations, KIPPRA Act No.15 of 2006, government circulars and directives pertaining to state corporations	<ul style="list-style-type: none"> • Compliance with the Constitution of Kenya, legislations, government circulars and directives pertaining to state corporations; and the Mwongozo code of conduct for state corporations.

3.1.1.2 Micro-environment

Regarding KIPPRA's immediate operating environment, the factors that affect the Institute's day-to-day activities and achievement of its strategic objectives include: the organization, suppliers, marketing intermediaries, competitors, the general public and customers.

The Organization

The Institute's structure is organized into 3 Directorates, 16 Departments and 2 Divisions. Of these, 7 departments form the research function. Other functions that support delivery of the Institute's Strategic Objectives are Capacity building, Partnerships, Strategy and Planning, Corporation Secretary and Legal Services, Human Resources and Administration, ICT, Finance, Corporate Communication, Supply Chain Management, Knowledge Management, and Internal Audit. The various units are well structured and linked to support delivery of the Institute's mandate, as defined by the KIPPRA Act No. 15 of 2006. The Institute has a Citizens' Service Delivery Charter, which details commitments of the Institute in delivery of products and services to its customers.

Suppliers

Suppliers are an important part of KIPPRA's overall customer value delivery network. They provide inputs to delivery of the Institute's core mandate. These include computer hardware and software, furniture, stationery, transportation, conference venue facilities, branding, among others. The Institute has a database of pre-qualified suppliers that is reviewed every two years.

Marketing Intermediaries

The marketing intermediaries are an important component for KIPPRA's overall value delivery network. The Institute engaged services of mainstream media companies to promote key events such as the KIPPRA Annual Regional Conference. During the conference, the Institute also outsources services of video editors and graphic designers, and providers of audio-visual services.

Competitors

Competitors are rivals who compete with and organization in market and resources. According to the KIPPRA Act, the object and purpose for which the Institute is established is to develop human and institutional capacities which shall, by undertaking economic forecasting, policy analysis and research, contribute to the formulation of medium and long-term strategic perspective for the economic and social development of Kenya. As a Think Tank for the Kenya Government, KIPPRA has a 'niche market' to provide advice to the Government on formulation of evidence-based policies. Therefore, the Institute is well positioned in the public policy arena and benefits from exchequer funding, and its products and services in both capacity development and policy research and analysis are readily consumed by National and County Government Ministries, Departments and Agencies. KIPPRA also collaborates with over 50 local think tanks and policy institutes in the country through the annual Kenyan Think Tanks Symposium. The local think tanks and the academia conduct policy research and analysis to a limited degree and are also consumers of KIPPRA's products and services.

General Public

The public refers to the group of people who have an actual or potential interest in KIPPRA's products and services and have influence on the Institute's ability to achieve its objective. The identified 'publics include financial publics (such as external auditors), media publics (mainstream media companies that support KIPPRA in dissemination of its research outputs), government publics (mainly National and County Government Ministries, Departments and Agencies), citizen-action publics (such as lobby groups), internal publics, and the public.

Customers

The most important actors in KIPPRA's micro-environment are its customers. The whole value delivery network aims to engage the target customers and create strong relationships with them. KIPPRA's services include capacity building service; demand-driven service; advisory / technical services; access to policy documents and KIPPRA publications in the repository and website; KIPPRA research databases; library services; and sharing knowledge and information on research findings and policy related issues. The Institutes research products are available for download by customers from its website and public policy repository. These products and services are demanded by the public and private sector organizations, the academia, local and international think tanks and policy institutes, non-governmental organizations and the general public.

The Institute has in place a Service Charter that details its commitment to the delivery of products and services to customers. Every two years, the Institute conducts both external and internal customer satisfaction surveys with the aim of understanding the unique needs of its customers. These surveys enable KIPPRA to continually work towards improving the quality and packaging of its products and services.

3.1.2 Summary of Opportunities and Threats

Table 3.2: Summary of opportunities and threats

Environmental Factor	Opportunities	Threats
Political	<ul style="list-style-type: none"> Devolved system of government 	<ul style="list-style-type: none"> None
Economic	<ul style="list-style-type: none"> Attractiveness to development partners 	<ul style="list-style-type: none"> Rise in cost of living / cost of doing business
Social	<ul style="list-style-type: none"> KIPPRA YP alumni Emerging alternative sources of policy advice 	<ul style="list-style-type: none"> The future of work: including trend in working remotely, hence need for enabling public sector policies
Technological	<ul style="list-style-type: none"> Adoption of emerging technology and innovations to improve workflow management, delivery of capacity building programmes, conduct of research and policy analysis Research and development 	<ul style="list-style-type: none"> Exposure to cyber-attacks as the Institute continues to adopt automation of work processes; hence need for robust ICT security systems Dynamics in technology can increase KIPPRA's budget for updating software and hardware
Legal	<ul style="list-style-type: none"> Compliance with Constitution of Kenya 2010, legislations, government circulars and directives, Mwongozo code of conduct for state corporations 	<ul style="list-style-type: none"> Litigations can dent the image of the Institute
Ecological	<ul style="list-style-type: none"> Green economy transition Embracing corporate social responsibility 	<ul style="list-style-type: none"> Natural calamities and disasters:

3.1.3 Internal Environment

3.1.3.1 Governance and Administrative Structures

KIPPRA is governed by the Board of Directors while day-to-day leadership is provided by the Executive Director and the Management. The Institute draws its legal mandate from the KIPPRA Act No. 15 of 2006 as the principal adviser to the Government on public policy. The Institute holds three Directorates (Directorate of Economic Management; Directorate of Integrated Development; Directorate of Corporate Services); and the Office of the Executive Director; and is implementing the organizational structure approved in 2020. The structure was informed by the expanded scope of KIPPRA mandate, especially with the dynamic development issues and the devolved system of government, and the need to enhance governance structure. The Institute's approved staff establishment is 171 and current staffing is 93. The enabling governance structures facilitate good corporate governance practices, clear strategies and policies, strong internal controls and strong risk management.

3.1.3.2 Internal Business Processes

KIPPRA is ISO 9001: 2015 certified. Implementation of the ISO Quality Management System (QMS) enables the Institute to standardize products and services, and to be customer-focused in the course of achievement of its mandate. The Institute has developed 25 ISO Standard Operating Procedures (SOPs) and manuals and appointed a team of ISO internal auditors to support implementation of the ISO QMS. In addition, the Institute implements 43 other non-ISO internal policies that support efficiency in operations.

The Institute also operates in a highly computerized and networked environment, which supports business continuity and efficiency in delivery of core mandate. Through a Virtual Private Network (VPN), staff can work remotely. Various workflows have been automated on the Enterprise Resource Planning (ERP) platform with a view to improving efficiency and effectiveness in operations (including imprest management, leave management, procurement management, and

project management systems); and other stand-alone systems including the Electronic Document Management System (EDMS) and the Integrated Risk Management System (IRMS). A E-learning portal has been developed to support delivery of capacity building programmes flexibly to targeted participants.

KIPPRA has developed a productivity measurement framework to be used in assessing productivity across the functions of the Institute, in a bid to continuously improve outputs. To support policy research and analysis, the Institute has commenced implementation of an economic modelling unit that will champion development and utilization of tools for policy analysis, including the KIPPRA-Treasury Macro Model (KTMM), CGE, Futures Foresight and Fiscal Incidence Modelling. In addition, the Institute is in the process of establishing a Centre for Gender and Specialized Groups to generate gender-focused research and capacity development outputs, and establishing a KIPPRA Virtual Policy Central to promote policy dialogue and exchange of views with stakeholders.

3.1.3.3 Resources and Capabilities

KIPPRA enjoys goodwill from The National Treasury and Economic Planning and receives budgetary allocation annually to support delivery of its mandate as the government's think tank in public policy formulation. The Institute's eighth mandate is to undertake public policy research and analysis for the Government and for clients in the private and public sectors. The Institute generates A-I-A through delivery of demand demand-driven research and capacity building projects to its stakeholders. The Institute has fully fledged capacity building and partnerships departments to spearhead delivery of capacity building mandate, and to forge strategic networks with partners, including capacity building in policy research and analysis; collaborative research projects and disseminations; and creating visibility and demand for the Institute's products at global level. The Institute is implementing the approved resource mobilization policy.

3.1.4 Summary of Strengths and Weaknesses

This section outlines internal strengths the Institute will leverage on, and internal weaknesses to work on during implementation of its mandate in the next five years.

Table 3.3: Summary of strengths and weaknesses

Factor	Strengths	Weaknesses
Governance and Administrative Structures	<ul style="list-style-type: none"> Legal mandate (KIPPRA Act 2006) Highly competent and skilled staff Enabling governance structures Good reputation in public policy research and analysis 	<ul style="list-style-type: none"> Low staff establishment
Internal Business Processes	<ul style="list-style-type: none"> The Institute is ISO 9001:2015 certified Computerized and networked working environment Tools for policy analysis in place including: KTMM, CGE, Foresight Futures, Fiscal Incidence Analysis 	<ul style="list-style-type: none"> Weak data management system; lack of a data repository Low brand visibility of KIPPRA Low public awareness on scope of KIPPRA mandate Limited tools for policy surveillance and analysis Undiversified research outputs to meet the needs of different categories of stakeholders
Resources and Capabilities	<ul style="list-style-type: none"> Strategic partnerships Goodwill from The National Treasury and Economic Planning 	<ul style="list-style-type: none"> Limited sources of funding

3.1.5 Analysis of Past Performance

This section presents a review of key achievements, challenges / gaps, emerging issues and lessons learnt during implementation of the previous strategic period (2018/19–2022/23). The fourth strategic plan embedded efficiency, accountability, sustainability, innovation, effectiveness, relevance and responsiveness in its business model aimed at making it “**EASIER**” for the Institute to deliver on its core mandate. The strategic plan was implemented through five key result areas (KRAs), namely: Capacity Development for an Efficient and Accountable Public Policy Making Process; Quality, Relevance and Responsiveness of Policy Research and Analysis; Policy Engagement, Outreach and Impact; Financial and Institutional Sustainability; and Leadership and Integrity.

3.1.5.1 Key Achievements

As at the end of the strategic planning period on 30th June 2023, the Institute had a cumulative achievement of 85 per cent on targets set in the implementation matrix of the strategic plan. The highest achievement was noted on the fifth KRA (Leadership and Integrity) at 93 per cent (Table 3.4) while the lowest achievement was recorded on implementation of the fourth KRA (Financial and Institutional Sustainability) at 79 per cent, mainly attributed to strategic objective to increase productivity through human capacity development and welfare improvement.

Table 3.4: Overall achievement in 2018/19–2022/23 on the key result areas

Key Result Area		Strategic Objectives	% Achieved	
1	Capacity Development for an Efficient and Accountable Public Policy Making Process	Increase the capacity development activities to widen the coverage of stakeholders	86.28	83.50
		Improve capabilities to expand and deepen policy analysis tools	80.71	
2	Quality, Relevance and Responsiveness of Policy Research and Analysis	Deepen policy research and analysis to comprehensively inform public policy	83.33	86.11
		Strengthen data collection and management to support policy research and analysis	75.00	
		Establish a public policy repository	100.00	
3	Policy Engagement, Outreach and Impact	Expand and strengthen strategic networks and partnerships	86.12	83.22
		Boost the Institute profile and accessibility as a centre for public policy research and analysis	75.20	
		Strengthen knowledge management and communication	88.33	
4	Financial and Institutional Sustainability	Increase productivity through human capacity development and welfare improvement	71.63	78.74
		Enhance financial sustainability	85.00	
		Entrench risk management	80.00	
		Enhance efficiency in planning and service delivery	78.33	
5	Leadership and Integrity	Promote governance in institutional development	91.67	92.50
		Entrench national values and principles of governance within and outside the Institute	93.33	
	Totals		84.81	84.81

KRA 1: Capacity Development for an Efficient and Accountable Public Policy Making Process

This KRA was achieved through two strategic objectives: increased capacity development activities to widen the coverage of stakeholders and improved capabilities to expand and deepen policy analysis.

Increase the capacity development activities to widen the coverage of stakeholders

KIPPRA developed and implemented a capacity building strategy 2018–2022. Under this strategy, three capacity building programmes (Young Professionals Programme; KIPPRA Mentorship programme for universities – KMPUS; and Commercialized Capacity Building Programme) were implemented. The Institute held 15 KMPUS events involving 27 universities and signed Memoranda of Understanding on collaboration with more than 10 universities, including Machakos, Eldoret, Karatina, Dedan Kimathi, Pwani, Kabarak, Turkana, Embu and Jaramogi Oginga Odinga. In addition, 15 university policy debate clubs were established; and seven (7) capacity building manuals were initiated. During the period, the Institute built capacity of 10,468 persons through various training modules; and graduated 103 Young Professionals (55 from National Government, 5 from County Governments and 43 from the private sector). A Stakeholder Capacity Building Needs Assessment was conducted in 2019/20. In addition, the Institute developed a policy framework for engaging visiting scholars, research associates and mentors. During the 2013/14–2017/18 strategic plan period, the YP programme was supported by the African Capacity Building Foundation (ACBF), after which the Government of Kenya took over and funded the programme in 2018/19–2022/23 and beyond following expiry of ACBF support.

Improve capabilities to expand and deepen policy analysis tools

The Institute embarked on the development of the KIPPRA-Treasury Macro Model (KTMM) supply-side module to improve the capability of KTMM to generate policy simulation and forecasting to support and inform policy making for both National and County Governments. Further, to improve capacity to provide timely and evidence-based policy advice, the Institute formed a Computable General Equilibrium (CGE) modelling technical team. The team, through the support from International Food Policy Research Institute (IFPRI) and the European Commission Joint Research Centre (JRC/EC) underwent training on CGE. Working in collaboration with KNBS, the Social Accounting Matrix (SAM) was updated, a key milestone in developing the CGE framework. Through support from UNU-WIDER, a technical team was trained on usage of impact evaluation approaches and utilized the framework to conduct impact of the Kenya Vision 2030 flagship projects on Kenya's social-economic development. The Institute facilitated all technical staff with access to statistical analysis software and commenced establishment of an economic modelling unit in 2022/23.

KRA 2: Quality, Relevance and Responsiveness of Policy Research and Analysis

This KRA was achieved through three strategic objectives: deepening policy research and analysis to comprehensively inform the public policy process; strengthening data collection and management to support policy research and analysis; and establishing a public policy repository.

Deepen policy research and analysis to comprehensively inform public policy

The Institute developed its Research Strategy 2019/20–2023/24; achieved 16 interdisciplinary research projects, comprising of five (5) Kenya Economic Reports (KER), five (5) KIPPRA-Wide Surveys, and three (3) Vision 2030 review reports; and published 523 research outputs including Discussion Papers, Working Papers, Special Papers, Special Reports, Policy Briefs and County Briefs; and published 18 articles in peer reviewed Journals.

Strengthen data collection and management to support policy research and analysis

During the plan period, the Institute identified new mechanisms for policy surveillance including daily and weekly policy updates. This supported conduct of 138 policy seminars and 3 policy surveys, production of 19 quarterly market analysis reports, 20 quarterly policy monitors; and more than 100 blogs and media articles. A research data management policy was developed to strengthen data management. The Institute developed a research data management policy and mainstreamed usage of ICT platforms in collection of primary data for fieldwork projects (e.g., through Survey CTO tool).

This has improved real-time data capture, management, storage, and overall efficiency in completing projects that involve primary data. In addition, the Institute fully implemented an Electronic Document Management System (EDMS), which has improved management of records in the Institute, with over 800,000 documents digitized. A Youth Data Dashboard was implemented in collaboration with the Office of the President Policy and Strategy Unit, to visualize data on youth unemployment based on county economic profiles, youth demographic data and youth employment initiatives in Kenya.

Establish a public policy repository

During the plan period, the Institute developed the KIPPRA Public Policy Repository (PPR), which was launched in March 2021 to provide stakeholders with a one-stop-shop for National and County government policy documents and KIPPRA research outputs. The Institute uploaded 3,037 policy documents into the repository by end of June 2023, comprising of 798 National government and 1439 County government policy documents, and 800 KIPPRA Publications. This has strengthened the research-to-policy linkage by availing to both internal and external customers an open access platform for national and relevant county policy documents organized by sectors for ease of retrieval. The government policy documents date back to 1963; the County Governments policy documents date back to 2013; and KIPPRA research outputs date back to 2000. The bibliographies in the three (3) collections are continuously updated. The PPR, which is accessible freely through the link <http://repository.kippira.or.ke>, established a knowledge platform that continues to create public awareness on the public policy making process in Kenya. In 2022/23 alone, the Institute recorded 9,995,764 searches on the PPR, illustrating the growing recognition of the PPR as a tool for disseminating public policy documents.

KRA 3: Policy Engagement, Outreach and Impact

This KRA was achieved through three strategic objectives, namely: expanding and strengthening strategic networks and partnerships; boosting the Institute's profile and accessibility; and strengthening knowledge management and communication.

Expand and strengthen strategic networks and partnerships

During the plan period, the Institute established the Partnerships Department, and developed a Resource Mobilization Policy and Guidelines on project management and established collaborations with over 66 strategic networks and partnerships with local organizations (including 50 Kenyan Think Tanks – leading to establishment of the annual Kenya Think Tanks Symposium). In addition, KIPPRA established collaborations with more than 27 regional and international organizations, including: United Nations Economic Commission for Africa (UNECA); SOAS University of London; United Nations University World Institute for Development Economics Research (UNU-WIDER); Statistics Norway (SSB); European Commission's Joint Research Centre (EU-JRC); International Development Research Centre (IDRC); Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN); Food and Agriculture Organization of the United Nations (FAO); Cellule d'Analyse des Politiques Économiques du CIRES (CAPEC); Korea Institute for International Economic Policy (KIEP); International Food Policy Research Institute (IFPRI); World Resources Institute (WRI); South African Institute of International Affairs (SAIIA); Partnership for Economic Policy (PEP); Brookings; UN-Women; Botswana Institute for Development Policy Analysis (BIDPA); Southern Voice; and the African Capacity Building Foundation (ACBF).

The Institute organized 6 KIPPRA Annual Regional Conferences involving over 3,602 delegates; 1 Africa Think Tanks summit in collaboration with ACBF; 4 Kenya Think Tanks symposia and various activities with the Youth in Climate Action. These supported sharing of research findings, dialogue and exchange of views with diverse stakeholders on emerging policy issues to enhance the research-to-policy formulation linkage. KIPPRA also participated in 14 international conferences and debates and 11 fora on emerging policy issues affecting global socio-economic development.

Furthermore, the Institute participated in 184 advisory and technical service engagements (an average of 36 taskforces and working groups per year) to support various Ministries, Departments and Agencies (MDA) to formulate policies

including: Management of Narrow Roads in Kenya and Mainstreaming Use of Local Resources in the Development and Maintenance of Roads; Micro and Small Enterprises Policy; Livestock Insurance Policy; Meteorological Policy and Bill; Data Protection Policy and Bill; and the Kenya Youth Development Policy. The Institute also provided technical support on trade negotiations in the EAC, COMESA, AGOA and the AfCFTA among other institutions. This strengthened strategic partnerships nationally and internationally.

Boost the Institute's profile and accessibility as a centre for public policy research and analysis

During the plan period, the Institute convened 138 policy seminars to promote exchange of views on emerging policy issues and 359 roundtable events to refocus ongoing research; developed a brand manual; conducted one external customer satisfaction survey in 2021/22 with a Customer Satisfaction Index of 77.08 per cent and implemented the recommendations emanating there from. The Institute distributed over 218,042 hard copy publications to stakeholders at various fora. The website was revamped, and its content updated every week. More than 276,357 downloads from KIPPRA website were recorded, illustrating the growing importance of online platforms as tools to disseminate research outputs. These achievements boosted the Institute's profile and enabled access to its key stakeholders.

KIPPRA was ranked the No. 1 Think Tank in Sub-Saharan Africa in 2015 and 2016, and No.2 in 2017 by the Global Go-To Think Tanks Index Report. The parameters considered included quality of research, level of policy networking and capacity to influence public policy. To ensure this position is retained, the Institute will continue strengthening its focus on local, national, regional and international dimensions of research and policy making for sustainable development.

During year 2 of the plan period, the KIPPRA mentorship and associates' policy was developed to guide in engaging mentors to support in building technical skills at the Institute. In addition, in 2022/23, the KIPPRA YP Alumni was established with over 100 members. The Institute will continue to establish collaborations with networks created through the Alumni.

Strengthen knowledge management and communication

The Institute developed and implemented the Communication Strategy 2020/21– 2022/23, Knowledge Management Policy, Knowledge Management Strategy 2023/24 – 2025/26, Social Media Strategy 2022/23–2024/25 and KIPPRA Brand Manual. A framework for enhancing knowledge management infrastructure was developed. The Institute has initiated conduct of an annual researchers' workshop as a forum for exchanging innovative research approaches; and initiated review of publication series and peer review process aimed at meeting customer needs. In addition, the Institute developed an online registration portal for suppliers, e-learning portal, EDMS; and standardized templates for monitoring and reporting on work plan implementation. This strengthened knowledge management and improvement on communication with stakeholders, including diversification of communication channels. In 2022/23, the Institute has commenced development of automated monitoring and reporting tool to improve efficiency and effectiveness in monitoring and evaluation function; and finalized developing a concept for establishment of the KIPPRA Public Policy Journal.

KRA 4: Financial and Institutional Sustainability

This KRA was achieved through implementation of three strategies: increasing productivity through human capacity development and welfare improvement; enhancing financial sustainability; and entrenching risk management; and enhancing efficiency in planning and service delivery.

Increase productivity through human capacity development and welfare improvement

During the plan period, the staff performance management tool was revised in 2020/21 and deployed in 2021/22. The Reward, Recognition and Sanctions Policy was developed in 2020/21 while aligning it to Public Service Commission (PSC) requirements, and the workplace gender and disability mainstreaming policies were finalized for implementation.

The Institute's approved staffing during the period under review was 171. For most of the period, the Institute operated at 35 per cent capacity. In improving human resource capacity, 28 new staff were recruited between year 1 and 4. The three (3) Directorates were actualized in 2022/23 during which 3 Directors and 5 deputy Directors were recruited in quarter 2, while another 30 staff positions were recruited in quarter 4, bringing total staffing to 94 (i.e., 54.9% staffing achieved). As a result, during the year, the Institute achieved 9 per cent of in-post staff who are persons with disability up from 3.08 per cent in previous years, hence exceeded the minimum of 5 per cent required for public sector institutions.

In developing institutional and individual skills and competencies, the Institute facilitated staff through short courses / trainings, which improved overall productivity in delivery of work plan targets. The Institute conducted an employee satisfaction survey in 2022/23, with overall satisfaction index of 71.2 per cent and commenced implementation of the recommendations emanating there from. In addition, in 2022/23, the Institute developed a framework for measuring productivity across functions. The productivity programme will be implemented from 2023/24 to support continuous improvement in quality and efficiency in the Institute.

Enhance financial sustainability:

The Institute enjoyed considerable financial support from the Government of Kenya and development partners. Funding from Government of Kenya increased from Ksh 315.41 million in 2018/19 to 563.97 million in 2022/23; projects income increased from Ksh 35.53 million in 2018/19 to Ksh 100.69 million in 2022/23. In 2018/19, the Institute had donor funding from the IDRC of Ksh 35.71 million, and in 2019/20 the Institute received funding from the EU-NIPFN project (Ksh 22.67 million) and in 2021/22 funding from the EU-NIPFN (Ksh 39.83 million). The Institute developed and implemented a Resource Mobilization Policy during the Strategic Plan period.

In addition, the Institute reviewed all Standard Operating Procedures (SOPs) followed by ISO 9001:2015 recertification in 2019/20, which enhanced the Institute's customer focus, competitiveness, efficiency, effectiveness and ability to attract new strategic partners. In the first quarter of 2023/24, the Institute will review all the 22 ISO SOPs in readiness for ISO 9001:2015 recertification to be conducted in mid-2023/24. The Institute also developed 40 other non-ISO internal policies and strategies aimed at enhancing efficiency in operations across all functions.

Entrench risk management

The Institute developed an Integrated Risk Management Policy and Framework (IRMPF) and an Integrated Risk Management System (IRMS) in 2022/23 to entrench risk management culture. A risk register covering all functions was developed and was embedded in the IRMS portal. A risk management committee and 16 risk management champions were appointed in 2022/23 to support the risk management function. The IRMS is aimed at enabling KIPPRA to monitor and mitigate current and emerging risks within an acceptable risk appetite, while pursuing implementation of its mandate. Based on the IRMS, the Institute prepared 3 quarterly risk management reports, from which action plans were drawn to guide mitigation of emerging and high risks.

Enhance efficiency in planning and service delivery

During the plan period, the Institute developed and implemented a Monitoring and Evaluation Framework and completed an operational efficiency framework. In addition, the Institute implemented five (5) Performance Contracts (PCs) negotiated with the parent Ministry, and consistently, achieved "good" score in all the years, illustrating the Institute's progress in improving efficiency and effectiveness in delivery of work plan and PC targets. A web-based platform to automate project management and contract management was developed.

KRA 5: Leadership and Integrity

This KRA was achieved through implementation of two strategies, namely: promotion of governance in institutional development; and entrenching of national values and principles of governance within and outside the Institute.

Promotion of governance in institutional development

During the planning period, the full Board was in place to provide oversight and strategic direction to the Institute. In addition, a comprehensive compliance management system was implemented to ensure adherence with statutory and regulatory requirements. A governance audit was carried out in 2021/22 and recommendations implemented. Furthermore, a preliminary KIPPRA Amendment Bill was drafted with a view to amending the KIPPRA Act 2006 to accommodate the Mwongozo Code of Governance and other emerging issues. The Bill underwent improvements and changes since 2017 with support from the Kenya Law Reform Commission (KLRC). It was revised in 2020/21, focusing majorly on the Object and Purpose Clause and Board Size. A Committee was constituted on 14th April 2023 and worked on addressing comments received from the Board and presented their report on review of the KIPPRA Act to Management and stakeholders for input on 7th July 2023. The Institute engaged the KLRC to draft the KIPPRA Bill, to be completed in 2023/24.

Entrenching of national values and principles of governance within and outside the Institute

The Institute mainstreamed the National Values and Principles of Governance in all its programmes during the planning period to uphold and inculcate National Values and Principles of Governance. Staff were sensitized regularly. Branded merchandise and over 10,000 Information, Education and Communication (IEC) materials on National Values and Principles of Governance were produced and disseminated. In addition, a children's book on National Values and Principles of Governance was published by KIPPRA in 2022/23, of which 2,000 copies were shared with the Institute's stakeholders. The Institute was commended by the Directorate of National Cohesion and Values for exemplary performance in mainstreaming National Values and Principles of Governance, having achieved 100 per cent on implementing Performance Contract requirements for the indicator in 2020/21, 2021/22 and 2022/23.

Highlights on Areas that Recorded Under-achievement

The Institute made significant progress in implementing set targets in the Strategic Plan over the five years. A few targets, such as construction of KIPPRA Campus, setting up a data management centre, amendment of the KIPPRA Act, and attracting Young Professionals from the region (outside Kenya) were not realized during the Strategic Plan period. The following are areas for consideration in the next strategic planning period, to address targets that were either partially implemented, or not achieved at all:

Capacity development for an efficient and accountable public policy making process

Strategic Objectives	Under-achieved areas and actions needed	Timeframe
Increase the capacity development activities to widen the coverage of stakeholders	<ul style="list-style-type: none"> Finalize the Capacity Building Needs Assessment report and implement the findings / recommendations Finalize training manuals for approval and implementation 	2023/24
	<ul style="list-style-type: none"> Finalize and implement the framework on participation in taskforces and working groups 	
	<ul style="list-style-type: none"> Delivery of other capacity building programmes, e.g., CEEP (which can leverage on dissemination of CBEM-II); agricultural tracking tool; Child sensitive planning and budgeting 	From 2023/24
	<ul style="list-style-type: none"> Strategize to kick-start exchange programme; Engaging associates and mentors Come up with strategy to attract YPs from counties and the region, especially through self-sponsored and flexible programmes 	From 2023/24
Improve capabilities to expand and deepen policy analysis tools	<ul style="list-style-type: none"> Finalize KTMM review and documentation Finalize development of KTMM supply-side module Develop KTMM operational manual Come up with a structured way of building capacity of technical staff on policy analysis tools 	2023/24

Quality, relevance and responsiveness of policy research and analysis

Strategic Objectives	Under-achieved areas and Actions Needed	Timeframe
Deepen policy research and analysis to comprehensively inform public policy	<ul style="list-style-type: none"> Finalize reviewing the publications series to improve packaging to inform public policy, or to introduce new products 	2023/24
	<ul style="list-style-type: none"> Review and revise the KIPPRA research strategy 	From 2023/24
Strengthen data collection and management to support policy research and analysis	<ul style="list-style-type: none"> Develop the data management centre / system Improve on strategy to effectively conduct policy surveys; and finalize on conducting policy survey on County Climate Change Index 	2023/24
Establish a public policy repository	<ul style="list-style-type: none"> Liaise with MDAs and counties to share content / policy documents for inclusion in the KIPPRA Public Policy Repository Periodically market the KIPPRA PPR in the counties / to all stakeholders 	Continuous

Policy engagement, outreach and impact

Strategic Objectives	Under-achieved areas and actions needed	Timeframe
Expand and strengthen strategic networks and partnerships	<ul style="list-style-type: none"> Finalize and implement the framework on participation in taskforces and working groups 	2023/24
	<ul style="list-style-type: none"> Deepen EU collaboration, and source for other strategic partners; Finalize concept to the National Treasury and Economic Planning on engagement with development partners 	2023/24
	<ul style="list-style-type: none"> Ensure periodic tracking of KIPPRA media citations by investing in relevant ICT infrastructure / platforms to monitor citations and website usage 	From 2023/24

	<ul style="list-style-type: none"> Enhance participation in international conferences as a way of enhancing visibility of KIPPRA 	From 2023/24
	<ul style="list-style-type: none"> Monitor and ensure all signed MOUs are implemented Implement the resource mobilization policy 	Continuous
Boost the Institute profile and accessibility as a centre for public policy research and analysis	<ul style="list-style-type: none"> Invest in web-based tools to continually monitor and analyze visits and downloads from the KIPPRA Public Policy Repository and website as part of the Institutes' knowledge management channels; to inform development and packaging of unique products and services to respond to emerging demand 	From 2023/24
	<ul style="list-style-type: none"> Engage research associates and mentors to build capacity of technical staff 	From 2023/24
	<ul style="list-style-type: none"> Maintain and grow the YP alumni network as strategic partners in creating visibility of KIPPRA 	Continuous
	<ul style="list-style-type: none"> Improve on conduct of dialogues and exchange of views on policy issues with stakeholders 	From FY2023/24
	<ul style="list-style-type: none"> Implement recommendations from external customer satisfaction survey of 2021/22 	From 2023/24
	<ul style="list-style-type: none"> Implement a strategy to promote KIPPRA as a brand informed by the approved brand manual 	From 2023/24
Strengthen knowledge management and communication	<ul style="list-style-type: none"> Implement the approved Knowledge Management Policy and Strategy 	2023/24
	<ul style="list-style-type: none"> To finalize report on review of KIPPRA products and publication series 	2023/24

Financial and institutional sustainability

Strategic Objectives	Under-achieved areas and actions needed	Timeframe
Increase productivity through human capacity development and welfare improvement	<ul style="list-style-type: none"> Finalize automation of tool for setting staff targets on the ERP 	2023/24
	<ul style="list-style-type: none"> Implement the Reward, Recognition and Sanctions Policy Improve on implementing annual staff training plans 	From 2023/24
	<ul style="list-style-type: none"> Implement recommendations from employee satisfaction survey(s) 	From 2023/24
Enhance financial sustainability	<ul style="list-style-type: none"> Implement the approved resource mobilization policy 	From 2023/24
	<ul style="list-style-type: none"> Actualize staff exchange programme 	From 2023/24
	<ul style="list-style-type: none"> Finalize the KIPPRA Act Amendment Bill 	From 2023/24
	<ul style="list-style-type: none"> Consider various options for acquisition of KIPPRA own premises (KIPPRA Research Centre) 	From 2023/24
Entrench risk management	<ul style="list-style-type: none"> Implement the approved Integrated Risk Management Policy and Framework, the Integrated Risk Management system; and mainstream risk management at KIPPRA 	Continuous
Enhance efficiency in planning and service delivery	<ul style="list-style-type: none"> Strengthen monitoring and evaluation activity: Review the M&E framework Conduct institutional research / evaluations during the next strategic planning period 	From 2023/24

Leadership and integrity

Strategic Objectives	Under-achieved areas and actions needed	Timeframe
Promote governance in institutional development	• Training / sensitizing management and staff on corporate governance	Annually
	• Conduct legal compliance audit and implement recommendations there from	2023/24; after every two years

3.1.5.2 Factors that Hindered Achievement of Set Targets

Though the Institute has various achievements, the following were the factors that hindered the achievement of targets under four of the KRAs:

- (1) The Institute did not achieve the envisioned expansion of the Young Professionals programme to the counties and the region, since flexible delivery channels for the programme had not been developed, and counties had not committed resources to sponsor participants to the programmes. In addition, the Institute did not have a comprehensive marketing strategy for its capacity development programmes.
- (2) Though the Institute's resource mobilization policy was developed and approved, the envisioned staff exchange programmes and engagement of research associates was not achieved since the guidelines on staff exchange had not been finalized. In addition, the Institute required resources to support engagement of research associates and mentors.
- (3) Research data management policy was approved but installation of the data management system and establishment of a data repository was not completed by the end of the plan period, since the Institute did not have sufficient resources to acquire the data management system.
- (4) Without an appropriate system to track and capture media citations, it was difficult to tell the exact number of citations. The Institute also required sufficient financial resources to procure the system.
- (5) The Institute was not able to actualize construction of the KIPPRA Research Centre owing to challenges related to land acquisition and ownership.
- (6) Uptake of the Institute's commercialized capacity building programme by counties was low due to financial constraints and absence of a comprehensive marketing strategy for capacity development programmes.
- (7) Travel restrictions because of COVID-19 pandemic saw reduced participation in conferencing activities.
- (8) Delays in reaching the full establishment, attributed to budgetary allocation to facilitate recruitment resulted in overload on some staff and slowed timely completion of targets.

3.1.5.3 Lessons Learnt

While implementing the previous strategic plans, the following are key lessons:

- (i) Conducting capacity building needs assessment is important in informing design and delivery of capacity development programmes.
- (ii) Flexibility in capacity building delivery approaches not limited to physical or classroom approach (including modular and online options), coupled with an effective marketing strategy, is necessary in reaching out to diverse stakeholders.

- (iii) Interdisciplinary research approach is essential for comprehensive evidence on different policy issues. It ensures access to a wider audience and leads to the development and refinement of critical thinking while promoting development of integrated knowledge. The inter-disciplinary approach is central to preparation of the annual Kenya Economic Report (a statutory requirement), and generation of research outputs under the KIPPRA-wide survey, that informs conduct of the KIPPRA Annual Regional Conference.
- (iv) A robust ICT system is imperative in supporting business continuity. The Institute was able to continue implementing the work plan activities by working remotely during the COVID-19 pandemic period.
- (v) Mainstreaming policy surveillance has improved response to emerging policy issues through conduct of policy seminars and production of policy relevant research outputs.
- (vi) Continuous capacity building of staff is required to enhance media engagements.
- (vii) Mainstreaming media can play a key role in marketing and creating a positive image of the Institute. However, this requires an elaborate media engagement strategy.
- (viii) Collaboration with local and global think tanks in research and dissemination creates a research ecosystem and platform that enhances visibility of KIPPRA.
- (ix) Social media channels enhance accessibility and visibility of the Institute, and influence website and repository visits and downloads.
- (x) The capacity of KIPPRA to effectively deliver on its mandate is dependent on achievement of full staff establishment.

3.2 Stakeholder Analysis

Stakeholder analysis enables the Institute to prioritize competing demands for its resources and deliver within the timelines. In the context of preparing the Strategic Plan 2023/24–2027/28, the Institute analysed the nature and extent of functional relationships and expectations of both internal and external stakeholders. The Institute's main external government stakeholders include: The parent Ministry, other Government Ministries, Departments and Agencies, Judiciary, Constitutional Commissions, Legislature (Parliament and Senate), State Corporations, and 47 County Governments. Other external stakeholders include: the public, private sector, public and private universities, media, other local research institutions (and Think Tanks), religious organizations, regional and international research organizations, development partners, civil society, and service providers/suppliers. The Institute's internal stakeholders include: KIPPRA Board, KIPPRA Staff, Young Professionals, Interns and those on industrial attachment, premise owners and other tenants.

Table 3.5: Stakeholder analysis

S/ No.	Stakeholder	Role	Expectation of the Stakeholder	Expectation of KIPPRA
1	The National Treasury and Economic Planning	To provide leadership in economic and public finance management, and development planning for shared growth through formulation, implementation and monitoring of economic, financial and development policies	<ul style="list-style-type: none"> • Provide economic updates through annual Kenya Economic Report (KER) • Provide timely and analytical response to national development agenda priorities • Provide policy advisory and technical services • Provide institutional capacity development on public policy • Develop and build capacity on policy analysis tools for decision making • Prudent, efficient and effective utilization of resources • Share of timely KIPPRA research findings and outputs • Submit required reports • Public participation related to public policy • Compliance to relevant legislative framework 	<ul style="list-style-type: none"> • Lay the Kenya Economic Report before National Assembly • Support in mobilizing resources from development partners • Adequately fund the Institute's programmes • Provide linkages to MDAs, County Governments and other partners • Provide leadership and support
2	Ministries, Department and Agencies (MDAs)	<ul style="list-style-type: none"> • To participate in preparation and funding of the National Budget • To ensure effective implementation of policies, programmes and projects • To participate in development of policy, institutional and legal frameworks 	<ul style="list-style-type: none"> • Provide timely and analytical response to national development agenda priorities • Access to the public policy repository • Provide policy advisory and technical services • Public participation to public policy • Timely communicate KIPPRA research findings • Capacity development on public policy • Support in the development of sectoral policies • Compliance to relevant laws • Uphold good governance 	<ul style="list-style-type: none"> • Allocate adequate human capital and financial resources for policy research and capacity development • Make available approved policies for the public policy repository • Identify priority policy issues and express demand for policy development support • Make available data and information to inform policy research and analysis • Access KIPPRA research outputs and uptake of policy recommendations • Provide feedback on KIPPRA services and products • Participate in co-creation of policy research • Access to partnerships, networks and linkages

S/ No.	Stakeholder	Role	Expectation of the Stakeholder	Expectation of KIPPRA
3	County Governments	To execute provisions of Articles 183, 185, 187, 189(2), 235 of the Constitution of Kenya; and provisions of the County Governments Act No. 17 of 2012	<ul style="list-style-type: none"> Timely response to county development agenda priorities Support in development of County Integrated Development Plans (CIDP) and policies Provide policy advisory and technical services Capacity development on public policy Communication of KIPPRA research findings Uphold good governance 	<ul style="list-style-type: none"> Allocate adequate human capital and financial resources for policy research and capacity development Identify priority policy issues and express demand for policy development support Participate in co-creation of policy research Provide access partnerships, networks and linkages Make available data and information to inform policy research and analysis Make available approved policies for repository Access KIPPRA research outputs and uptake of policy recommendations Provide feedback on KIPPRA services and products
4	National Assembly, Senate and County Assemblies	<ul style="list-style-type: none"> To deliberate and resolve issues of concern to the citizens To enact National and County legislation in accordance with the 4th schedule of Chapter 8 of the Constitution of Kenya To determine allocation of national revenue among counties. 	<ul style="list-style-type: none"> Implementation of the KIPPRA Act Capacity development on public policy Uphold good governance 	<ul style="list-style-type: none"> Allocation of adequate resources Legislation Oversight
5	Public	<ul style="list-style-type: none"> Contribute to the agenda-setting or problem-solving agenda that initiates the policy making process Provide input in evaluation of public policies To consume KIPPRA research findings 	<ul style="list-style-type: none"> Communicate research findings Avail public policy information Adhere to research ethics Timely response to complaints Provide a platform for exchange of views on policy issues Undertake Corporate Social Responsibility 	<ul style="list-style-type: none"> Provide relevant data and information to inform research Provide feedback on KIPPRA services and products Access KIPPRA research products Participate in KIPPRA dissemination events
6	Private sector, civil society, and religious organizations, and professional bodies and associations	<ul style="list-style-type: none"> To influence public policy through knowledge sharing, campaign contributions, and lobbying efforts To create employment, build skills and spur innovation 	<ul style="list-style-type: none"> Communicate KIPPRA research findings Involve in KIPPRA research processes Develop capacity in understanding the public policy process Provide a platform for exchange of views on policy issues Compliance with requirements of professional bodies 	<ul style="list-style-type: none"> Participate in policy seminars to enrich the Institute's research agenda Make available relevant data and information to carry out timely research Collaborations, networking and partnerships Access KIPPRA research products Participate in KIPPRA dissemination events

S/ No.	Stakeholder	Role	Expectation of the Stakeholder	Expectation of KIPPRA
7	Universities (public and private)	To advance knowledge in fields that are relevant to society, provide evidence-based solutions, enhance programme design and implementation, inform policy development, building the evidence base, and increase accountability	<ul style="list-style-type: none"> • Collaboration and partnership on areas of mutual interest • Communicate research findings • Provide a platform to engage with policy makers and other researchers 	<ul style="list-style-type: none"> • Collaborations, networking and partnerships • Intellectual exchanges on development policy issues and agenda • Participate in KIPPRA events • Participate in peer reviews for policy research • Make available data and information to inform policy research and analysis • Access to KIPPRA research products
8	Think tanks and policy institutes	To influence national policy through providing policy makers with pragmatic, evidence-based, action-oriented solutions for alleviating social economic development problems	<ul style="list-style-type: none"> • Collaboration and partnership on areas of mutual interest • Communicate research findings • Provide a platform to engage with policy makers and other researchers 	<ul style="list-style-type: none"> • Collaborations, networking and partnerships • Intellectual exchanges on development policy issues and agenda • Participate in KIPPRA events • Participate in peer reviews for policy research • Make available data and information to inform policy research and analysis • Access to KIPPRA research products
9	Development partners	To provide budgetary support, projects/ programmes and technical assistance	<ul style="list-style-type: none"> • Prudence in financial management • Timely completion of funded projects • Uphold good governance 	<ul style="list-style-type: none"> • Strategic partnerships (technical or financial) in delivering the Institute's mandate • Capacity building
10	Media	To propagate KIPPRA's research findings to policymakers and the public	<ul style="list-style-type: none"> • Commentaries on topical policy issues • Communicate research findings • Timely response to enquiries 	<ul style="list-style-type: none"> • Accurate factual reporting • Cover dissemination events • Capacity build on media engagement • Collaborations, networking and partnerships
11	Suppliers, contractors and service providers	To supply quality goods and services that meet contractual obligations	<ul style="list-style-type: none"> • Transparent procurement process • Timely payments upon delivery • Compliance with relevant procurement laws and regulations 	<ul style="list-style-type: none"> • Timely delivery of quality goods and services • Provide relevant and timely information related to procurement of goods and services • Compliance with relevant laws
12	KIPPRA Board	<ul style="list-style-type: none"> • To establish good corporate governance framework • To oversee implementation of KIPPRA overall strategy, mission, vision and core values 	<ul style="list-style-type: none"> • Implement the approved strategies, policies, plans and resolutions • Accurate and timely reporting • Comply with laws and regulations 	<ul style="list-style-type: none"> • Oversight role • Resource mobilization • Provide strategic direction • Approval of enabling policies • Identify strategic collaborations, networks and partnerships
13	KIPPRA Staff	To effectively and efficiently deliver the operations and mandate of the Institution	<ul style="list-style-type: none"> • Conducive working environment • Job security and career progression • Fair remuneration • Fair administrative processes 	<ul style="list-style-type: none"> • Deliver on KIPPRA mandate • Compliance with relevant legislation, regulations and policies

4

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

This chapter outlines the strategic objectives and strategies to implement each Key Result Area (KRA) of the strategic plan. Five (5) key strategic issues are described, which are linked to fourteen (14) strategic goals and the five (5) key result areas.

4.1 Strategic Issues

Capacity development

Building on the achievements of the previous strategic plan, and informed by the Institute's mandate, KIPPRA will broaden the scope of capacity building programmes; enhance flexibility in the delivery of the various capacity building programmes to increase uptake across the various stakeholders and markets; and expand tools and frameworks for capacity development.

Research and policy analysis

Drawing from the lessons learnt in implementing the previous strategic plan, the Institute will broaden the scope and coverage of policy research and analysis by focusing on interdisciplinary approaches that are informed through policy surveillance. This will require strengthening of policy analysis tools and data management.

Policy engagement and outreach

Building on the achievements from the previous plan, the Institute will expand policy engagement activities with a view to increasing its visibility and access to its products and services. To achieve this goal, the Institute will put in place mechanisms for monitoring policy engagement activities to demonstrate the impact. Furthermore, the Institute will leverage and expand on global, regional and local networks and partnerships to enhance the research ecosystem.

Institutional sustainability

The Institute will continue to work towards enhancing institutional sustainability through operational efficiency and effectiveness; human capacity development and staff welfare improvement; and strengthening financial sustainability through strategic partnerships and collaboration for resource mobilization. The Institute will acquire its own premises to have adequate space to undertake its activities, and will continuously enhance knowledge management to achieve higher productivity, competitiveness, innovation and all strategic objectives of the Institute.

Governance

Building on achievements made in the previous planning period, the Institute will uphold good corporate governance practices, and mainstream national values and principles of governance through compliance with all the relevant and applicable laws and regulations.

4.2 Strategic Goals

During the strategic plan period, the Institute will work towards achieving the following strategic goals, which are direct outcomes in addressing the identified strategic issues:

1. Enhanced scope and increased uptake of capacity building programmes
2. Enhanced timely, relevant, responsive, diversified, quality policy research and analysis
3. Sustained partnerships and enhanced visibility and access to products and services
4. Increased operational efficiency and effectiveness, productivity, financial sustainability and strengthened knowledge management practices
5. Sustained good corporate governance

4.3 Key Result Areas

The Institute has identified the following five (5) Key Result Areas (KRAs) that are linked to the attainment of the strategic goals:

1. Capacity Development for Effective and Inclusive Public Policy-
2. High Quality, Relevant and Responsive Policy Research and Analysis
3. Policy Engagement and Outreach
4. Institutional Sustainability
5. Good Governance and Effective Leadership

The strategic issues, goals and KRAs are linked as outlined in Table 4.1.

Table 4.1: Strategic issues, goals and KRA

Strategic Issue	Goal	KRAs
Capacity Development	Enhanced scope and increased uptake of capacity building programmes	KRA 1: Capacity Development for Effective and Inclusive Public Policy
Research and Policy Analysis	Enhanced timely, relevant, responsive, diversified, quality policy research and analysis	KRA 2: High Quality, Relevant and Responsive Policy Research and Analysis
Policy Engagement and Outreach	Sustainable partnerships and enhanced visibility and access to products and services	KRA 3: Policy Engagement and Outreach
Institutional Sustainability	Increased operational efficiency and effectiveness, productivity, financial sustainability and strengthened knowledge management practices	KRA 4: Institutional Sustainability
Governance	Sustained good corporate governance	KRA 5: Good Governance and Effective Leadership



CHAPTER FIVE: **STRATEGIC OBJECTIVES AND STRATEGIES**

This chapter outlines the strategic objectives and strategies to implement each Key Result Area of the strategic plan.

5.1 Strategic Objectives

During the plan period, guided by the strategic goals and KRAs, the Institute will implement the following 14 strategic objectives that meet the Specific, Measurable, Attainable, Realistic and Time-bound (SMART) criteria:

1. Enhance the scope of the capacity building programmes
2. Enhance tools for delivery of the capacity building programmes
3. Increase uptake of capacity building programmes
4. Undertake timely, relevant and responsive policy research
5. Diversify coverage of policy research and analysis
6. Enhance quality in policy research and analysis
7. Enhance visibility and access to products and services
8. Build sustainable networks and partnerships
9. Enhance productivity through human capacity development and welfare improvement
10. Enhance and strengthen the financial sustainability of the Institute
11. Institutional efficiency and effectiveness
12. Integrate knowledge management practices in KIPPRA processes and activities
13. Promote good corporate governance
14. Entrench National Values and Principles of Governance

Details on outcomes, and annual projections are provided in Annex 2. The projections are informed by realistic achievements under the prevailing circumstances on a year-to-year basis.

Table 5.1: Outcomes annual projections

Strategic Objective	Outcome	Outcome indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
KRA1: Capacity Development for Effective and Inclusive Public Policy							
SO1.1: To enhance scope of capacity building programmes	Enhanced relevance and effectiveness of capacity building programmes	No. of capacity building needs assessment reports produced	4	-	-	-	-
		No. of reviews of KMPUS, YP and commercialized programme conducted	1	-	-	-	-
		No. of reviews of capacity building strategy conducted	1	-	-	-	-
	Enhanced effectiveness of the YP programme	No. of reviews of YP programme policy conducted	1	-	-	-	-
	Recognition of KIPPRA capacity development programmes	No. of certification policies developed	1	-	-	-	-
	Enhanced flexibility and accessibility of capacity building programmes	Developed policy on flexible capacity building	1	-	-	-	-
		Developed E-learning training module	1	-	-	-	-
		Developed training module on block release programme	1	-	-	-	-
		No. of training curricula for CPPMD developed	1	-	-	-	-
		No. of training sessions to CPPMD delivered	2	2	2	2	2
SO1.2: Enhance tools for delivery of the capacity building programmes	Standardized capacity building curricula	No. of training manuals developed	4	4	4	-	-
		No. of schemes of work developed	4	4	4	-	-
		No. of trainers' guidelines developed	4	4	4	-	-
SO1.3: Increase uptake of capacity building programmes	Enhanced flexibility and accessibility of capacity building programmes	Developed marketing strategy for capacity building programmes	1	-	-	-	-
		No. of capacity building partnerships	4	4	4	4	4
	Expanded YP programme	No. of YPs on flexible learning approach	-	10	30	50	70
		No. of YPs enrolled in the physical one year programme	30	30	40	40	40
	Enhanced relevance and effectiveness of KMPUTs programme	Developed KMPUTs Policy	1	-	-	-	-
		No. of supported research activities	-	7	10	10	10
	Sustained KMPUTs club activities	% of budget for KMPUTs	1	1	1	1	1

KRA2: High Quality, Relevant and Responsive Policy Research and Analysis							
SO2.1: Undertake timely, relevant and responsive policy research	Enhanced timely, relevant and responsive policy research	No. of policy memorandum	7	7	7	7	7
		No. of policy research and analysis outputs	140	140	140	140	140
		Developed interactive portal	-	1	-	-	-
	Enhanced quality and responsive research	No. of activities carried out for the indices	2	2	2	2	2
	Enhanced scope and relevance of policy research	No. of reviews on research strategy carried out	1	-	-	-	-
	Improved efficiency in policy research	No. of technologies adopted	1	1	1	1	1
	Enhanced responsiveness and engagement in policy research	Established KVPC	1	-	-	-	-
		No. of engagements	1	1	1	1	1
		No. of audio / visual content developed	2	2	2	2	2
SO2.1: Diversify coverage of policy research and analysis	Expanded scope of research outputs	No. of research reports with a county focus produced	10	10	10	10	10
		No. of research outputs produced on regional and global developments	1	1	1	1	1
	Updated data repository	County database developed and updated	1	1	1	1	1
		Regional database developed and updated	1	1	1	1	1
	Expanded research scope including Women agenda	Centre for Gender and Specialized Groups established	1	-	-	-	-
	Updated gender data repository	Gender research database developed	1	1	1	1	1
	Expanded research scope	No. of research outputs produced on emerging gender agenda	1	2	2	2	2
	Enhanced skills in gender analysis tools	% of staff capacity built on gendered research approach and tools	50	50	50	50	50

SO2.3: Enhance quality in policy research and analysis	Effective and efficient peer review process	Re-engineered peer review process	1	-	-	-	-
	Enhanced research skills for staff	No. of researcher workshops organized	1	1	1	1	1
	Improved ethics in research	Developed Scientific and ethical research policy	1	-	-	-	-
	Standardized research outputs	Developed research quality checklist / guideline	1	-	-	-	-
	Enhanced capacity in economic modelling	Economic Modelling Hub established	1	-	-	-	-
	Enhanced research quality	Upgraded KTMM	1	1	1	1	1
		Upgraded CGE framework	1	1	1	1	1
		County revenue analysis tool developed	-	1	-	-	-
		Microsimulation tool Institutionalized	-	1	-	-	-
		Foresight Futures model Institutionalized	-	1	-	-	-
		% of staff capacity built on fiscal incidence analysis	50	50	50	50	50
	Updated research data management policy	No. of reviews conducted on KIPPRA research data management policy	1	-	-	-	-
	Standardized data collection and storage	Developed framework to guide survey data collection and storage	1	-	-	-	-
	Improved data collection and storage	Developed data repository	1	-	-	-	-
	Improved quality of research outputs	Acquired hardware and software for data management	1	-	-	-	-
		% of staff capacity built on data management	50	50	50	50	50

KRA 3: Policy Engagement and Outreach							
SO3.1: Enhance visibility and access to products and services	Increased visibility of KIPPRA	Developed branding strategy	1	-	-	-	-
		Updated brand manual	1	-	-	-	-
	User-friendly website	No. of visits to website (millions)	1	1	1	1	1
	Enhanced customer satisfaction	Quarterly customer feedback reports	4	4	4	4	4
	Effective communication of research output	Guidelines on research communication developed	1	-	-	-	-
		No. of trainings/ capacity building	1	1	1	1	1
		Media engagement strategy developed	1	-	-	-	-
		No. of research outputs communicated	10	10	10	10	10
		No. of outputs visualized	-	5	5	5	5
	Effective communication with stakeholders	Updated stakeholder database	1	1	1	1	1
	Increased visibility of KIPPRA	No. of KIPPRA open days	1	1	1	1	1
	Impactful CSR activities	No. of CSR events organized	4	4	4	4	4
	Effective corporate communication	Updated communication strategy	1	-	-	-	-
		Reviewed social media strategy	-	-	1	-	-
	Effective monitoring of media citations	Acquired media monitoring system / service	1	1	1	1	1
	Enhance customer experience and provision of metrics on customer satisfaction	Acquired customer relationship management system	1	-	-	-	-
	Increased outreach of KIPPRA products and services	No. of customised products and services for diverse audience	1	1	1	1	1
SO3.2: Build sustainable networks and partnerships	Effective partnerships	No. of activities implemented with strategic partnerships	2	2	2	2	2
	Increased expertise and learning for Institute staff	No. of staff participating in exchange programme	4	4	4	4	4
	Effective and proactive engagement through advisory and technical services	No. of tools shared with MCDAs to support provision of advisory and technical services	4	4	4	4	4

KRA4: Institutional Sustainability							
SO4.1: Enhance productivity through human capacity development and welfare improvement	Full staff establishment	No. of in post staff	171	171	171	171	171
	Achievement of the annual workplan	No. of quarterly reports on staff workload	4	4	4	4	4
	Increased productivity	Annual productivity reports	1	1	1	1	1
		% of compliance on OSHA requirements	85	100	100	100	100
		% of eligible staff transitioned to permanent and pensionable	100	100	100	100	100
	Institutional culture	No. of audits conducted	1	-	-	1	-
		Quarterly reports on culture change activities	4	4	4	4	4
	Increased productivity	Annual report on staff performance appraisal	1	1	1	1	1
		Annual report on talents identified and nurtured	1	1	1	1	1
		Annual report on succession planning	1	1	1	1	1
		% of staff rewarded	100	100	100	100	100
		No. of staff commended to presidential awards / commendation	1	1	1	1	1
		Annual report on staff mentorship and coaching programme	1	1	1	1	1
		Annual report on skills development	1	1	1	1	1
	Enhanced diversity, equity and inclusivity	% of in-post PWD staff	3	4	5	5	5
		Staff gender ratio	50:50	50:50	50:50	50:50	50:50
		% of Face of Kenya	30	40	50	60	70

SO4.2: Enhance and strengthen the financial sustainability of the institute	Enhanced revenue sources	% of funding from partners	5	5	5	5	5
		% of funding from institutional projects	6	7	8	9	10
		% of revenue from capacity building programmes	5	5.5	7.0	8.5	10
		% of revenue from endowment fund	-	1.0	2.5	4.0	5.0
	Institutional Sustainability	% of acquisition of land for KIPPRA research centre	100	-	-	-	-
		% of KIPPRA research centre constructed	-	25	50	75	100

SO4.3: Institutional efficiency and effectiveness	Increased operational efficiency	% of modules operational in the ERP	100	100	100	100	100
		% of automated processes	100	100	100	100	100
	Increased efficiency in utilization of ICT systems	Quarterly reports on utilization of ICT systems	4	4	4	4	4
	Improved security of ICT system	Quarterly reports on ICT security	4	4	4	4	4
	Compliance with data protection laws	Approved data protection policy	1	-	-	-	-
		% of establishing data protection structures	100	100	100	100	100
	Enhanced monitoring of the strategic plan	Automated monitoring and reporting system	1	-	-	-	-
		Quarterly monitoring reports	4	4	4	4	4
	Improved monitoring and evaluation	Updated M&E framework	1	-	-	-	-
	Enhanced delivery of KIPPRA mandate	No. of evaluation reports on mandate of the Institute	1	1	1	1	1
	Increase inclusivity in the procurement opportunities	Quarterly Reports on biennial supplier registration	4	4	4	4	4
		Quarterly reports on updated supplier register	4	4	4	4	4
	Efficiency in asset management and declutter the office space	Quarterly reports on disposal of obsolete, surplus and unserviceable items	4	4	4	4	4

SO4.4: Integrate knowledge management practices in KIPPRA processes and activities	Enhanced knowledge management integration in the Institute	Quarterly reports on knowledge management practices	4	4	4	4	4
		No. of reports on knowledge management status	-	1	-	-	1
	Comprehensive Public Policy Repository	Annual report on the public policy repository	1	1	1	1	1
	Knowledge inventory	Annual report on knowledge inventory	1	1	1	1	1
	Knowledge maps	No. of reports on processes mapped	4	4	4	4	4
	Active knowledge sharing forums	No. of forums held	2	2	2	2	2
	Sharing of knowledge	No. of Annual Reports	1	1	1	1	1
	Knowledge sharing platform	No. of Portals developed	-	-	1	-	-
	Integration of journal publishing	Journal infrastructure	-	-	-	-	1
	Production press services	Press infrastructure	-	-	-	-	1
	Increased visibility	No. of publications	30	30	30	30	30
		No. of yearbooks published	1	1	1	1	1
		No. of promotional materials published	4	4	4	4	4

KRA5: Good Governance and Effective Leadership

SO5.1: Promote good corporate governance	Compliance with laws and regulations	Developed legal and regulatory compliance policy and strategy	1	-	-	-	-
		Quarterly compliance reports	4	4	4	4	4
	Good governance	Governance audit report	-	1	-	-	1
		Quarterly reports on implementation of audit recommendations	4	4	4	4	4
	Legal compliance	Legal audit reports	-	-	1	-	1
		Quarterly reports on implementation of audit recommendations	4	4	4	4	4
	Effective Board	No. of Board evaluation reports	1	1	1	1	1
	Improved Board performance	No. of capacity building events	2	2	2	2	2
	Governance compliance	Annual governance compliance report	1	1	1	1	1
	Strengthened legal mandate	Amended KIPPRA Act	1	-	-	-	-
	Effective disputes resolution	Alternative Dispute Resolution (ADR) policy developed	-	1	-	-	-
		Annual ADR reports	-	1	1	1	1
	Reduction in outsourcing of litigation services	% of litigations handled internally	100	100	100	100	100
	Enhanced quality assurance	External quality assessments reports	1	-	1	-	1
		Training of peer reviewers on quality assurance and conducting peer reviews	1	-	-	-	-
	Enhanced internal audit	Developed audit strategy	1	-	-	-	-
		Reviewed audit and BAC instruments	1	-	-	-	-
	Enhanced compliance	No. of trainings delivered	1	-	-	-	-
	Entrenchment of risk management in the institute	No. of risk assurance reports	1	1	1	1	1
		Quarterly risk management reports	4	4	4	4	4
	Enhanced systems	No. of system audits conducted	1	-	-	-	1
	Business continuity	Developed business continuity plan	1	-	-	-	-

SO5.2: Entrench national values and principles of governance	Enhanced compliance with Chapter 6 of Constitution of Kenya	% of staff sensitized on National Values and Principles of Governance	100	100	100	100	100
	Enhanced compliance with Article 10 of the Constitution of Kenya	Annual presidential report prepared	1	1	1	1	1
	Compliance with Article 232 of Constitution of Kenya	Annual evaluation undertaken	1	1	1	1	1

5.2 Strategic Choices

In making it “**EASIER**” for KIPPRA to deliver on its core mandate, the Institute will embed **E**fficiency, **A**ccountability, **S**ustainability, **I**nnovation, **E**ffectiveness, **R**elevance and **R**esponsiveness in its business model. The implementation of the strategic plan coincides with the implementation of the Fourth Medium-Term Plan of the Kenya Vision 2030 development blueprint, whose development priorities are guided by the Bottom-Up Economic Transformation Agenda (**BETA**). Therefore, the strategic plan is geared towards supporting the implementation of government development agenda.

The Institute envisages to implement the five (5) Key Result Areas identified in section 4.3 through the following fourteen (14) Strategic Objectives and forty-three (43) strategies:

Table 5.2: Strategic objectives and strategies

Key Result Areas	Strategic Objectives	Strategies
KRA 1: Capacity development for effective and inclusive public policy	SO1: Enhance the scope of the capacity building programmes	S1: Map out capacity needs for targeted stakeholders
		S2: Strengthen the policy framework of the existing capacity building programmes
		S3: Entrench flexible delivery modes for capacity building programmes
		S4: Enhance human and institutional capacity of CPPMD
	SO2: Enhance tools for delivery of the capacity building programmes	S5: Standardize capacity building curricula
	SO3: Increase uptake of capacity building programmes	S6: Enhance marketing of capacity building programmes
		S7: Deepen capacity development partnerships with National and County Government
		S8: Grow the number of Young Professionals participating in the programme
		S9: Enhance sustainability of the KIPPRA Mentorship Programme for Universities and TVETs

KRA 2: High quality, relevant and responsive policy research and analysis	SO4: Undertake timely, relevant and responsive policy research	S10: Provide timely and relevant evidence-based policy advice
		S11: Deepen the policy research ecosystem for inclusivity of all stakeholders
		S12: Adopt innovative technologies in the research processes
	SO5: Diversify coverage of policy research and analysis	S13: Entrench county-based policy research and analysis
		S14: Grow policy research and analysis activities covering regional and global developments
		S15: Institutionalize gender policy research and analysis
	SO6: Enhance quality in policy research and analysis	S16: Strengthen the quality control processes
		S17: Mainstream development and use of policy analysis tools
		S18: Strengthen research data management
KRA 3: Policy engagement and outreach	SO7: Enhance visibility and access to products and services	S19: Improve corporate branding
		S20: Strengthen research communication
		S21: Enhance stakeholder engagement platforms
		S22: Strengthen corporate communication
		S23: Enhance accessibility of KIPPRA products and services to a diverse audience
	SO8: Build sustainable networks and partnerships	S24: Strengthen and sustain partnerships
KRA 4: Institutional Sustainability	SO9: Enhance productivity through human capacity development and welfare improvement	S25: Strengthen human resource planning
		S26: Institutionalize change management in the operations of the Institute
		S27: Strengthen employee performance management
		S28: Build staff capacity
		S29: Enhance diversity, equity and inclusivity
	SO10: Enhance and strengthen the financial sustainability of the Institute	S30: Mobilize adequate funding
		S31: Establish KIPPRA Research Centre
	SO11: Institutional efficiency and effectiveness	S32: Enhance operational efficiency
		S33: Enhance and institutionalize ICT systems
		S34: Strengthen monitoring, reporting and evaluation process
		S35: Enhance efficiency in the procurement and asset management process
	SO12: Integrate knowledge management practices in KIPPRA processes and activities	S36: Institutionalize knowledge management
		S37: Develop tools to effectively guide knowledge management
		S38: Publish various knowledge outputs
KRA 5: Good Governance and Effective Leadership	SO 13: Promote good corporate governance	S39: Enhance compliance with legislative frameworks
		S40: Strengthen internal controls
		S41: Institutionalize risk management
	SO 14: Entrench National Values and Principles of Governance	S42: Inculcate National Values and Principles of Governance
		S43: Adherence to public service values requirements

** KRA = Key Result Area; SO = Strategic Objective; S = Strategy

The implementation matrix (Annex 2) provides details on activities to be implemented under each strategy, expected output, key performance indicators (output indicators), targets and projected costs.



CHAPTER SIX: **IMPLEMENTATION AND COORDINATION FRAMEWORK**

This chapter provides information on implementation and coordination framework for the strategic plan. It details the action plan / implementation matrix; linkage of the strategic plan with performance contracting process; institutional framework – current and proposed organizational structure, staff establishment, skills set and competence development; leadership; systems and procedures; and risk management framework.

6.1 Implementation Plan

6.1.1 Action Plan

The action plan for implementing the strategic plan is captured in the implementation matrix (Annex 2), which constitutes the Strategic Issues, Strategic Goals, KRA, Outcomes, Strategic Objectives, Strategies, Key Activities, Expected Outputs, Output Indicators, Annual Targets, Annual Budgets and responsibility for execution of the activities.

Table 6.1: Implementation Matrix

(Provided as Annex 2)

6.1.2 Annual Work Plan and Budget

When developing its annual work plan during the strategic plan period, KIPPRA will extract and cost the annual work plans from the action plan implementation matrices to inform its annual budgets. KIPPRA will adopt activity-based costing in the development of its annual budgets.

6.1.3 Performance Contracting

During the strategic plan period, KIPPRA shall comply with the government policy on utilization of Performance Contract (PC) as a framework for implementing the strategic plans. KIPPRA will negotiate and sign Performance Contracts with the National Treasury and Economic Planning. The costed annual work plans in section 6.1.2 will constitute the annual Performance Contracts for the Institute. The PC shall also draw from the annual PC Guidelines. At the end of each quarter, the Institute will submit a report on implementation of the Performance Contract to the Public Service Performance Management Unit (PSPMU), the Inspectorate of State Corporations (ISC) and the National Treasury and Economic Planning for review. The Performance Contracts will be aligned to the Government's priorities under the Bottom-Up Economic Transformation Agenda (BETA).

6.2 Coordination Framework

Implementation of the Strategic Plan will be guided by the Senior Management, while monitoring of its implementation will be coordinated by the Institute's Strategy and Planning Department. The activities and targets for each Strategic Plan year will be incorporated into the targets for each annual work plan, whose monitoring be conducted on a quarterly basis.

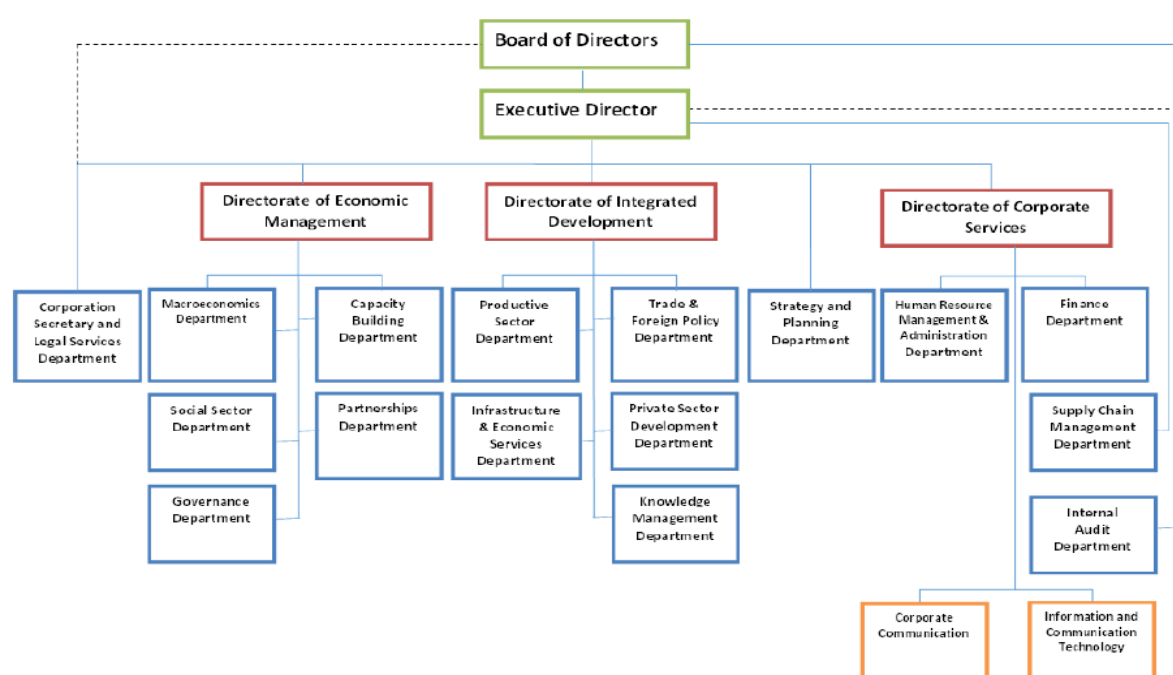
6.2.1 Institutional Framework

The Institute holds three Directorates and the Office of the Executive Director. The Office of the Executive Director supervises directly the three Directorates in addition to the following departments: Strategy and Planning Department; Supply Chain Management Department; Corporation /Legal Services Department; and Internal Audit Department (Administrative).

- (i) Directorate of Economic Management. This comprises of the following Departments: Macroeconomics; Capacity Building; Partnerships; Social Sector; and Governance.
- (ii) Directorate of Integrated Development. This comprises of the following Departments: Productive Sector; Trade & Foreign Policy; Private Sector Development; Infrastructure & Economic Services; and Knowledge Management.
- (iii) Directorate of Corporate Services. This comprises of the following Departments: Human Resource & Administration; ICT; Finance; and Corporate Communication & Media.

The Institute is implementing the organizational structure approved in 2020 (Figure 6.1). The structure was informed by the expanded scope of KIPPRA mandate especially with the dynamic development issues and the devolved system of government, and the need to enhance governance structure.

Figure 6.1: Approved Current KIPPRA Organizational Structure



Proposed Organization Structure

The Institute proposes to add two more Directorates, namely, Directorate of Partnerships, Resource Mobilization, Regional Coordination and Capacity Building, and the Directorate of Knowledge Harvesting and Transfer. In addition, the Institute proposes to upgrade 3 Divisions / units to full departments, namely: Library Department; Corporate Communications Department; and ICT division. Furthermore, 3 departments will be enhanced in terms of scope of operation, namely: Partnerships, Resource Mobilization and Regional Coordination Department; Information and Communications Technology and Systems Management Department; and Strategy, Planning, Innovation and Quality Management Department. In addition, the Institute will establish 4 new departments namely: Press and Publication Department; Journal Publishing Department; Economic Modelling Hub; and the Centre for Gender and Specialized Groups. During the planning period, the

Institute also proposes to set up 4 new operational units, namely: Nutrition Hub, Research and Development Unit; Quality Assurance Unit; and the Risk Management and Data Protection Unit.

As such the proposed new structure will comprise of the following:

1. **Directorate of Partnerships, Resource Mobilization, Regional Coordination and Capacity Building:** During the strategic plan period, the Institute plans to significantly expand capacity building activities and diversify the delivery channels for capacity building. The Institute will engage more with stakeholders in the devolved system of government while establishing and nurturing partnerships with them. In addition, a new department focusing on gender and specialized groups will be established. The Directorate will have a staff capacity of **twenty (24)**. The Departments will include:
 - a) **Partnerships, Resource Mobilization and Regional Coordination Department:** The current partnerships Department will be enhanced to facilitate KIPPRA in delivery of its core mandate by ensuring adequacy, timely and predictable resource flows. The department will, among other things: ensure KIPPRA has a clear, coordinated approach for mobilizing resources while improving the appropriate structures and systems; ensure diversification / expansion of domestic and international resources by identifying different resource mobilization channels and exploring alternative sources of funding; and widen and strengthen strategic partnerships. The department will also ensure effective coordination and propagation of KIPPRA activities to county governments, to the East African Community, the African continent, and globally. This will be in line with the vision of a global benchmark in public policy and will serve to increase the outreach and visibility of the Institute. It is proposed that this department is staffed with a capacity of **eight (8)**.
 - b) **Capacity Building Department:** The functions of the current capacity building department will remain as it is. **One (1)** staff will be added to be in charge of coordination of learning activities. Therefore, the Department will have a total of **ten (10)** staff.
 - c) **Centre for Gender and Specialized Groups:** The centre is expected to focus on institutionalizing gender issues in research. It will have a staff capacity of **four (4)** namely: 1 Deputy Director, 1 Principal Gender Officer, 1 Senior Gender Affairs Officer and 1 Gender Specialist.
2. **Directorate of Knowledge Harvesting and Transfer:** During the plan period, the Institute proposes to create a Directorate of Knowledge Harvesting and Transfer to consolidate knowledge management activities in the Institute. The Directorate will bring together the current publication and library units which will be upgraded to fully-fledged departments, and the proposed **Journal Publishing Department** and **KIPPRA Press**. The Directorate will require **twenty-one (21)** additional staff:
 - a) **Press and Publication Department:** The current publications unit under the Knowledge Management Department will be upgraded to a fully-fledged Press and Publication Department. The range and volume of KIPPRA research outputs and publicity will continue growing over the years. This will have implications on costs, skills requirements in print and online production, marketing, sales and distribution materials. The Institute needs to create a strong pool of editors, graphic designers, videographers, online editors, among others, to consolidate the print production processes with a view to minimizing production costs while at the same time ensuring quality control within the Institution. Outsourcing of such services is increasing becoming inefficient and costly. The Press and Publication Department will have a staff capacity of **eleven (11)** comprising of 1 Deputy Director, 1 Principal Editor, 2 Senior Statisticians, 1 Senior Editor, 1 Editor, 2 Graphics Designers, 2 Video Editors and 1 Online Editor.
 - b) **Journal Publishing Department:** During 2023/2024 work plan period, the Institute will launch the KIPPRA peer reviewed journal. It is anticipated that initial establishment of the journal will heavily rely on existing human

resources. However, this may be unsustainable because journal publishing is an intensive programme heavily reliant on a dedicated pool of human resources to ensure that the journal is of highly quality and comes out periodically and on time. The proposed department should have at the minimum a staff of **four (4)** staff comprising: 1 Deputy Director, 1 Editor in Chief and 2 copy editors.

- c) Library Department:** The current Library Unit will be upgraded to a fully-fledged Department that will also manage the KIPPRA Public Policy Repository. The department will have a staff capacity of **four (4)** comprising of: 1 Deputy Director, 1 Principal Librarian, 1 Senior Librarian and 1 Librarian.
- 3. Directorate of Economic Management:** During the strategic plan period, the Institute proposes to expand the activities of the Directorate by bringing on board two hubs, namely the Economic Modelling Hub and the Nutrition Hub. The Directorate will have a staffing of **fifty-three (53)**.
 - a) Social Sector Department:** The Social Sector Department will continue with the current functions, but will incorporate the Nutrition Hub in order to sustain the National Information Platform for Nutrition and Food Security activities. The proposed unit will be responsible for carrying out research, policy analysis and support capacity building that is aimed at evidence-based decision making for improved nutritional status for the country. The nutrition hub will have a staffing of **five (5)** comprising of 1 Principal Policy Analyst, 2 Senior Policy Analysts and 2 Policy Analysts.
 - b) Macroeconomic Department:** The Macroeconomic Department will continue with the current functions. No change in staffing is proposed.
 - c) Governance Department:** The Governance Department will continue with the current functions. No change in staffing is proposed.
 - d) Economic Modelling Hub:** The Modelling Hub will support KIPPRA in development of tools for policy analysis. Considering the skills and data needs in modelling, the Hub will be staffed with data mining specialists, expert in the Social Accounting Matrix (SAM) for balancing and calibrations, and modelling experts to run various research projects/simulations. The hub will have a staffing of **seven (7)** comprising of 1 Deputy Director, 4 Principal Economic Modelers; 1 Senior Economic Modeler and 1 Economic Modeler.
 - 4. Directorate of Integrated Development:** The Directorate will comprise of four departments namely Productive Sector Department, Infrastructure and Economic Services Department, Trade and Foreign Policy Department, and Private Sector Development Department. The Directorate will have a capacity of **fifty-four (54)** staff, a reduction from the current 63, following movement of Knowledge Management to a stand-alone Directorate:
 - a) Productive Sector Department:** The Productive Sector Department will continue with the current functions. No change in staffing is proposed.
 - b) Infrastructure and Economic Services Department:** The Infrastructure and Economic Services Department will continue with the current functions. No change in staffing is proposed.
 - c) Trade and Foreign Policy Department:** The Trade and Foreign policy Department will continue with the current functions. No change in staffing is proposed.
 - d) Private Sector Development Department:** The Private Sector Development Department will continue with the current functions. No change in staffing is proposed.
 - 5. Directorate of Corporate Services:** During the strategic plan period, the Institute proposes to expand the activities

of the Directorate by splitting the current Human Resource and Administration Department into two. Separation of the roles of human resources and administration has become important as the Institute grows in terms of human resources, assets, functions and activities. This separation will improve delivery of services to internal and external customers. The Directorate will also oversee the activities of the Records Management Department the Institute will upgrade the current ICT Division into ICT fully-fledged ICT and Systems Management Department. The Directorate will require **thirteen (13)** additional staff from the current 34.

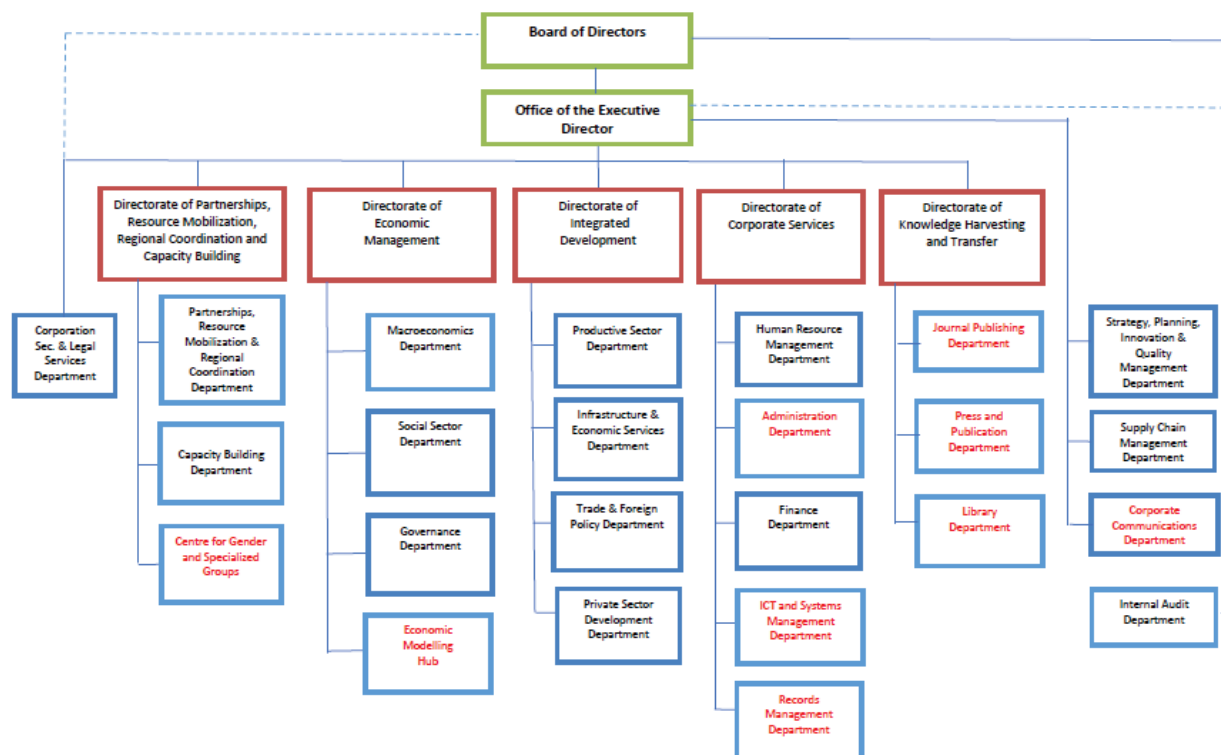
- a) Human Resource Management Department:** The department will oversee human resource planning, employee performance management, staff capacity development, staff compensation and benefits and staff welfare among others. The department will require **one (1)** additional staff, namely a Wellness Coordinator.
 - b) Administration Department:** The administration department will deal with among other things: Transport, events organization, security and work environment. It will have a staffing capacity of **twenty-three (23)**, namely: 1 Deputy Director, 1 Principal Administration Officer, 2 Senior Administration Officers, 1 Principal Driver, 1 Transport Coordinator, 1 Security Officer, 1 Senior Assistant Security Officer, 1 Secretarial Services Coordinator, 4 Senior Drivers, 4 Drivers, 1 Cleaning Supervisor, 2 Senior Officer Assistants and 3 Office Assistants.
 - c) Records Management Department:** The department will have a staffing capacity of **four (4)**, of which one (i.e., the Records management Assistant) will be additional. Other staff are the Records Management Officer and 2 Senior Records Management Assistants.
 - d) Finance Department:** The Finance Development Department will continue with the current functions. No change in staffing is proposed.
 - e) Information and Communications Technology and Systems Management Department:** It is proposed that the current ICT Division be expanded to incorporate a Systems Management Unit. The Systems Management Unit (to bring on board systems developers) will oversee the design and day-to-day operations of the various ICT systems and will also oversee integration of third-party ICT services. The current ICT unit will continue with its current function of providing ICT support services. The upgrade to a department will require 3 additional staff from the current 4. Therefore, the staff in the department will comprise of 1 Deputy Director, 1 Principal ICT Officer, 1 Senior ICT Officer (Infrastructure), 1 Senior ICT Officer (Systems & Database Administration), 1 ICT Officer (Network Administration) and 2 ICT Officers to provider User Support.
- 6. Office of the Executive Director:** During the strategic plan period, in addition to overseeing the other Directorates, the Institute proposes to expand the activities of the Office of the Executive Director to oversee an additional unit and two other new departments, namely: Quality Assurance Unit, Risk Management Department and Research and Development Department, and the Corporate Communication Department (which will be upgraded from a Division). The Directorate will require **twenty-five (25)** additional staff from the current 21.
- a) Office of the Executive Director:** The Office of the Executive Director will require **one (1)** additional staff, i.e., a Personal Assistant.
 - b) Supply Chain Management Department:** The Supply Chain Management Department will continue with the current functions. **Two (2)** additional staff will be required, namely: 1 Supply Chain Management Officer, and 1 Supply Chain Management Assistant.
 - c) Internal Audit Department:** The Office of the Deputy Director, Internal Audit will continue with the current functions, and will require **one (1)** additional staff, i.e., an Internal Auditor (systems).

- d) **Corporation Secretary and Legal Services Department:** The Department will continue with the current functions, and will require **one (1)** additional staff, i.e., a Legal Clerk.
- e) **Strategy, Planning, Innovation and Quality Management Department:** The Institute proposes to expand the scope of the current Strategy and Planning Department to include the following units: Research and Development; Quality Assurance; Risk Management and Data Protection Unit. The new department, to be headed by the 'Deputy Director Strategy, Planning, Innovation and Quality Management' will have a staffing capacity of **seventeen (17)** up from the current five (5):
- (i) **Strategy and Planning Unit:** The Unit will continue with current functions related to Strategic and work planning, monitoring and evaluation. 1 new staff, a Principal Planning and Strategy Officer (M&E) will be engaged.
 - (ii) **Research and Development Unit:** The Institute recognizes that innovation promotes efficiency and has prioritized the institutionalization research and development (R&D). The proposed R&D Department will therefore be mandated to identify, design, modify and introduce improvement that enhance efficiency in strategic management and day-to-day operations of the Institute through the introduction of innovative products or services. The unit will undertake R&D to identify and introduce such innovative products, services and technology that will enhance operational efficiency and enhance productivity. The unit will have a staff capacity of **two (2)**, namely: 1 Principal Research and Development Officer; and 1 Senior Research and Development Officer.
 - (iii) **Quality Assurance Unit:** Quality assurance is a planned and systematic review of processes to ensure that the Institute's products and services meet the expectations of its stakeholders. High quality products and services will lead to higher customer satisfaction, which can result in customer loyalty, repeat requests and higher visibility of the Institute. The proposed Quality Assurance Unit will champion various international certifications and will have an initial staffing capacity of **three (3)** namely: 1 Principal Quality Assurance Officer, 1 Senior Quality Assurance Officer and 1 Quality Assurance Officer.
 - (iv) **Risk Management and Data Protection Unit:** Due to the expansion of the Institute in terms of staff capacity and scope of activities, there is need to scale up risk management with a view to mitigating risks in the various activities of the Institute. Currently, this activity is being undertaken under Strategy and Planning, and through a Risk Management Committee. At the national level, MDAs are expected to strengthen risk management as a compliance activity. The proposed unit will implement the approved Institute's Integrated Risk Management Policy and Framework (IRMPF) and the Integrated Risk Management System (IRMS). The Institute's Data Protection Unit will ensure that KIPPRA complies with data protection laws and regulations and protect the privacy rights of individuals whose data they process. By ensuring compliance with data protection laws, protecting customer trust, minimizing the risk of data breaches, and managing data subject requests, the data protection unit will help the Institute to build a strong reputation and avoid legal and financial liabilities. The proposed Risk Management and Data Protection Unit will have a staff capacity of **six (6)** positions, namely: 1 Principal Risk Management Officer, 1 Senior Risk Management Officer, 1 Risk Management Officer, 1 Principal Data Protection Officer, 1 Senior Data Protection Officer and 1 Data Protection Officer.
- f) **Corporate Communications Department:** The current Corporate Communications Division will be upgraded to a department and will be transferred from Directorate of Corporate Services to the Office of the Executive Director. The department will continue with the current functions, and will have four (4) additional staff to the current 3,

namely: 1 Deputy Director Corporate Communication, 1 Marketing Officer and 2 Production Assistants (Audio – Video).

The proposed organization structure is provided in Figure 6.2.

Figure 6.2: Proposed KIPPRA Organizational Structure



6.2.2 Staff Establishment, Skills Set and Competence Development

The current in-post staff is 93 and the aim is to recruit gradually to reach the approved establishment of 171. The variance in the staffing level and skills required will be bridged through use of temporary staff, Interns and students on industrial attachment. The current staff establishment in-post and variance (as of 30th November 2023) is as follows:

Table 6.1: Summary of current staff establishment per job grade

Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In-post	Variance
			(C)	D = (B-C)
KP 1	1	1	1	0
KP 2	3	3	2	1
KP 3	16	16	10	6
KP 4	41	41	14	27
KP 5	43	43	20	23
KP 6	45	45	30	15
KP 7	11	11	9	2
KP 8	5	5	5	0
KP 9	4	4	2	2
KP 10	2	2	0	2
Total	171	171	93	78

The new structure illustrated in Figure 6.2 proposes **74** additional positions:

Table 6.2: Summary: current and proposed new staff positions

#	Current Staff Establishment				#	Proposed Staffing Establishment	
	Directorates	Authorized Establishment	In- Post	Variance		Directorates	No. of Staff
1	Office of the Executive Director	21	15	6	1	Office of the Executive Director	46
2	Directorate of Economic Management	53	21	32	2	Directorate of Economic Management	53
					3	Directorate of Partnerships and Capacity Building	24
3	Directorate of Integrated Development	63	30	33	4	Directorate of Integrated Development	54
					5	Directorate of Knowledge Harvesting and Transfer	21
4	Directorate of Corporate Services	34	27	7	6	Directorate of Corporate Services	47
	Total	171	93	78		Total	245

Table 6.3: Detailed staffing: Current vs proposed structure

Current Staff Establishment						Proposed Staffing Establishment			
#	Designation	Job Grade	Authorized Establishment (No. of Staff)	In- Post (No.)	Variance (No.)	#	Designation	Job Grade	No. of Staff
1	Office of the Executive Director					1	Office of the Executive Director		
	Executive Director	1	1	1	0		Executive Director	1	1
							Personal Assistant	4	1
	Office Administrator	6	1	1	1		Office Administrator	6	1
	Policy Analyst / Senior	6/5	1	0	1		Policy Analyst / Senior	6	1
	Senior Assistant Administrative Officer	7	1	1	0		Senior Assistant Administrative Officer	7	1
	Senior Driver	8	1	1	0		Senior Driver	8	1
	Senior Office Assistant	8	1	1	0		Senior Office Assistant	8	1
	Supply Chain Management Department						Supply Chain Management Department		

	Deputy Director, Supply Chain Management	3	1	1	0		Deputy Director, Supply Chain Management	3	1
	Principal Supply Chain Management Officer	4	1	1	0		Principal Supply Chain Management Officer	4	1
	Supply Chain Management Officer/Senior	6/5	1	1	0		Supply Chain Management Officer/Senior	6	2
	Supply Chain Management Assistant/Senior	8/7	1	1	0		Supply Chain Management Assistant/Senior	7	1
							Supply Chain Management Assistant	8	1
	Office of the Deputy Director, Internal Audit				0		Office of the Deputy Director, Internal Audit		
	Deputy Director, Internal Audit	3	1	1	0		Deputy Director, Internal Audit	3	1
	Principal Internal Audit Officer	4	1	0	1		Principal Internal Audit Officer	4	1
							Senior Internal Auditor	5	1
	Internal Auditor/ Senior Internal Auditor	5	1	1	0		Internal Auditor	6	1
							Internal Auditor (Systems)	6	1
	Corporation Secretary and Legal Service Department				0		Corporation Secretary and Legal Service Department		
	Corporation Secretary	3	1	0	1		Corporation Secretary	3	1
	Principal Legal Officer	4	1	0	1		Principal Legal Officer	4	1
	Legal Officer/ Senior	5	1	1	0		Legal Officer/ Senior	5	1
							Legal Clerk	7	1
	Strategy and Planning Department				0		Strategy, Planning, Innovation & Quality Management Department		
	Deputy Director, Strategy and Planning	3	1	0	1		Deputy Director, Strategy, Planning, Innovation & Quality Management Department	3	1
	Principal Policy Analyst	4	1	0	1		Principal Policy Analyst	4	1

						Principal Planning and Strategy Officer (M & E)	4	1
	Principal Planning Officer	4	1	1	0	Principal Planning Officer	4	1
	Senior Planning Officer	5	1	1	0	Senior Planning Officer	5	1
	Planning Officer	6	1	1	0	Planning Officer	6	1
						Research and Development Unit		
						Principal Research and Development Officer	4	1
						Senior Research and Development Officer	5	1
						Quality Assurance Unit		
						Principal Quality Assurance Officer	4	1
						Senior Quality Assurance Officer	5	1
						Quality Assurance Officer	6	1
						Risk Management and Data Protection Unit		
						Principal Risk Management Officer	4	1
						Senior Risk Management Officer	5	1
						Risk Management Officer	6	1
						Principal Data Protection Officer	4	1
						Senior Data Protection Officer	5	1
						Data Protection Officer	6	1
						Communications Department		
						Deputy Director, Corporate Communications	3	1
						Principal Communications Officer	4	1
						Senior Communications Officer	5	1
						Communications Officer	6	1

							Marketing Officer	6	1
							Production Assistant (Audio. Video)	7	2
	Subtotal (OED)		21	15	6		Sub-total (OED)		46
2	Directorate of Economic Management					2	Directorate of Economic Management		
	Director, Economic Management	2	1	1	0		Director, Economic Management	2	1
	Senior Assistant Administrative Officer	7	1	1	0		Senior Assistant Administrative Officer	7	1
	Macroeconomics Department				0		Macroeconomics Department		
	Deputy Director, Economic Management	3	1	0	1		Deputy Director, Economic Management	3	1
	Principal Policy Analyst, (Economic Management)	4	4	0	4		Principal Policy Analyst, (Economic Management)	4	4
	Senior Policy Analyst, (Economic Management)	5	4	2	2		Senior Policy Analyst, (Economic Management)	5	4
	Policy Analyst, (Economic Management)	6	4	4	0		Policy Analyst, (Economic Management)	6	4
	Social Department				0		Social Department		
	Deputy Director, (Economic Management)	3	1	0	1		Deputy Director, (Economic Management)	3	1
	Principal Policy Analyst, (Economic Management)	4	4	0	4		Principal Policy Analyst, (Economic Management)	4	4
	Senior Policy Analyst, (Economic Management)	5	4	2	2		Senior Policy Analyst, (Economic Management)	5	4
	Policy Analyst, (Economic Management)	6	4	2	2		Policy Analyst, (Economic Management)	6	4
							Principal Policy Analysts, Nutrition	4	1
							Senior Policy Analyst, Nutrition	5	2
							Policy Analyst, Nutrition	6	2

	Governance Department				0		Governance Department		
	Deputy Director, (Economic Management)	3	1	0	1		Deputy Director, (Economic Management)	3	1
	Principal Policy Analyst, (Economic Management)	4	4	0	4		Principal Policy Analyst, (Economic Management)	4	4
	Senior Policy Analyst, (Economic Management)	5	4	1	3		Senior Policy Analyst, (Economic Management)	5	4
	Policy Analyst, (Economic Management)	6	4	3	1		Policy Analyst, (Economic Management)	6	4
							Economic Modeling Hub		
							Deputy Director, Economic Modelling	3	1
							Principal Economic Modeler	4	4
							Senior Economic Modeler	5	1
							Economic Modeler	6	1
							Subtotal (DEM)		53
						3	Directorate of Partnerships, Resource Mobilization, Regional Coordination and Capacity Building		
							Director, Partnerships, Resource Mobilization, Regional Coordination and Capacity Building	2	1
							Senior Assistant Administrative Officer	7	1
	Partnerships Department				0		Partnerships, Resource Mobilization and Regional Coordination Department		

	Deputy Director, Partnership	3	1	0	1	Deputy Director, Partnerships, Resource Mobilization, and Regional Coordination	3	1
	Principal Policy Analyst, (Partnership)	4	1	1	0	Principal Policy Analyst, (Partnership and Resource Mobilization)	4	1
	Senior Policy Analyst, (Partnership)	5	2	1	1	Senior Policy Analyst, (Partnership) Senior Policy (Resource Mobilization)	5	2
	Policy Analyst, (Partnership)	6	2	0	2	Policy Analyst, (Partnership) Policy Analyst (Resource Mobilization)	6	2
						Senior Regional Coordination Officer	5	1
						Regional Coordination Officer	6	1
	Capacity Building Department				0	Capacity Building Department		
	Deputy Director, Capacity Building	3	1	0	1	Deputy Director, Capacity Building	3	1
	Principal Policy Analyst, (Capacity Building)	4	1	2	-1	Principal Policy Analyst, (Capacity Building)	4	2
						Learning Coordinator	4	1
	Senior Policy Analyst, (Capacity Building)	5	2	1	1	Senior Policy Analyst, (Capacity Building)	5	4
	Policy Analyst, (Capacity Building)	6	2	1	1	Policy Analyst, (Capacity Building)	6	2
						Center for Gender and Specialised Groups		
						Deputy Director, Gender Research	3	1
						Principal Gender Officer	4	1
						Senior Gender Affairs Officer	5	1
						Gender Specialist	6	1

	Sub-total (DEM)		53	22	31		Sub-total (Partnerships & Capacity Building)		24
3	Directorate of Integrated Development					4	Directorate of Integrated Development		
	Director, Integrated Development	2	1	0	1		Director, Integrated Development	2	1
	Senior Assistant Administrative Officer	7	1	1	0		Senior Assistant Administrative Officer	7	1
	Infrastructure and Economic Services Department				0		Infrastructure and Economic Services Department		
	Deputy Director, (Integrated Development)	2	1	0	1		Deputy Director, (Integrated Development)	2	1
	Principal Policy Analyst, (Integrated Development)	4	4	1	3		Principal Policy Analyst, (Integrated Development)	4	4
	Senior Policy Analyst, (Integrated Development)	5	4	1	3		Senior Policy Analyst, (Integrated Development)	5	4
	Policy Analyst, (Integrated Development)	6	4	3	1		Policy Analyst, (Integrated Development)	6	4
	Productive Sector Department				0		Productive Sector Department		
	Deputy Director, (Integrated Development)	3	1	0	1		Deputy Director, (Integrated Development)	3	1
	Principal Policy Analyst, (Integrated Development)	4	4	0	4		Principal Policy Analyst, (Integrated Development)	4	4
	Senior Policy Analyst, (Integrated Development)	5	4	2	2		Senior Policy Analyst, (Integrated Development)	5	4
	Policy Analyst, (Integrated Development)	6	4	3	1		Policy Analyst, (Integrated Development)	6	4
	Trade and Foreign Policy Department				0		Trade and Foreign Policy Department		
	Deputy Director, (Integrated Development)	3	1	0	1		Deputy Director, (Integrated Development)	3	1
	Principal Policy Analyst, (Integrated Development)	4	4	1	3		Principal Policy Analyst, (Integrated Development)	4	4

	Senior Policy Analyst, (Integrated Development)	5	4	1	3		Senior Policy Analyst, (Integrated Development)	5	4
	Policy Analyst, (Integrated Development)	6	4	2	2		Policy Analyst, (Integrated Development)	6	4
	Private Sector Development Department				0		Private Sector Development Department		
	Deputy Director, Private Sector Development	3	1	1	0		Deputy Director, Private Sector Development	3	1
	Principal Policy Analyst	4	4	1	3		Principal Policy Analyst	4	4
	Senior Policy Analyst	5	4	2	2		Senior Policy Analyst	5	4
	Policy Analyst	6	4	3	1		Policy Analyst	6	4
	Knowledge Management				0				
	Deputy Director, Knowledge Management	3	1	1	0				
	Principal Librarian	4	1	1	0				
	Principal Publications Editor	4	1	1	0				
	Senior Statistician	5	1	2	-1				
	Statistician	6	1	0	1				
	Senior Editor	5	1	0	1				
	Senior Librarian	5	1	1	0				
	Librarian	6	1	1	0				
	Editor	6	1	1	0				
	Subtotal (DID)		63	30	33		Subtotal (DID)		54
						5	Directorate of Knowledge Harvesting and Transfer		
							Director, Knowledge Harvesting and Transfer	2	1
							Senior Assistant Administrative Officer	7	1
							Press and Publication Department		
							Deputy Director, Press and Publication	3	1
							Principal Editor	4	1
							Senior Statistician	5	2
							Senior Editor	5	1
							Editor	6	1
							Graphics Designer	6	2
							Video Editor	6	2
							Online Editor	6	1

							Journal Publishing Department		
							Deputy Director, Journal Publishing	3	1
							Editor in Chief	4	1
							Copy Editors	5	2
							Library Department		
							Deputy Director, Library	3	1
							Principal Librarian	4	1
							Senior Librarian	5	1
							Librarian	6	1
							Sub-total (Knowledge Harvesting & Transfer)		21
4	Directorate of Corporate Services					6	Directorate of Corporate Services		
	Director, Corporate Services	3	1	1	0		Director, Corporate Services	2	1
	Senior Assistant Administrative Officer	7	1	1	0		Senior Assistant Administrative Officer	7	1
	Human Resource Department				0		Human Resource Department		
	Deputy Director, Human Resource Management and Administration	3	1	1	0		Deputy Director, Human Resource Management	3	1
	Principal Human Resource and Administration Officer	4	1	1	0		Principal Human Resource Officer	4	1
	Senior Human Resource and Administration Officer	5	1	1	0		Senior Human Resource Officer	5	1
	Human Resource and Administration Officer	6	1	1	0		Human Resource Officer	6	1
							Wellness Coordinator	6	1
	Senior Human Resource Assistant	7/8	1	1	0		Senior Human Resource Assistant	7	1
	Administration Department				0		Administration Department		
							Deputy Director, Administration	3	1
							Principal Administrative Officer	4	1

						Senior Administration Officer	5	2
						Principal Driver	4	1
						Transport Coordinator	6	1
	Security Officer	6	1	0	1	Security Officer	6	1
	Senior Assistant Security Officer	7	1	0	1	Senior Assistant Security Officer	7	1
						Secretarial Services Coordinator	7	1
	Senior Driver	8	2	2	0	Senior Driver	7	4
	Driver	9	2	1	1	Driver	8	4
						Cleaning Supervisor	8	1
	Senior Office Assistant	9	2	1	1	Senior Office Assistant	9	2
	Office Assistant	10	2	0	2	Office Assistant	10	3
	Records Management Department				0	Records Management Department		
	Records Management Officer	6	1	1	0	Records Management Officer	6	1
	Senior Records Management Assistant	7/8	2	2	0	Senior Records Management Assistant	7	2
						Records Management Assistant	8	1
	Finance Department				0	Finance Department		
	Deputy Director, Finance	3	1	1	0	Deputy Director, Finance	3	1
	Principal Finance Officer	4	1	1	0	Principal Finance Officer	4	1
	Senior Accountant	5	1	1	0	Senior Accountant	5	1
	Accountant	6	1	1	0	Accountant	6	1
	Senior Assistant Accountant	7/8	1	1	0	Senior Assistant Accountant	7	1
	Information Communication Technology Division				0	Information Communication Technology and Systems Management Department		
						Deputy Director, ICT	3	1
						Principal ICT Officer (Systems, and Database Administration)	4	1
	Principal ICT Officer	4	1	1	0			

						Senior ICT Officer (Infrastructure)	5	1
	Senior Information Technology Officer	5	1	1	0	Senior ICT Officer (Systems & Database Administration)	5	1
						ICT Officer Network administration	6	1
	Information Technology Officer	6	2	1	1	ICT Officer User Support	6	2
	Corporate Communications Division							
	Principal Corporate Communications Officer	4	1	1	0			
	Senior Corporate Communications Officer	5	1	1	0			
	Corporate Communications Officer	6	1	1	0			
	Senior Corporate Communications Assistant	7	1	1	0			
	Corporate Communications Assistant	8	1	1	0			
	Subtotal (DCS)		34	27	7	Subtotal (DCS)		47
	Total		171	93	78	Total		245

Table 6.4: Skills set and competence development

Cadre	Skills set	Skills Gap	Competencies Development
KP 1	<ul style="list-style-type: none"> Track history of creativity, innovation, self drive, result orientation and ability to handle a sensitive public or private institution. Exceptional visionary leadership and negotiations skills with capacity to engage with local, regional and international organizations. Excellent communications and presentations skills, strong interpersonal analytical and team capacities and high professional ethical standing. Demonstrated familiarity with donor funding and resource mobilization. 	<ul style="list-style-type: none"> Leadership Strategic Planning Policy development and analysis Financial Management Stakeholder engagement Team Building and management. Change Management 	<ul style="list-style-type: none"> Leadership and strategic vision Policy analysis and development Governance and stakeholder management Financial Management Research and Publication Team building and staff management Communication and advocacy Networking and fundraising

KP 2	<ul style="list-style-type: none"> • Leadership skills • Negotiation skills (including the ability to initiate and elaborate partnership projects and grant projects) • People management skills • Communication skills • Problem-solving skills • Presentation skills • Adaptability • Innovative • Critical thinking • Strategic thinking 	<ul style="list-style-type: none"> • Strategic Leadership • Policy analysis and research • Decision-making and problem solving. • Communication and stakeholder engagement • Team building and management. • Financial management • Collaboration and networking • Adaptability and resilience 	<ul style="list-style-type: none"> • Leadership • Strategic planning • Policy development and analysis • Research and data analysis • Financial management • Stakeholder engagement • Advocacy and communication • Change management • Knowledge of public policy and development • Collaboration and teamwork
KP 3	<ul style="list-style-type: none"> • Leadership skills • Negotiation skills (including the ability to initiate and elaborate partnership projects and grant projects) • People management skills • Communication skills • Problem-solving skills • Presentation skills • Adaptability • Innovative • Critical thinking • Strategic thinking. 	<ul style="list-style-type: none"> • Strategic leadership • Policy development and analysis • Stakeholder engagement • Financial management • Team management • Research and analysis • Advocacy and influence • Knowledge of public policy and development 	<ul style="list-style-type: none"> • Leadership • Strategic planning • Policy analysis and research • Financial management • Stakeholder engagement • Team management • Collaboration and networking • Political acumen
KP 4	<ul style="list-style-type: none"> • Leadership skills • Strategic management skills • Problem-solving skills • Conflict management • Supervisory skills • Communication skills • Interpersonal skills • Organizational skills • Team building; and Analytical skills • Critical thinking • Strategic thinking • Ability to work under pressure 	<ul style="list-style-type: none"> • Leadership • Strategic thinking • Policy analysis and development • Stakeholder engagement • Project management • Collaboration and Teamwork • Change management • Knowledge of public policy 	<ul style="list-style-type: none"> • Leadership and strategic vision • Policy analysis and research • Financial management • Stakeholder engagement • Team building and management. • Advocacy and public relations • Planning and project management • Change management
KP 5	<ul style="list-style-type: none"> • Communication skills • Strategic management skills • Problem-solving skills • Interpersonal skills • Organizational skills • Analytical skills • Presentation skills • Computing skills • Negotiation skills 	<ul style="list-style-type: none"> • Technical skills • Managerial skills • Interpersonal skills 	<ul style="list-style-type: none"> • Strategic visioning and planning • Policy research and analysis • Leadership and management • Stakeholder engagement and networking • Advocacy and communication • Financial acumen • Change management • Collaboration and team building • Integrity and ethical conduct

KP 6	<ul style="list-style-type: none"> Functional skills Computing skills Communication skills Supervisory skills Creativity Innovativeness Professional Ethics and Values. 	<ul style="list-style-type: none"> Leadership and strategic thinking Policy development and analysis Stakeholder management Financial and resource management Team building and management. Communication and advocacy Change management Ethics and integrity 	<ul style="list-style-type: none"> Basic data analysis Knowledge of public policy Policy analysis and development Leadership skills Stakeholder engagement Organizational management Networking and relationship building Ethical Conduct Planning, monitoring and evaluation
KP 7	<ul style="list-style-type: none"> Communication and interpersonal skills Attention to detail and accuracy. Presentation skills Computer skills Negotiation skills Conflict management skills Organizational skills Information management problem-solving skills, decision-making skills, stress tolerance 	<ul style="list-style-type: none"> Driving skills Maintenance and repair Route planning and navigation Communication skills Safety and emergency procedures Customer service Adaptability and problem-solving skills 	<ul style="list-style-type: none"> Valid driving license Technical skills Driving skills Route planning and navigation Safety awareness and emergency Communication skills Customer service Integrity and discipline Physical fitness Record keeping
KP 8	<ul style="list-style-type: none"> Communication and interpersonal skills Attention to detail and accuracy Presentation skills Computer skills Negotiation skills Conflict management skills, Organizational skills Information management Problem-solving skills Decision-making skills Stress tolerance 	<ul style="list-style-type: none"> Defensive driving Geographic knowledge Vehicle maintenance and repair Customer service First Aid and Emergency response Adaptability and time management Road safety regulations 	<ul style="list-style-type: none"> Driving skills Safety awareness Customer service Navigation and route planning Vehicle maintenance Ethical conduct
KP 9	<ul style="list-style-type: none"> Communication and interpersonal skills Attention to detail and accuracy Presentation skills Computer skills Negotiation skills Conflict management skills Organizational skills Information management Problem-solving skills Decision-making skills Stress tolerance 	<ul style="list-style-type: none"> Administrative skills Technology proficiency Communication skills Problem solving abilities Teamwork and collaboration Flexibility and adaptability 	<ul style="list-style-type: none"> Administrative skills Communication skills Time management Organizational skills Customer service Problem-solving Adaptability and flexibility Attention to detail. Professionalism Teamwork

Human Resource / Capital Management and Development Strategies

The Institute recognizes that its major strength is in its human resources and that attracting, retaining and motivating highly talented employees is critical in developing appropriate strategies to actualize the Institute's mandate. Thus, the Institute will focus on improving knowledge and skills of staff, work environment, organization culture and governance. The following five strategic objectives and strategies will be implemented:

i) Strengthen Human Resource Planning

This will include recruiting quality staff through the following strategies:

- (i) Review the organization structure and staff establishment
- (ii) Determine full-time equivalent (FTE) provisions

- (iii) Implement productivity improvement measurement programme

ii) Institutionalize change management in the operations of the Institute

The focus is to implement strategies for effecting change, controlling change and helping staff to adapt to change. The strategies include the following:

- (i) Implement OSHA health and safety activities
- (ii) Transition all qualifying staff to permanent and pensionable terms
- (iii) Implement the policy on remote working
- (iv) Develop and implement a retention strategy
- (v) Develop and implement a culture change programme

iii) Strengthen employee performance management

This includes engagement of staff and entrenching an agile performance improvement system that supports the mandate and strategic direction of the Institute.

The strategies to be implemented are as follows:

- (i) Review the staff performance measurement tools
- (ii) Implement talent management policy
- (iii) Implement succession planning policy
- (iv) Review the rewards, recognition and sanctions policy

iv) Build staff capacity

The focus is on equipping staff with the requisite skills, knowledge and attitudes to support in the realization of the strategic plan. The follow strategies will be implemented:

- i. Build capacity for mentorship and coaching
- ii. Conduct a skills gap analysis
- iii. Develop and implement a training plan

v) Enhance diversity, equity and inclusivity

The focus is on ensuring that every employee has the same opportunities and is treated fairly, regardless of their individual characteristics, perspectives and experiences. The following strategies will be implemented:

- i. Increase PWD numbers in the staff establishment to 5%
- ii. Maintain gender balance
- iii. Ethnic representation and regional balance

6.2.3 Leadership

The office of the Executive Director (OED) will be in charge of the overall execution of the Strategic Plan. The OED will consider formation of Strategic Theme Teams aligned to the strategic issues for purposes of responsibility and accountability in leading and coordinating the execution of strategic activities relevant to the KRAs. The Strategic Theme Teams will work closely with the responsible Heads of Departments as indicated in the implementation matrix (Annex 2).

6.2.4 Systems and procedures

KIPPRA is ISO 9001: 2015 certified. Implementation of the ISO Quality Management System enables the Institute to be customer-focused in the course of implementation of programmes across all functions. During the first year of the Strategic Plan, the Institute will review all the ISO Standard Operating Procedures (SOPs) and manuals in readiness for ISO 9001:2015 recertification in the second half of 2023/2024. During the plan period, the Institute will also review over 38 internal policies developed during the previous plan period to ensure they are up to date.

During the first year of the strategic plan, Management will put in place relevant frameworks to develop and launch the first edition of the KIPPRA Journal. The Institute will finalize the KIPPRA Amendment Bill and review the human resource instruments (i.e., structure, career guidelines and manual). Nine (9) new internal policy documents will be finalized during the first year, namely: Talent Management Policy, Culture Change Strategy, Policy on Remote Working, KIPPRA Health and Safety Policy, KIPPRA Records Disaster Management Policy, Succession Management Policy, Stakeholder engagement policy, the Institute-wide business continuity and disaster recovery plan, and the Framework for Providing Advisory and Technical Services. In addition, fourteen (14) other policies will be finalized to support Information Security Management System (ISMS) certification. By the second year of the Strategic Plan, the Institute will also develop and approve for implementation two (2) other internal policy documents, namely: Data Protection Policy, and the Legal Compliance Strategy.

The Institute continues implementing business process re-engineering (BPR) and workflow automations developed on the Enterprise Resource Planning (ERP) platform during the previous strategic plan period with a view to improving efficiency and effectiveness in operations (including imprest management, leave management, procurement management, and project management systems); and other stand-alone systems including the Electronic Document Management System (EDMS) and the Integrated Risk Management System (IRMS). In addition, during the plan period, the Institute will develop, approve and implement an automated Monitoring and Reporting System to improve efficiency in monitoring and evaluation of implementation of the Institute's work plan (and strategic plan) activities. The Institute will monitor compliance with its internal policies and strategies; and ISO 9001:2015 policies and procedures.

6.3 Risk Management Framework

The Institute recognizes management of risks as a key element in strategic management. Risk management promotes sound governance and acts as an important strategy for the achievement of an organization's mission and supporting objectives. Hence risks emanating internally and externally can constrain achievement of its strategic objectives. In the implementation of this Strategic Plan, the management commits to a holistic risk management process to be applied at all levels of the Institute's operations. The management will continuously identify, evaluate, manage, monitor and report significant risks to the Board in a timely manner. A summary of Institute's strategic risk and their mitigation is provided in table 6.6, while a detailed analysis of all risks (strategic, operational, financial and compliance) by the five key result areas and their mitigation measures is provided in **Annex 1**, which is aligned to the Institute's risk register.

Table 6.5: Risk management framework (key strategic risks and mitigation)

S/ No.	Key Strategic Risks	Risk Likelihood (L/H/M)	Risk Severity (L/H/M)	Overall Risk Level (L/H/M)	Risk Mitigation Measure(s)
1	Planning risks	L (2)	M (4)	M (8)	Approved Strategy and Planning Policies and Procedures that guide development of the annual work plan
2	Human resource planning risks	M (3)	M (3)	M (9)	Annual approved human resource plan by management and Board
4	KIPPRA brand risks	M (3)	H (4)	M (12)	Approved Brand Manual
5	Resource mobilization risk	L (2)	L (2)	M (4)	Approved Resource Mobilization Policy
6	Resource management risks	L (1)	H (5)	M (5)	Adherence to PFM Act 2012 and Regulations 2015
7	Performance Contract implementation risks	L (2)	M (3)	M (6)	Implementing PC aligned to the Annual Work Plan and annual PC guidelines
8	Political risk	L (1)	M (3)	L (3)	KIPPRA Act No.15 of 2006 spells out the Institute's mandate

Key:

Risk Likelihood is calibrated on a scale of 1 – 5 (where 1 = Rare, 2 = Unlikely, 3 = Probable, 4 = Likely, 5 = Almost certain). Hence Low (L) = 1 – 2; Moderate (M) = 3; High (H) = 4 – 5.

Risk Severity is calibrated on a scale of 1 – 5 (where 1 = Insignificant, 2 = Minor, 3 = Moderate, 4 = Major, 5 = Catastrophic). Hence Low (L) = 1 – 2; Moderate (M) = 3; High (H) = 4 – 5.

Overall Risk Level is calculated by multiplying Likelihood by Impact. Hence Low (L) = 1 – 3; Moderate (M) = 4 – 14; High (H) = 15 – 25.

PC = Performance Contract; MDAs = Ministries, Departments and Agencies

During the strategic plan period, the Institute will continuously monitor, analyse and review the risks to guide in putting in place appropriate controls and mitigation measures as guided by its approved Integrated Risk Management Policy and Framework (IRMPF). The Institute has in place an Integrated Risk Management System (IRMS), which is an ICT-based innovation to support monitoring and analysis of risks across all functions. The office of the Executive Director will provide quarterly assurance updates to the Board on effective implementation of the risk management framework in the Institute.

7

CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

This chapter details the required financial resources for implementing the strategic plan by Key Result Area, resource flows and gaps, resource mobilization strategies and resource management.

7.1 Financial Requirements

During the previous plan period, the Institute's annual budget was largely financed by the Government of Kenya at 76%. The rest of the budget was financed through strategic donors and internal revenue from commissioned project work. As the Institute implements fully the organizational structure, more financial, human and capital resources will be required. The key drivers of institutional spending during the plan period will include: i) Full implementation of the 2020 organizational structure in addition to the proposed new structure; ii) Acquiring land and construction of KIPPRA Research Centre; and iii) Expansion of the Institute's products and services. Responsiveness and innovation will be required to address the emerging issues from both the internal and external environments, and especially in addressing the needs of stakeholders in a timely and innovative manner.

Implementing the strategic plan over the 2023/24–2027/28 period will require an estimated **Ksh 6,199 million** (Table 7.1).

Table 7.1: Financial resources requirements for implementing the Strategic Plan

Key Result Area	Projected Resource Estimates (KSh. Million)					
	Year 1 (2023/24)	Year 2 (2024/25)	Year 3 (2025/26)	Year 4 (2026/27)	Year 5 (2027/28)	Total
KRA 1: Capacity Development for effective and inclusive Public Policy	114	102	132	130	140	618
KRA 2: High Quality, Relevant and Responsive Policy Research and Analysis	229.1	164.2	159.2	159.2	159.2	870.9
KRA 3: Policy Engagement and Outreach	47.1	45.2	41.7	40.2	40.2	214.4
KRA 4: Institutional Sustainability	682.2	853.6	911.5	953.4	1,010.3	4,411.0
KRA 5: Good Governance and Effective Leadership	31.3	13.5	13.5	10	16.5	84.8
TOTAL	1,103.7	1,178.5	1,257.9	1,292.8	1,366.2	6,199.1

Resource Gaps

The projected resource requirements indicate a funding shortfall of Ksh 1,828.5 million over the plan implementation period. The Institute will implement the resource mobilization strategy to bridge the deficit in funding.

Table 7.2: Resource flows and gaps (figures in Ksh million)

Financial Year	Year 1 (2023/24)	Year 2 (2024/25)	Year 3 (2025/26)	Year 4 (2026/27)	Year 5 (2027/28)	Total
<i>Strategic plan requirements</i>	1,103.7	1,178.5	1,257.9	1,292.8	1,366.2	6,199.1
Financing Plan						
<i>GoK – Recurrent</i>	525.7	552	583.7	624.5	674.4	2,960.3
<i>GoK – Development</i>	68	78.3	85.5	94	105	430.8
<i>NIPFN – EU Grant</i>	25	25	25	25	25	125
<i>A-I-A</i>	155.5	165	170	178	186	854.5
Total Income	774.2	820.3	864.2	921.5	990.4	4,370.6
Variance						
Surplus / (deficit) for the Year	(329.5)	(358.2)	(393.7)	(371.3)	(375.8)	(1,828.5)

Resource diversification shall continue to be central to the sustainability and financial health of the Institute. The aim will be to reduce over-reliance on government funding and a small number of international donors.

Table 7.3: Summary on resource flows and gaps

Financial Year	Estimated Financial Requirements (Ksh million)	Estimated Resource Allocations (Ksh million)	Variance (Ksh million)
Year 1	1,103.7	774.2	(329.5)
Year 2	1,178.5	820.3	(358.2)
Year 3	1,257.9	864.2	(393.7)
Year 4	1,292.8	921.5	(371.3)
Year 5	1,366.2	990.4	(375.8)
Total	6,199.1	4,370.6	(1,828.5)

7.2 Resource Mobilization Strategies

Government of Kenya

The Government of Kenya has played a key role in supporting the Institute in implementation of its mandate, since the establishment of the Institute. Financial support from the government has been increasing steadily over the years and this has made the Institute to remain the go-to government Think Tank. The Institute aims to justify enhanced funding from the government in view of its expanded structure, which will require more financial resources. A detailed proposal will be prepared to justify additional resource allocation from the government in supporting implementation of the Institute's mandate at the national and county levels.

Demand-driven research projects

Externally funded research projects shall be encouraged by providing KIPPRA staff with a supportive framework, which benefits the Institute in resource mobilization. Funded national and international proposal applications have great potential, and building sufficient internal capacity will be prioritized to deliver on the assignments. The capacity building activities will be exploited for revenue generation.

Partnerships and networking

International development partners have played a key role in supporting the Institute to achieve its mandate. The Institute will draw synergies from development partners, which support implementation of respective mandate, aimed at promoting national development outcomes and contributing to policy debate. The Institute will implement the resource mobilization

policy to guide the process of attracting financial aid from development partners. The resource mobilization policy has key strategies, donor mapping, timeframes and milestones within which the Institute will operate.

Endowment resources

The Institute will undertake to establish an Endowment Fund/Account whose yields would provide institutional support and ensure sustainability of the Institute's operations. The resource mobilization policy defines what constitutes endowment resources and how such resources can be used to support in financing various programme and activities of the Institute.

7.3 Resource Management

The Institute shall enhance internal controls systems in place by carrying out regular internal audit, entrenchment of risk management into financial operations, development and monitoring of work plans, procurement plans and budget, establishment of the Public Finance Management (PFM) Standing Committee (and Budget Implementation Committee). The Institute will ensure that investment of the Institute's resources is as per the PFM Act and other Government regulations in place.

Further, efficiency, effectiveness and prudence in utilization of available and acquired resources will be crucial in bridging the resource gap. The Institute will ensure value-for-money by acquiring best practices and by eliminating bottlenecks and red-tapes in its systems and processes. This could be achieved through full utilization of the ERP and integration of other systems in place; sequencing and pooling of resources; and adoption of technology in research, administrative processes and innovation will be pursued in the plan period to reduce wastage. The Institute will keep abreast with emerging technological opportunities and best practices.



CHAPTER EIGHT: **MONITORING, EVALUATION AND REPORTING FRAMEWORK**

This chapter presents the monitoring, evaluation and reporting framework of the strategic plan. Monitoring, evaluation and reporting will involve systematic and continuous collection and analysis of information based on indicators, targets and provision of feedback. An implementation matrix with clear outcomes, output indicators and targets for the five-year duration plan is provided in **Annex 2**.

8.1 Monitoring Framework

Monitoring of the implementation of the strategic plan will provide early warning system to detect potential setbacks to make prompt adjustments. It will involve collecting and analysing information relating to all the indicators in the implementation matrix of the strategic plan. The top management will make readjustments to fast-track activities that may require rescheduling. The Strategic Plan will be implemented through the Institute's Annual Work Plans, whose monitoring will be carried out on monthly and quarterly basis.

8.2 Performance Standards

The Institute's M&E activities are guided by its M&E framework that was approved in 2019/20. The framework will be reviewed and improved upon during the first year of the strategic plan. The Institute will also strengthen monitoring, reporting and evaluation process by implementing an automated monitoring and reporting system to enhance efficiency and effectiveness. To facilitate effective monitoring, at the beginning of each year, an annual monitoring plan will be prepared based on the approved work plan that contains targets set by Directorates and Departments reflecting on the strategic plan. Implementation of M&E activities will be coordinated by the Institute's Strategy and Planning Department.

8.3 Evaluation Framework

Evaluation is a rigorous and independent assessment of either completed or ongoing activities to determine the extent to which they are achieving stated targets and contributing to decision-making. Evaluation will involve systematic and objective process of examining the relevance, effectiveness, efficiency and impact of the strategies. It will be done through formal surveys and assessments to look at what will be achieved against the set targets. Two major evaluations will be conducted, namely: mid-term evaluation and end-term evaluations. The evaluation framework will clearly define outcome indicators, baselines and targets as summarized in Table 8.1.

Table 8.1: Outcome performance matrix

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-term Period	End-term Period

8.3.1 Mid-term Evaluation

Mid-term evaluation for 2023/24–2027/28 Strategic Plan shall be undertaken at the end of the 30th month (in 2025/26). Reference shall be made to the Kenya Evaluation Guidelines 2020 and the Kenya Norms and Standards for M&E.

8.3.2 End-term Evaluation

End-term evaluation for 2023/24-2027/28 Strategic Plan shall be undertaken at the end of the 60th month (in 2027/28). Reference shall be made to the Kenya Evaluation Guidelines 2020 and the Kenya Norms and Standards for M&E.

8.3.3 Ad Hoc Evaluation

The Institute will conduct ad hoc evaluations when required to determine the extent to which implementation of certain aspects of the strategic plan are achieving stated targets and contributing to decision making. Reference shall be made to the Kenya Evaluation Guidelines 2020 and the Kenya Norms and Standards for M&E.

8.4 Reporting Framework and Feedback Mechanism

Reporting the progress of implementation of the Strategic Plan will be done on a quarterly and annual basis. Quarterly and monthly periodic progress reports will be prepared and deliberated by the Management and presented to the Board of Directors. The reporting templates to be employed are provided in Tables 8.2, 8.3 and 8.4.

Table 8.2: Quarterly progress reporting template

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

Table 8.3: Annual progress reporting template

Expected output	Output indicator	Achievement for the Year ...			Cumulative to Date (years)			Remarks	Corrective Intervention
		Target	Actual	Variance	Target	Actual	Variance		
		(A)	(B)	(B-C)	(D)	(E)	(E-D)		

Table 8.4: Evaluation reporting template-

Key Result Area	Outcome	Outcome indicator	Baseline		Mid-term Evaluation		End of Plan Period Evaluation		Remarks	Corrective Intervention
			Value	Year	Target	Achievement	Target	Achievement		
KRA 1										
KRA 2										
KRA 3										
KRA 4										
KRA 5										

During the Institute's mid-year and end-year reviews on implementation of work plans, to be conducted at the beginning of January and July each year, respectively, Management will review lessons drawn from implementing targets from the strategic plan applicable to the specific financial year, so as to strategize on how to make corrective actions, improve implementation of activities, prevent recurrence and also to inform development of future strategic plans of the Institute.

ANNEXES

Annex 1: Risk Analysis and Mitigation Matrix

KRA	Strategic Objectives	Risk	Risk Category	Risk Description	Likelihood (L/H/M)	Impact (L/H/M)	Overall Risk Level (L/H/M)	Risk Mitigation Measure(s)	Risk Owner
KRA 1	Enhance scope of capacity building programmes	Planning risks	Strategic	Risk associated with implementation of the Institute's five-year Strategic Plan and the annual work plans.	L (2)	H (4)	M (8)	Integrated planning; Strategy and Planning SOP guides development of strategic plan	Executive Director
		Human resource planning risks	Strategic	Risk that could arise from the Inefficiency in human resource planning in line with the institute's mandate and strategic plan.	M (3)	M (3)	M (9)	Annual approved human resource plan by management and Board	DD - HR & Admin.
		Needs assessment & evaluation risk	Operational	Risk associated with knowing and responding to the needs and expectations of stakeholders, participants and institutions as well as tracer evaluation surveys for the capacity building programmes	L (1)	M (3)	L (3)	Stakeholder consultative workshops; Needs and tracer evaluation surveys	HOD Capacity Building
		Design risk	Operational	Risk associated with inadequate structure of the project/assignment	L (1)	L (2)	L (2)	Conduct of capacity building needs assessments; expert and peer review	HOD Capacity Building
		Curriculum risk	Operational	Risk associated with inappropriate choice programme, scope, design, relevance, and content development and review process of the programmes	L (1)	M (3)	L (3)	Conduct of capacity building needs assessments; expert review	HOD Capacity Building
		Manuals risk	Operational	Risk associated with the development, application and preparation of variety of capacity building/ training manuals and materials which are relevant, appropriate and accurate.	L (1)	M (3)	L (3)	Expert and Peer review when developing manuals	HOD Capacity Building
	Increase uptake of capacity building programmes	Resource person's risk	Operational	Risk associated with availability of resource persons and management of their respective expectations	L (1)	L (2)	L (2)	Resource persons surveys; Updated database of trainers	HOD Capacity Building
		Planning risks	Strategic	Risk associated with implementation of the Institute's five-year Strategic Plan and the annual work plans.	L (2)	H (4)	M (8)	Integrated planning; Executive Director SOP guides development of strategic plan	Executive Director
		Training risk	Operational	Risks associated with Identification, availability and facilitation of trainers, training of trainers, pedagogy, mode of delivery, training venue, evaluation of the training, training logistics and organisation and certification.	L (1)	M (3)	L (3)	Conduct of Training of trainers; trainers database; training guidelines	HOD Capacity Building
		Stakeholders risk	Operational	Risk likely to be encountered in the process identifying, inviting and interacting with stakeholders and managing the expectations of the stakeholders.	H (4)	H (4)	H (16)	Approved Research SOP	HOD Capacity Building
		Participation risk	Operational	Risk associated with low demand of the programmes offered	L (1)	L (2)	L (2)	Marketing Strategy for Capacity Building Programmes	HOD Capacity Building

	Planning risks	Strategic	Risk associated with implementation of the Institute's five-year Strategic Plan and the annual work plans.	L (2)	H (4)	M (8)	Integrated planning: Executive Director SOP guides development of strategic plan	Executive Director
KRA 2	Understand timely, relevant and responsive policy research	Operational	Risk associated in the facilitation or development of the national and/or county policy documents in response to request(s) from government's ministry, department, agency or county government	M (3)	H (5)	H (15)	Approved Research SOP; Participate in Taskforce & Working Groups	Director DEM/DID
	Policy response risk	Operational	Risk associated with requests from government ministry, department, agency or county government requiring policy or technical advice that is prompt and evidence based with accurate data and appropriate research and analysis.	L (2)	H (4)	M (8)	Approved Research SOP	Director DEM/DID
	Human resource planning risks	Strategic	Risk that could arise from the inefficiency in human resource planning in line with the institute's mandate and strategic plan.	M (3)	M (3)	M (9)	Annual approved human resource plan by management and Board	DD – HR & Admin.
	Diversify coverage of policy research and analysis	Operational	Risk likely to be encountered in identifying, developing and/or applying tools for policy analysis; identifying and analysing policy alternatives and policy trade-offs and appropriateness of policy recommendations.	L (2)	H (4)	M (8)	Approved Research SOP; Approved Strategy & Planning SOP	Director DEM/DID
KRA 3	Policy surveillance risk	Operational	Risks association with identification, monitoring and prioritization of topical issues which are timely and relevant as well as ensuring wide scope and impact.	L (2)	H (4)	M (8)	Research Policies and Procedures	Director DEM/DID
	Internal control environment risks	Strategic	Risks associated with inefficiency in the Institute's internal control environment subject to stakeholder, legal and regulatory requirements	M (3)	H (4)	M (12)	Approved internal audit charter and Integrated Risk Management Policy and Framework	DD – Internal Audit
	Enhance Quality in Policy Research	Operational	Risks that may arise during the process of reviewing research outputs which are likely to compromise the quality, consistency standards and timeliness.	M (3)	H (5)	H (15)	Updated external Peer reviewer's database; Strategy and Planning SOP	HOD – Strategy and Planning
	Quality assurance & improvement risks	Compliance	Risks arising during the implementation of a quality assurance and improvement program (QAIP)	H (4)	H (4)	H (16)	Approved internal audit charter; Adherence to PFM regulations 2015	DD – Internal Audit
	KIPRA brand risks	Strategic	Risk as a result of brand unawareness and unrecognized or damage of public perception of KIPRA.	M (3)	H (4)	M (12)	Approved Brand Manual	HOD Corporate Communication
	Mainstream media communication risk	Operational	Risk as a result of communication through mainstream media	M (3)	H (5)	H (15)	Approved Communication Strategy	HOD Corporate Communication
	Social media communication risk	Operational	Risk that arises from communication through institute's social media platforms	M (3)	H (5)	H (15)	Approved Social Media and Communication strategies	HOD Corporate Communication
	Stakeholder risk	Operational	Risk likely to be encountered in the process identifying, inviting and interacting with stakeholders and managing the expectations of the stakeholders.	H (4)	H (4)	H (16)	Approved Research SOP	Director DEM/DID

KRA 4	Build sustainable networks and partnerships	Resource mobilization risk	Strategic	The risk that arises when the Institute fails to deliver on its mandate due to inadequate financial and non-financial resources.	L (2)	L (2)	M (4)	Approved Resource Mobilization Policy	HOD Partnerships
		Sustainability risk	Operational	Risk associated with securing medium term and long-term financial commitment and disbursements for supporting implementation of KIPPRAs programmes	H (4)	H (5)	H (20)	Evaluation of past donors: Approved Resource Mobilization Policy	HOD Partnerships
		Partnership initiation & negotiation risk	Operational	Risk associated with management of requests seeking to establish partnership and the process of negotiation for its actualization	M (3)	H (4)	M (12)	Resource Mobilization Policy; Training plan	HOD Partnerships
	Enhance productivity through human capacity development and welfare improvement	Human resource planning risks	Strategic	Risk that could arise from the inefficiency in human resource planning in line with the institute's mandate and strategic plan.	M (3)	M (3)	M (9)	Annual approved human resource plan by management and Board	DD - HR & Admin.
		Training & development risks	Operational	Risks that arise from lack of continuous upgrade of core competencies, knowledge, skills and abilities of employees	L (1)	M (3)	L (3)	Approved training needs analysis, training plan and budget	DD - HR & Admin.
		Staff performance management risks	Operational	Risk that arises with inefficient and ineffective staff performance management	L (2)	M (3)	M (6)	Revised staff performance appraisal tool; Rewards and Sanctions policy; HR Policies & procedures manual	DD - HR & Admin.
	Enhance and strengthen the financial sustainability of the Institute	Resource management risks	Strategic	Risks that arise due to failure to optimally manage the Institute's approved annual budget.	L (1)	H (5)	M (5)	Adherence to PFM Act 2012 and Regulations	DD - Finance
		Resource mobilization risk	Strategic	The risk that arises when the Institute fails to deliver on its mandate due to inadequate financial and non-financial resources.	L (2)	L (2)	M (4)	Implementing the approved Resource Mobilization Policy	HOD Partnerships
		Budgeting process risks	Financial	Risks that could arise during the budgeting process as a result of incorrect costing; and resource bidding during the MTEF process.	H (4)	H (4)	H (16)	Adhering to budgeting guidelines and templates provided to MDAs by the National Treasury and Planning	DD - Finance
	Institutional efficiency and effectiveness	Sustainability risk	Operational	Risk associated with securing medium term and long-term financial commitment and disbursements for supporting implementation of KIPPRAs programmes	H (4)	H (5)	H (20)	Evaluation of past donors: Approved Resource Mobilization Policy	HOD Partnerships
		Resource management risks	Strategic	Risks that arise due to failure to optimally manage the Institute's approved annual budget.	L (1)	H (5)	M (5)	Adherence to PFM Act 2012 and Regulations 2015	DD - Finance
		Planning risks	Strategic	Risk associated with implementation of the Institute's five-year Strategic Plan and the annual work plans.	L (2)	H (4)	M (8)	Executive Director SOP guides development of strategic plan	Executive Director
	Integrate knowledge management practices in KIPPRAs processes and activities	Internal control environment risks	Strategic	Risks associated with inefficiency in the Institute's internal control environment subject to stakeholder, legal and regulatory requirements	M (3)	H (4)	M (12)	Approved internal audit charter and Integrated Risk Management Policy and Framework	DD - Internal Audit
		Processing risk	Operational	Risks likely to be encountered during the technical processing of library resources.	L (2)	M (3)	M (6)	Compliance with cataloguing in publication provisions; Library SOP	DD - Knowledge Management
		Distribution risk	Operational	Risks that arise due to delayed access to published publications - internal and external.	M (3)	M (3)	M (9)	Continuous requests for new publications; uploading publications on the website and Repository	DD - Knowledge Management
		Custodian risk	Operational	Risks that arise from general security of library resources in the library; borrowed by staff and KIPPRAs publications in the store.	H (4)	H (4)	H (16)	Tracking overdue resources; staff clearance when exiting	DD - Knowledge Management
		Records security risk	Operational	Risks as a result of unauthorized access of records (physical and electronic).	L (3)	H (5)	M (10)	Implementing the approved Records management Policy and Manual	DD - HR & Admin.

KRA 5	Promote good corporate governance	Governance risks	Compliance	Risks associated with an organization's failure to recognize the internal audit's approved authority, purpose and responsibility. Risks that could arise due to non-compliance with the Constitution and other statutory requirements	L (2)	M (3)	M (6)	Approved internal audit charter: Adherence to PFM Act 2012 and Regulations 2015	DD - Internal Audit
		Compliance risks	Compliance		M (3)	H (5)	H (15)	Conduct of legal and compliance audits	Corporation Secretary
		Quality assurance & improvement risks	Compliance		H (4)	H (4)	H (16)	Approved internal audit charter: Adherence to PFM regulations 2015	DD - Internal Audit
	Entrench National Values and Principles of Governance	Compliance risks	Compliance	Risks that could arise due to non-compliance with the Constitution and other statutory requirements	M (3)	H (5)	H (15)	Conduct of legal and compliance audits	Corporation Secretary
		Performance Contract implementation risks	Strategic	Risk associated with implementation of a performance contract by an MDA in a given year.	L (2)	M (3)	M (6)	Implementing PC aligned to the Annual Workplan and annual PC guidelines	HOD Strategy & Planning
		Political risk	Strategic	Risks that result from policy directives or political influence that affect or change the legal mandate of KIPPRA or the strategic priorities.	L (1)	M (3)	L (3)	KIPPRA Act No.15 of 2006 spells out the Institute's mandate	Executive Director

Key:

Risk Likelihood is calibrated on a scale of 1 – 5 (where 1 = Rare, 2 = Unlikely, 3 = Probable, 4 = Likely, 5 = Almost certain).

Hence Low (L) = 1 – 2; Moderate (M) = 3; High (H) = 4 – 5.

Risk Impact is calibrated on a scale of 1 – 5 (where 1 = Insignificant, 2 = Minor, 3 = Moderate, 4 = Major, 5 = Catastrophic).

Hence Low (L) = 1 – 2; Moderate (M) = 3; High (H) = 4 – 5.

Overall Risk Level is calculated by multiplying Likelihood by Impact. Hence Low (L) = 1 – 3; Moderate (M) = 4 – 14; High (H) = 15 – 25.

Annex 2: Implementation Matrix

Key Result Area 1: Capacity Development for Effective and Inclusive Public Policy

Strategy	Key activities	Expected outputs	Output indicators	Target for 5 Years	Target					Budget (Ksh. Million)					Responsibility	
					Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Lead	Support
Strategic Issue: Capacity Development																
Strategic Goal: Enhanced scope and increased uptake of capacity building programmes																
KRA 1: Capacity Development for Effective and Inclusive Public Policy																
Outcomes:																
•Enhanced relevance and effectiveness of capacity building programmes																
•Enhanced effectiveness of the YP programme																
•Recognition of KIPPRA capacity development programmes																
•Enhanced flexibility and accessibility of capacity building programmes																
Strategic Objective: Enhance scope of capacity building programmes																
Map out capacity needs for targeted stakeholders.	Conduct CBNAs for target market segments (<i>National; County; Private Sector</i>)	Needs assessment reports	No. of reports produced	4	4	-	-	-	-	10	-	-	-	-	Director DEM	HOD-CBD
	Review the KMPUS, YP, and commercialised programs	Reviewed Capacity Building Programmes	No. of reviews conducted	1	1	-	-	-	-	1.5	-	-	-	-	Director DEM	HOD-CBD
	Review the Capacity Building Strategy	Reviewed Capacity Building Strategy	No. of reviews conducted	1	1	-	-	-	-	1.5	-	-	-	-	Director DEM	HOD-CBD
	Review the YP Policy	Reviewed YP Policy	No. of reviews conducted	1	1	-	-	-	-	1.5	-	-	-	-	Director DEM	HOD-CBD
Strengthen the policy framework of the existing capacity building programmes.	Develop certification policy	Certification Policy	No. of policies developed	1	1	-	-	-	-	1	-	-	-	-	Director DEM	HOD-CBD

Entrench flexible delivery modes for capacity building programmes	Develop a policy for flexible capacity building programmes	Flexible capacity building Policy	Developed policy	1	1	-	-	-	-	-	1.0	-	-	-	-	Director DEM	HOD-CBD
	Develop training module on e-learning programme	E-learning training module	Developed module	1	1	-	-	-	-	-	1.0	-	-	-	-	Director DEM	HOD-CBD
	Develop training module on block release programme	Block release training module	Developed module	1	1	-	-	-	-	-	1.0	-	-	-	-	Director DEM	HOD-CBD
	Develop and implement capacity building program for CPPMUs officers	Capacity building program	No. of training curricula developed No. of training sessions delivered	1	1	-	-	-	-	-	1.5	-	-	-	-	Director DEM	HOD-CBD
Enhance human and Institutional capacity of CPPMUs				10	2	2	2	2	2	2	4.0	4.0	4.0	4.0	4.0	Director DEM	HOD-CBD
	Strategic Issue: Capacity Development																
	Strategic Goal: Enhanced scope and increased uptake of capacity building programmes																
	KRA 1: Capacity Development for Effective and Inclusive Public Policy																
Outcome: •Standardized capacity building curricula																	
Strategic Objective: Enhance tools for delivery of the capacity building programmes																	
Standardize capacity building curricula	Develop training manuals	Training manuals	No. of training manuals developed	12	4	4	4	4	4	-	4	4	4	4	-	Director DEM	HOD-CBD
	Develop scheme of work	Training curricula	No. of schemes of work developed	12	4	4	4	4	4	-	4	4	4	4	-	Director DEM	HOD-CBD
	Develop training guidelines for trainers	Trainers' guidelines	No. of trainers' guidelines developed	12	4	4	4	4	4	-	4	4	4	4	-	Director DEM	HOD-CBD
Strategic Issue: Capacity Development																	

Strategic Goal: Enhanced scope and increased uptake of capacity building programmes														
KRA 1: Capacity Development for Effective and Inclusive Public Policy														
Outcomes: <ul style="list-style-type: none"> Enhanced flexibility and accessibility of capacity building programmes Expanded YP programme Enhanced relevance and effectiveness KMPUTs programme Sustained KMPUTs club activities 														
Strategic Objective: Increase uptake of capacity building programmes														
Enhance marketing of capacity building programmes	Develop and implement capacity building marketing strategy	Marketing Strategy	No. of strategies developed	1	-	-	-	-	1.5	-	-	-	-	HOD-CBD
Deepen capacity development partnerships with National and County Government	Establish partnerships for capacity building development ¹	Capacity building partnerships	No. of capacity building partnerships	20	4	4	4	4	0.5	4	0.5	0.5	0.5	HOD-CBD
Grow the number of Young Professionals participating in the programme	Provide flexible learning approach	Number of modules offered	No. of YPs on flexible learning approach	160	-	10	30	50	70	-	5	15	25	HOD-CBD
	Expand number of YPs attending the physical one-year programme	Number of young professionals	No. of YPs	180	30	30	40	40	40	60	60	80	80	HOD-CBD
Enhance sustainability of the KIPPRA Mentorship Programme for Universities and TVETs	Develop and implement a policy for KMPUTs	KMPUTs Policy	Developed Policy	1	1	-	-	-	1.5	-	-	-	-	HOD-CBD
	Support policy research activities of KMPUTs clubs	Supported research activities	No. of supported research activities	37	-	7	10	10	10	14	20	20	20	HOD-CBD
		Funding for KMPUT club activities	% of budget for KMPUTs	5	1	1	1	1	0.5	1	0.5	0.5	0.5	HOD-CBD
TOTAL									114		102	132	130	140

Key Result Area 2: High Quality, Relevant and Responsive Policy Research and Analysis

Strategies	Key activities	Expected outputs	Output indicators	Target for 5 Years	Target					Budget (Ksh. Million)					Responsibility	
					Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Lead	Support
Strategic Issue: Research and policy analysis																
Strategic Goal: Enhanced timely, relevant, responsive, diversified, quality policy research and analysis																
KRA 2: High quality, relevant and responsive policy research and analysis																
Outcomes:																
•Enhanced timely, relevant and responsive policy research																
•Enhanced quality and responsive research																
•Enhanced scope and relevance of policy research																
•Improved efficiency in policy research																
•Enhanced responsiveness and engagement in policy research																
Strategic Objective: Undertake timely, relevant and responsive policy research																
Provide timely and relevant evidence-based policy advice	Prepare and submit policy memoranda	policy memoranda	No. of policy memorandum	35	7	7	7	7	7	0.2	0.2	0.2	0.2	0.2	D-DID D-DEM	DD-KM
	Conduct policy research and analysis	Policy research and analysis	No. policy research and analysis outputs	700	140	140	140	140	140	140	140	140	140	140	Director DID; Director DEM	HODs Research
Deepen the policy research ecosystem for inclusivity of all stakeholders	Develop an interactive portal	Interactive portal	Interactive portal	1	-	1	-	-	-	-	2.0	-	-	-	Director DID; Director DEM	HODs Research
	Develop and update relevant indices for policy analysis	Indices developed and updated	No of activities carried out for the indices	10	2	2	2	2	2	5.0	5.0	5.0	5.0	5.0	Director DID	HODs Research
	Review the research strategy	Review research strategy	No. of reviews carried out	1	1	-	-	-	-	15					Director DID; Director DEM	HODs Research

Adopt innovative technologies in the research processes	Identify and adopt innovative technologies for research	Research technologies	No. of technologies adopted	5	1	1	1	1	1	1	1	1	1	1	1	1	1	Director DID; Director DEM; Director DCS	HODs Research	
	Equip and operationalize KIPPRA Virtual Policy Centre	Equipped KIPPRA Virtual Policy Centre	Established KVPC	1	1	-	-	-	-	-	-	-	-	-	-	-	-	Director DEM	HOD Communication	
			No. of engagements	5	1	1	1	1	1	1	1	1	1	1	1	1	1	1	Director DEM	HODs Research
			No. of audio / visual content developed	10	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	Director DCS
Strategic Issue: Research and policy analysis																				
Strategic Goal: Enhanced timely, relevant, responsive, diversified, quality policy research and analysis																				
KRA 2: High quality, relevant and responsive policy research and analysis																				
Outcomes:																				
<ul style="list-style-type: none">• Expanded scope of research outputs• Updated data repository• Expanded research scope including Women agenda• Expanded research scope• Enhanced skills in gender analysis tools																				
Strategic Objective: Diversify coverage of policy research and analysis																				
Entrench county-based policy research and analysis	Undertake county- based research and analysis	Research Reports	No. of research reports with a county focus produced	50	10	10	10	10	10	10	10	10	10	10	10	10	10	Director DID; Director DEM	HODs Research	
	Develop and update county databases	County database	County database developed and updated	1	1	1	1	1	1	1	1	1	1	1	1	1	1	Director DID; Director DEM	Director DCS	
Grow policy research and analysis activities covering regional and global developments	Promote research on emerging regional and global developments	Research Reports	No. of research outputs produced	5	1	1	1	1	1	1	1	1	1	1	1	1	1	Director DID; Director DEM	HODs Research	
	Build and maintain regional and global database	Regional Database	Regional database developed and updated	1	1	1	1	1	1	1	1	1	1	1	1	1	1	Director DID; Director DEM	Director DCS	

Institutionalize gender policy research and analysis	Set up the Centre for Gender and Specialized Groups	Centre for Gender and Specialized Groups	Centre for Gender and Specialized Groups established	1	1	-	-	-	-	199	-	-	-	-	Director DEM	HOD CBD
	Build and maintain gender database	Gender research database	Gender research database developed	1	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	Director DEM; Director DCS	HOD CBD
	Promote research on emerging gender agenda	Research outputs	No. of research outputs produced	9	1	2	2	2	2	0.5	0.5	0.5	0.5	0.5	Director DID; Director DEM	HODs Research
	Build capacity on gendered research tools	Capacity building sessions	% of staff capacity built on gendered research approach and tools	50	50	50	50	50	50	0.5	0.5	0.5	0.5	0.5	Director DEM	HOD CBD
Strategic Issue: Research and policy analysis																
Strategic Goal: Enhanced timely, relevant, responsive, diversified, quality policy research and analysis																
KRA 2: High quality, relevant and responsive policy research and analysis																
Outcomes:																
<ul style="list-style-type: none"> • Effective and efficient peer review process. • Enhanced research skills for staff • Improved ethics in research. • Standardized research outputs. • Enhanced capacity in economic modelling. • Enhanced research quality. • Updated research data management policy. • Standardized data collection and storage. • Improved data collection and storage. • Improved quality of research outputs. 																
Strategic Objective: Enhance quality in policy research and analysis																
Strengthen the quality control processes	Re-engineer the peer review process	Re-engineered peer review process	Re-engineered peer review process	1	1	-	-	-	-	1.0	-	-	-	-	Director DID; Director DEM	Director DCS
	Organize researcher workshops	Research workshops	No. of workshops Organized	5	1	1	1	1	1	1.0	1.0	1.0	1.0	1.0	Director DID; Director DEM	HODs Research
	Develop a research strategy and ethical research policy	Scientific and ethical research policy	Scientific and ethical research policy developed	1	1	-	-	-	-	1.0	-	-	-	-	Director DID	Chair - ISERC Committee
	Develop a research quality checklist / guideline	Research quality guideline	Checklist / guideline developed	1	1	-	-	-	-	0.5	-	-	-	-	Director DID; Director DEM	HOD SPD

Mainstream development and use of policy analysis tools	Establish and operationalise an Economic Modelling Hub	Economic Modelling Hub	Economic Modelling Hub established	1	1	-	-	-	-	-	15.0						Director DEM	Chair Economic Modelling Hub
	Upgrade the Macro modelling tool (KTMM)	Upgraded KTMM	Upgraded KTMM	1	1	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	0.5	Director DEM	HOD Macroeconomics
	Operationalize and upgrade CGE framework	Upgraded CGE framework	CGE framework upgraded	1	1	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	0.5	Director DEM	Chair Economic Modelling Hub
	Develop County revenue analysis tool	Developed County revenue analysis tool	County revenue analysis tool developed	1	-	1	-	-	-	-	-	1.0	-	-	-	-	Director DEM	HOD Macroeconomics
	Institutionalize microsimulation tool	Institutionalized Microsimulation tool	Microsimulation tool Institutionalized	1	-	1	-	-	-	-	-	1.0	-	-	-	-	Director DEM	Chair Economic Modelling Hub
	Institutionalize Foresight Futures	Institutionalized Foresight Futures model	Foresight Futures model Institutionalized	1	-	1	-	-	-	-	-	1.0	-	-	-	-	Director DEM	Chair Economic Modelling Hub
	Build capacity on fiscal incidence analysis	Staff capacity building on fiscal incidence analysis	% of staff capacity built on fiscal incidence analysis	50	50	50	50	50	50	50	50	0.5	0.5	0.5	0.5	0.5	Director DEM	Chair Economic Modelling Hub

Strengthen research data management	Review KIPPRA Research Data Management Policy	Reviewed research data management policy	No. of reviews conducted	1	1	-	-	-	-	0.5	-	-	-	-	-	-	Director DID; Director DEM	DD KM
	Develop and institutionalize a framework to guide survey data collection and storage	Institutionalized framework	Framework developed	1	1	-	-	-	-	0.5	-	-	-	-	-	-	Director DID; Director DEM	DD KM
	Establish an interactive KIPPRA Data Repository	Developed data repository	Data repository developed	1	1	-	-	-	-	5.0	-	-	-	-	-	-	Director DID; Director DEM	Director DCS
	Acquire appropriate system for data management	Software and hardware	Hardware and Software acquired	1	1	-	-	-	-	15.0	-	-	-	-	-	-	Director DCS	HOD – ICT
		Capacity building on data management	% of staff capacity built	50	50	50	50	50	50	0.5	0.5	0.5	0.5	0.5	0.5	0.5	Director DCS	HOD ICT, DD-KM
										229.1	164.2	159.2	159.2	159.2	159.2			
TOTAL																		

Key Result Area 3: Policy Engagement and Outreach

Strategies	Key activities	Expected outputs	Output indicators	Target for 5 Years	Target					Budget (Ksh. Million)					Responsibility	
					Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Lead	Support
Strategic Issue: Policy engagement and outreach.																
Strategic Goal: Sustainable partnerships and enhanced visibility and access to products and services.																
KRA 3: Policy engagement and outreach																
Outcomes:																
<ul style="list-style-type: none">Increased visibility of KIPPRA.User-friendly website.Enhanced customer satisfaction.Effective communication of research output.Effective communication with stakeholders.Impactful CSR activities.Effective corporate communication.Effective monitoring of media citations.Enhanced customer experience and provision of metrics on customer satisfaction.Increased outreach of KIPPRA products and services.																
Strategic Objective: Enhance visibility and access to products and services																
Improve corporate branding	Develop branding strategy	Branding strategy	Branding Strategy	1	1	-	-	-	-	1.5	-	-	-	-	Director DCS	HOD Communication
	Update KIPPRA Brand manual	KIPPRA brand manual updated	Updated Brand manual	1	1	-	-	-	-	1.0	-	-	-	-	Director DCS	HOD Communication
	Revamp KIPPRA website	Revamped website	Number of visits (million)	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	Director DCS	HOD Communication
		Customer feedback	Quarterly customer feedback reports	20	4	4	4	4	4	0.2	0.2	0.2	0.2	0.2	Director DCS	HOD Communication
Strengthen research communication	Develop guidelines on research communication	Guidelines on research communication	Guidelines on research communication developed	1	1	-	-	-	-	1.0	-	-	-	-	Director DCS	HOD Communication
	Develop capacity for research communication	Staff trained in research communication	No. of trainings/ capacity building	5	1	1	1	1	1	1.5	1.5	1.5	1.5	1.5	Director DCS	HOD Communication

	Develop and implement partnerships with media	Media engagement strategy	Media engagement strategy developed	1	1	-	-	-	-	-	1.5	-	-	-	-	-	Director DCS	HOD Communication
	Utilize innovative data visualization tools	Visualised research outputs	No. of outputs visualized	20	-	5	5	5	5	5	1.0	1.0	1.0	2.0	2.0	2.0	Director DCS	HOD Communication
	Develop and maintain up-to-date stakeholder database	Stakeholder database	Updated stakeholder database	1	1	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	0.5	Director DCS	HOD Communication
	Organize KIPPRA Open Days	KIPPRA Open Days	Number of KIPPRA open days	5	1	1	1	1	1	1	4.0	4.0	4.0	4.0	4.0	4.0	Director DCS	HOD Communication
Enhance stakeholder engagement platforms	Organize impactful CSR activities	Community and environmental CSR initiatives conducted	No. of CSR events organized	20	4	4	4	4	4	4	2.0	2.0	2.0	2.0	2.0	2.0	Director DCS	DD – HR & Admin
	Update Communication Strategy	Communication strategy	Updated Communication Strategy	1	1	-	-	-	-	-	19	-	-	-	-	-	Director DCS	HOD Communication
	Strengthen Social Media Communication	Social media strategy reviewed	Reviewed social media strategy	1	-	-	1	-	-	-	-	-	1.5	-	-	-	Director DCS	HOD Communication
	Acquire / subscribe to media monitoring service	Media monitoring system	Acquired media monitoring system / service	5	1	1	1	1	1	1	5.0	5.0	5.0	5.0	5.0	5.0	Director DCS	HOD Communication
Strengthen corporate communication	Acquire Customer Relationship Management System.	Customer relationship management system	Customer relationship management system	1	1	-	-	-	-	-	-	5.0	-	-	-	-	Director DCS	HOD Communication
	Repackage KIPPRA products and services to suit the needs of different stakeholders	Customised KIPPRA products and services for diverse audience	No. of customised products and services	5	1	1	1	1	1	1	1.5	1.5	1.5	1.5	1.5	1.5	Director DCS	DD - KM

Strategic Issue: Policy engagement and outreach.																	
Strategic Goal: Sustainable partnerships and enhanced visibility and access to products and services.																	
KRA 3: Policy engagement and outreach																	
Outcomes:																	
• Effective partnerships.																	
• Increased expertise and learning for institute staff.																	
• Effective and proactive engagement through advisory and technical services.																	
Strategic Objective: Build sustainable networks and partnerships																	
Strengthen and sustain partnerships	Expand strategic partnerships	Strategic partnerships established	No. of activities implemented with strategic partnerships	10	2	2	2	2	2	2	2	2.0	2.0	2.0	2.0	Director DEM	DD – Partnerships
	Develop and implement guidelines for staff exchange programme.	Guidelines for staff exchange programme	No. of staff participating in exchange programme	20	4	4	4	4	4	4	4	10.0	10.0	10.0	10.0	Director DCS	DD – HR & Admin
	Institutionalize advisory and technical services	Tools developed to support provision of advisory and technical services	No. of tools shared with MCDAs	20	4	4	4	4	4	4	4	10.0	10.0	10.0	10.0	Director DEM	DD – Partnerships
TOTAL												47.1	45.2	41.7	40.2	40.2	

Key Result Area 4: Institutional Sustainability

Strategies	Key activities	Expected outputs	Output indicators	Target for 5 Years	Target					Budget (Ksh. Million)					Responsibility	
					Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Lead	Support
Strategic Issue: Institutional sustainability																
Strategic Goal: Increased operational efficiency and effectiveness, productivity, financial sustainability and strengthened knowledge management practices																
KRA 4: Institutional Sustainability																
Outcomes:																
• Full staff establishment																
• Achievement of the annual workplan																
• Increased productivity																
• Institutional culture																
• Enhanced Inclusivity																
• Enhanced diversity, equity and inclusivity																
Strategic Objective: Enhance productivity through human capacity development and welfare improvement																
Strengthen human resource planning	Review the Human resource instruments	Human Resource instruments	No. of in post staff	171	171	171	171	171	171	550	594	642	693	748	Director DCS	DD- HRM & Admin
	Determine full-time equivalent (FTE) provisions	Staff workload determined	No. of Quarterly reports on staff workload	20	4	4	4	4	4	0.5	0.5	0.5	0.5	0.5	Director DCS	DD- HRM & Admin
	Implement productivity improvement measurement program	Productivity index	Annual productivity reports	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	Director DCS	Chair Productivity Committee
	Implement OSHA health and safety activities	Annual Health and safety audits	% of compliance	100	85	100	100	100	100	100	5.5	5.5	5.5	5.5	Director DCS	DD- HRM & Admin
Institutionalize change management in the operations of the institute	Transition all eligible staff to Permanent & Pensionable terms.	Eligible staff transitioned to permanent and pensionable	% of eligible staff transitioned to permanent and pensionable	100	100	100	100	100	100	40	40.4	40.8	41.2	41.6	Director DCS	DD- HRM & Admin
	Develop and implement a culture change program	Culture audits	No. of Audits conducted	2	1	-	1	-	-	1.5	-	-	1.5	-	Director DCS	DD- HRM & Admin
		Culture change activities	Quarterly reports on culture change activities	20	4	4	4	4	4	4	0.5	0.5	0.5	0.5	Director DCS	DD- HRM & Admin

Strengthen employee performance management	Enhance staff performance measurement tool	Performance appraisal tool	Annual report	5	1	1	1	1	1	1	1	1	1	0.5	0.5	0.5	Director DCS	DD- HRM & Admin
	Identify and nurture relevant talents	Talent growth	Annual report on talents identified and nurtured	5	1	1	1	1	1	1	1	1	1	0.5	0.5	0.5	Director DCS	DD- HRM & Admin
	Institutionalize succession planning	Succession planning activities	Annual report on succession planning	5	1	1	1	1	1	1	1	1	1	-	-	-	Director DCS	DD- HRM & Admin
	Recognize staff performance	Reward, recognize and sanction staff	% of staff rewarded	100	100	100	100	100	100	100	100	100	100	0.5	0.5	0.5	Director DCS	DD- HRM & Admin
		Presidential awards / commendation	No. of staff commended	5	1	1	1	1	1	1	1	1	1	-	-	-	Director DCS	DD- HRM & Admin
	Establish staff mentorship and coaching programme	Mentorship and coaching program	Annual report on staff mentorship and coaching programme	5	1	1	1	1	1	1	1	1	1	0.5	0.5	0.5	Director DCS	DD- HRM & Admin
Build staff capacity	Identify skills needs for the Institute	Skills development report	Annual report on skills development	5	1	1	1	1	1	1	1	1	1	0.5	0.5	0.5	Director DCS	DD- HRM & Admin

Enhance diversity, equity and inclusivity	Increase number of staff who are PWD	Recruitment of PWDs	% of in post PWD staff	22	3	4	5	5	5	5	-	-	-	-	-	-	Director DCS	DD- HRM & Admin
	Maintain gender balance	Mainstreamed gender	Ratio	1:2	50:50	50:50	50:50	50:50	50:50	50:50	-	-	-	-	-	-	Director DCS	DD- HRM & Admin
	Increase ethnic representation and regional balance	Face of Kenya	% of Face of Kenya	70	30	40	50	60	70	-	-	-	-	-	-	-	Director DCS	DD- HRM & Admin
Strategic Issue: Institutional sustainability																		
Strategic Goal: Increased operational efficiency and effectiveness, productivity, financial sustainability and strengthened knowledge management practices																		
KRA 4: Institutional Sustainability																		
Outcomes:																		
•Enhanced revenue sources																		
•Institutional Sustainability																		
Strategic Objective: Enhance and strengthen the financial sustainability of the Institute																		
Mobilize adequate funding	Increase collaborations with strategic partners	Strategic partners for institutional funding	% of funding from partners	5	5	5	5	5	5	5	0.5	0.5	0.5	0.5	0.5	0.5	Director DEM	HOD - Partnership
	Respond to calls for Institutional funding	Institutional funding	% of funding from Institutional projects	10	6	7	8	9	10	0.25	0.25	0.25	0.25	0.25	0.25	0.25	Director DEM	DD - Partnership
	Enhance commercialised capacity building programmes	A-I-A generated programmes	% of revenue from capacity building programmes	10	5	5.5	7.0	8.5	10	0.25	0.25	0.25	0.25	0.25	0.25	0.25	Director DEM	HOD - Capacity Building
	Establishment of an endowment fund	KIPPRA Endowment Fund	% of revenue from endowment fund	5	-	1.0	2.5	4.0	5.0	0.25	0.25	0.25	0.25	0.25	0.25	0.25	Director DEM	Director DCS
Establish KIPPRA research centre	Acquisition of land	KIPPRA Land	Land acquired (%)	100	100	-	-	-	-	5.0	-	-	-	-	-	-	ED	Director DCS
	Construction of KIPPRA Research Centre	KIPPRA Research Centre	% of construction	100	-	25	50	75	100	-	175	175	175	175	175	175	ED	Director DCS
Strategic Issue: Institutional sustainability																		
Strategic Goal: Increased operational efficiency and effectiveness, productivity, financial sustainability and strengthened knowledge management practices																		
KRA 4: Institutional Sustainability																		

Outcomes: <ul style="list-style-type: none"> Increased operational efficiency Increased efficiency in utilization of ICT systems Improved security of ICT system Compliance with data protection laws Enhanced monitoring of the strategic plan Improved monitoring and evaluation Enhanced delivery of KIPPPRA mandate Increased inclusivity in the procurement opportunities. Efficiency in asset management and declutter the office space 														
Strategic Objective: Institutional efficiency and effectiveness														
Enhance operational efficiency	Optimize the ERP	Operational modules on ERP	% of modules operational	100	100	100	100	100	100	100	100	100	100	DD - Finance
	Automation of processes	Automated processes including fleet management; facilities management; Customer relationship management; Calendar management	% of automated processes	100	100	100	100	100	100	100	100	100	5	Director DCS
Enhance and institutionalise ICT systems	Optimize ICT systems	Operational ICT systems	Quarterly reports on utilization of ICT systems	20	4	4	4	4	4	4	4	4	0.5	HOD-ICT
	Enhance ICT security	Secured ICT systems	Quarterly reports on ICT security	20	4	4	4	4	4	4	4	4	1.2	HOD-ICT
	Institutionalize data protection	Data protection policy	Approved data protection policy	1	1	-	-	-	-	-	-	-	1.0	HOD-ICT
		Data protection structures	Established data protection structures (%)	100	100	100	100	100	100	100	100	100	-	HOD-ICT

Strengthen monitoring, reporting and evaluation process	Regularly monitor implementation of the strategic plan	Monitoring reports	Automated monitoring and reporting system.	1	1	-	-	-	-	2.0	-	-	-	-	-	-	HOD-SPD	PPSO
	Update the M&E Framework	Updated M&E framework	Quarterly reports	20	4	4	4	4	4	-	-	-	-	-	-	-	HOD-SPD	PPSO
			Updated M&E framework	1	1	-	-	-	-	1.0	-	-	-	-	-	-	HOD-SPD	PPSO
	Conduct evaluation on mandate of the Institute	Evaluation reports	No. of evaluation reports	5	1	1	1	1	1	2.0	2.0	2.0	2.0	2.0	2.0	2.0	HOD-SPD	PPSO
Enhance efficiency in the procurement and asset management process	Diversify database for suppliers	Biennial supplier registration	Quarterly Reports	20	4	4	4	4	4	1.5	1.5	1.5	1.5	1.5	1.5	1.5	DD-SCM	Principal SCM-O
		Updated Supplier register	Quarterly Reports	20	4	4	4	4	4	0.2	0.2	0.2	0.2	0.2	0.2	0.2	DD-SCM	Principal SCM-O
	Strengthen the asset and liability management of the Institute	Disposal of Obsolete, surplus and unserviceable items	Quarterly Reports	20	4	4	4	4	4	-	-	-	-	-	-	-	DD-SCM	Principal SCM-O
Strategic Issue: Institutional sustainability																		
Strategic Goal: Increased operational efficiency and effectiveness, productivity, financial sustainability and strengthened knowledge management practices																		
KRA 4: Institutional Sustainability																		
Outcomes:																		
<ul style="list-style-type: none"> Enhanced knowledge management integration in the Institute Comprehensive Public Policy Repository Knowledge inventory Knowledge maps Knowledge sharing platform Active knowledge sharing forums Sharing of Knowledge Integration of Journal Publishing Production Press Services Increased visibility 																		
Strategic Objective: Integrate knowledge management practices in KIPPRA processes and activities																		

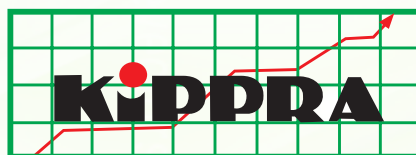
Institutionalize knowledge management	Build capacity for Knowledge Management	Quarterly reports	Quarterly reports on Knowledge Management practices	20	4	4	4	4	4	4	4	0.5	0.5	0.5	0.5	DD-KM	Principal KM-O
	Conduct knowledge management capability assessment	Report on Knowledge management status	No. of Reports	1	-	1	-	-	1	-	-	0.5	-	-	0.5	DD-KM	Principal KM-O
	Deepen the Public Policy Repository	Reports	Annual report	5	1	1	1	1	1	1	1	1.0	1.0	1.0	1.0	DD-KM	Principal KM-O

Key Result Area 5: Good Governance and Effective Leadership

Strategies	Key activities	Expected outputs	Output indicators	Target for 5 Years	Target					Budget (Ksh. Million)					Responsibility	
					Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Lead	Support
Strategic Issue: Governance																
Strategic Goal: Sustained good corporate governance																
KRA 5: Good governance and effective leadership																
Outcomes:																
•Compliance with laws and regulations																
•Good governance																
•Legal compliance																
•Effective Board																
•Improved Board performance																
•Governance compliance																
•Strengthened legal mandate																
•Effective disputes resolution																
•Reduction in outsourcing of litigation services																
•Enhanced Quality Assurance																
•Enhanced internal audit																
•Enhanced compliance																
•Entrenchment of risk management in the institute																
•Enhanced systems																
•Entrenched risk management																
•Business continuity																
Strategic Objective: Promote good corporate governance																

Enhance compliance with legislative frameworks	Enhance compliance in legal and regulatory requirements	Legal and regulatory compliance policy and strategy	Developed legal and regulatory compliance policy and strategy	1	1	-	-	-	-	-	-	-	-	1	-	-	-	-	-	CS	Principal Legal Officer
		Quarterly reports	Quarterly compliance reports	20	4	4	4	4	4	4	4	-	-	-	-	-	-	-	-	CS	Principal Legal Officer
		Governance Audit report	Governance Audit report	2	-	1	-	-	-	-	-	1	-	3.0	-	-	-	3.0	-	CS	Principal Legal Officer
	Conduct governance and legal audit	Quarterly reports	Quarterly reports on implementation of audit recommendations	20	4	4	4	4	4	4	4	4	-	-	-	-	-	-	-	CS	Principal Legal Officer
		Legal audit report	Legal Audit reports	2	-	-	1	-	-	-	-	1	-	-	-	-	3.0	-	3.0	CS	Principal Legal Officer
		Quarterly reports	Quarterly reports on implementation of audit recommendations	20	4	4	4	4	4	4	4	4	4	-	-	-	-	-	-	CS	Principal Legal Officer
	Enhance Board performance	Board evaluation report	Board evaluation report	5	1	1	1	1	1	1	1	1	-	-	-	-	-	-	-	CS	Principal Legal Officer
		Capacity building Reports	No. of capacity building events	10	2	2	2	2	2	2	2	2	6.5	6.5	6.5	6.5	6.5	6.5	6.5	CS	Principal Legal Officer
		Governance compliance report	Annual governance compliance report	5	1	1	1	1	1	1	1	1	-	-	-	-	-	-	-	CS	Principal Legal Officer
	Finalize KIPBRA Amendment Bill	KIPBRA Amendment Bill	Amended KIPBRA Act	1	1	-	-	-	-	-	-	-	10	-	-	-	-	-	-	CS	Principal Legal Officer
Introduce alternative dispute resolution (ADR)		ADR Policy	ADR Policy developed	1	-	1	-	-	-	-	-	-	-	0.5	-	-	-	-	CS	Principal Legal Officer	
		ADR reports	Annual ADR reports	4	-	1	1	1	1	1	1	-	-	-	-	-	-	-	CS	Principal Legal Officer	
Strengthen litigation process		litigations handled internally	% of litigations handled internally	100	100	100	100	100	100	100	100	100	2.5	2.5	2.5	2.5	2.5	2.5	2.5	CS	Principal Legal Officer

Strengthen internal controls	Enhance Quality Assurance	External Quality Assessments	External Quality Assessments reports	3	1	-	1	-	1	-	1	-	-	-	-	-	-	DD-IAD	Principal Internal Audit Officer
		Peer reviewer training: peer review conducted	Training of peer reviewers on Quality Assurance and conducting peer reviews	1	1	-	-	-	-	-	-	-	-	-	-	-	-	DD-IAD	Principal Internal Audit Officer
	Develop and implement an Audit Strategy and review of audit and BAC instruments	Audit strategy	Audit strategy developed	1	1	-	-	-	-	-	-	-	-	-	-	0.912	-	DD-IAD	Principal Internal Audit Officer
	BAC Sensitization, review and approval of Audit and BAC governance instruments	Audit and BAC instruments	Reviewed audit and BAC instruments	1	1	-	-	-	-	-	-	-	-	-	-	0.5	-	DD-IAD	Principal Internal Audit Officer
	Carry out risk assurance of the Institute	Capacity building of BAC	No. of trainings delivered	1	1	-	-	-	-	-	-	-	-	-	-	2.85	-	DD-IAD	Principal Internal Audit Officer
	Conduct Systems Audit and monitor implementation of recommendations	Risk assurance report	No. of risk assurance reports	5	1	1	1	1	1	1	1	1	1	-	-	-	-	DD-IAD	Principal Internal Audit Officer
	Institutionalize risk management	Systems Audit report	No. of Systems audits conducted	2	1	-	-	-	-	-	-	-	-	2.0	-	-	-	DD-IAD	Principal Internal Audit Officer
	Enhance business continuity	Risk management reports	Quarterly risk management reports	20	4	4	4	4	4	4	4	4	4	-	-	-	-	HOD-SPD	PPSO
Institutionalise risk management		Business Continuity plan	Business Continuity Plan developed	1	1	-	-	-	-	-	-	-	-	1.8	-	-	-	Director DCS	Chair – BCP Committee



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