

**The KENYA INSTITUTE for PUBLIC
POLICY RESEARCH and ANALYSIS**

Thinking Policy Together



KENYA INSTITUTE FOR PUBLIC POLICY RESEARCH AND ANALYSIS

STRATEGIC PLAN 2018/19-2022/23



To create a globally competitive and prosperous nation with a high quality of life by 2030



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**To create a globally competitive and prosperous nation
with a high quality of life by 2030**





VISION, MISSION, QUALITY POLICY AND CORE VALUES

Vision: An international center of excellence in public policy research and analysis.

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

External Stakeholders: National Government; the Executive; Ministries, Departments and Agencies (MDAs); Legislature and Judiciary; County governments; Private sector, Civil Society including Religious Organizations; regional and international organizations; development partners; media; suppliers and service providers; and the public.

Internal Stakeholders: KIPPRA Board; KIPPRA staff; Young Professionals; Interns and those on industrial attachment; premise owners and other tenants.

Quality Policy


KIPPRA aims to develop capacities for policy formulation, implementation and evaluation within National and County governments; undertake relevant and timely policy research and analysis; 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.

In achieving this, a Quality Management System (QMS) will be implemented in accordance with the requirements of ISO 9001:2015. Top management is committed to satisfying applicable requirements of the Standard by ensuring that customers and applicable statutory and regulatory requirements are determined, understood and consistently met.

The management shall secure continual improvement of the QMS by ensuring that the risks and opportunities that can affect conformity of products and services and the ability to enhance customer satisfaction are determined and addressed, and that the focus on enhancing customer satisfaction is maintained.

Top management shall:

- (i) Take accountability for the effectiveness of the Quality Management System;
- (ii) Ensure that the quality policy and quality objectives established for the Quality Management System are compatible with the context and strategic direction of KIPPRA, and that quality objectives have been set and are maintained as part of the QMS internal auditing, monitoring and management review processes, to enhance customer satisfaction;
- (iii) Ensure that the resources needed for the Quality Management System are available; including training, support and encouragement;
- (iv) Communicate the importance of an effective quality management system and of conforming to the Quality Management System requirements;

- 
- (v) Ensure that the Quality Management System achieves its intended results;
 - (vi) Promote continual improvement of the Quality Management System;
 - (vii) Support other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility; and
 - (viii) Establish partnerships with interested parties to ensure provision of improved products and services.
The quality policy will be communicated to all staff and organizations working for or on our behalf and will be made widely available to internal and external customers.

Core Values and Principles

In our quest for provision of quality products and services, we 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, respectively. Our core values and principles are:

- (i) Professionalism and ethics in service delivery;
- (ii) Fair competition and merit in appointments and promotion;
- (iii) Good governance, transparency and accountability;
- (iv) Efficiency and effectiveness;
- (v) Responsive, prompt, impartial and equitable service;
- (vi) Provisioning for diversity; and
- (vii) Upholding of human rights in the public service.





STATEMENT BY CABINET SECRETARY

The Kenya Institute for Public Policy Research and Analysis (KIPPRA) was established to support the government in strengthening the public policy making process by developing human and institutional capacity and providing evidence-based policy advice through objective research and analysis. This is in recognition that objective policy formulation, implementation and evaluation plays a critical role in achievement of the national long-term development agenda.

In two decades of its existence, the Institute has demonstrated commitment in delivering on the core mandate. KIPPRA has supported the Government of Kenya with technical advice and expertise in preparation of various policy documents including the recent Medium-Term Plan III that implements the Vision 2030, Kenya's long-term development blueprint. In addition, the Institute has sustained policy dialogue on key emerging policy issues through publication of its annual Kenya Economic Report and organizing stakeholder forums. Further, the Institute continues to deliver on building capacity for government officers in public policy research and analysis, so that such officers can effectively support the policy formulation, implementation and evaluation. With the devolved system of government, the demands on the Institute have expanded in supporting the county governments to strengthen their policy processes.

This strategic plan comes at a time when the government is implementing the Third Medium Term Plan with a focus on the "Big Four" agenda. While significant progress has been made in implementing the Kenya Vision 2030 over the last ten years, the government requires continuous support in articulating timely and relevant policies to achieve the long-term development goals and address persistent and emerging development challenges. In addition, more support is required in ensuring effective implementation of these policies. Furthermore, strengthening the devolved system of government demands scaling up capacity development on public policy process to support the county governments in delivering their mandate.

The government will continue supporting KIPPRA to effectively deliver on its core mandate. This notwithstanding, future institutional development will require the Institute to diversify its financial sources while continuing to adhere to public finance management practices. Enhancing governance will also go a long way towards ensuring prudent use of resources and strengthening the Institute's activities.



Henry Rotich, EGH
Cabinet Secretary,
The National Treasury and Planning








FOREWORD BY BOARD CHAIRPERSON

This is the Fourth Strategic Plan (2018/19-2022/23) since the establishment of the Institute. It embeds efficiency, accountability, sustainability, innovation, effectiveness, relevance, and responsiveness in making it “EASIER” for the Institute to delivery on its core mandate. As the government embarks on implementing the Third Medium Term Plan with a focus on the “Big Four” agenda, the Institute will continue to articulate timely and relevant policy advice in supporting the long-term development agenda of the Government of Kenya.

Having celebrated two decades of existence, our focus in the next five years is clearly captured in our new slogan “Thinking Policy Together”. We recognize that to effectively delivery on our mandate, we need to strengthen policy dialogue and expand networking with the key stakeholders to better inform the Institute’s activities and ensure that the needs of stakeholders are adequately met. It is by innovatively exploiting such synergies that the Institute can responsively inform the development agenda.

To ensure the strategic plan is realized, the Institute’s culture will be nurtured in the context of 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. This way, the Institute will be at the forefront in providing high quality, timely and relevant policy advice to stakeholders at both national and county government level, with strong institutional structures.



Dr Linda Musumba
Chairperson
KIPPRA Board of Directors







PREFACE BY THE EXECUTIVE DIRECTOR

The KIPPRA Strategic Plan 2018/19-2022/23 was prepared through a consultative process with key stakeholders. It builds on previous successes and seeks to enhance delivery of the Institute's mandate by strengthening institutional structures. As such, the strategic plan focuses on the following key strategic objectives, namely: enhancing capacity development for an efficient and accountable public policy process; improving quality, relevance and responsiveness of policy research and analysis; strengthening effectiveness in policy engagement, outreach and impact; ensuring financial and institutional sustainability; promoting institutional brand to globally position the Institute; and bolstering institutional sustainability; and ensuring leadership and integrity.


The activities of the strategic plan are aligned to the policy priorities in the Third Medium Term Plan of the Kenya Vision 2030, and other government commitments including the Sustainable Development Goals (SDGs) and African Union (AU) Agenda 2063. In addition, implementation of the strategic plan will take into consideration commitments in the Annual Presidential Report, Annual Performance Contracts signed with the government, and compliance with government directives and laws. The strategic plan will be implemented through annual work plans that will be developed in consultation with departments, management, staff and key stakeholders.

In revamping delivery of the capacity development programme, a key objective is to expand the coverage of stakeholders. To strengthen the role of the counties in achieving the national development agenda, capacity development programmes will be rolled out targeting various cadres of county members. Further, the Institute will roll out a more targeted programme to enhance intellectual exchange on policy and development agenda to close the gap between institutions of higher learning and policy makers. With the changing structure of government following promulgation of the 2010 Constitution of Kenya, the Institute will implement a programme aimed at creating awareness on the functions of various government agencies and their relationships. In addition, the Institute will review the policy on Young Professionals' programme, and the Internship Policy to enhance the contribution of the Institute in preparing the youth for the job market.

Policy research and analysis programmes will aim to strengthen inter-disciplinary approaches while deepening thematic research and policy analysis activities to allow for more comprehensive coverage of policy issues. The Institute also aims to promote policy surveillance, improve data management, and adopt new technologies and innovations as cornerstones for timely and relevant policy research and analysis.

In ensuring KIPPRA stays engaged with its stakeholders, the Institute will hold regular policy seminars to allow exchange of policy views for more focused research and analysis. In addition, dissemination workshops will be organized to share the research results, while the Institute's regional annual conferences will be used as a platform for sharing experiences and engaging with a wider scope of stakeholders. KIPPRA will continue providing advisory and technical services through participation in various government taskforces and technical working groups.

This strategic plan also includes various activities towards boosting institutional development and sustainability. Having transitioned to ISO 9001:2015 and a new organizational structure in 2017/18, the Institute will work towards improving the quality management system, and ensure optimal staff compliment during the plan period, respectively. The Institute will expand partnerships to capture the key functions of the Institute, diversify funding sources, strengthen organizational culture, work towards establishment of a KIPPRA campus, and strengthen the monitoring and evaluation function.



On top of the agenda is improving staff welfare to enhance productivity; building necessary skills to create a pool of experts on various sectors of the economy; providing the required infrastructure in knowledge management; promoting the KIPPRA brand; adopting new technologies and innovations for communication; and strengthening monitoring and evaluation. The Institute will work towards implementing a staff pension scheme, and a mortgage and car loan revolving fund.

KIPPRA will continue embracing professionalism and ethics in service delivery; good governance, transparency and accountability; efficiency and effectiveness; responsiveness, promptness, impartial and equitable service; provisioning for diversity; participation in policy making and implementation; and upholding of human rights in the public service. These values and principles will guide the Institute in ensuring the strategic plan objectives are realized.

The Institute is grateful to all those who contributed towards the development of this Strategic Plan. First and foremost, to the Board for providing oversight and the Executive Director for providing leadership to 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, while the Strategic Plan Committee invested many hours of dedicated work into developing the plan.

The Strategic Plan also benefited immensely from valuable contributions of various stakeholders during a stakeholders' validation workshop held on 21st June 2018. We would specifically like to thank representatives of the KIPPRA Board of Directors, Central Bank of Kenya, Kenya Revenue Authority, NEPAD APRM Secretariat, Kenya Law Reform Commission, Ministry of Energy, The National Treasury and Planning, and the African Capacity Building Foundation for their inputs and endorsement of the Strategic Plan during the validation workshop.



Dr Rose Ngugi
Executive Director
KIPPRA

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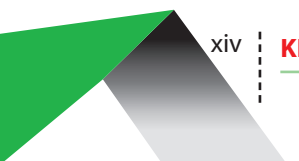
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ABBREVIATIONS AND ACRONYMS

ACBF	African Capacity Building Foundation
APRM	African Peer Review Mechanism
AU	African Union
CGE	Computable General Equilibrium
DfID	Department for International Development
GDP	Gross Domestic Product
GoK	Government of Kenya
HR	Human Resource
HRIS	Human Resource Information System
ICT	Information and Communication Technology
IDRC	International Development Research Center
ISO	International Organization for Standardization
KER	Kenya Economic Report
KIPPRA	Kenya Institute for Public Policy Research and Analysis
KTMM	KIPPRA Treasury Macroeconomic Model
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MoNT&P	Ministry of National Treasury and Planning
MTP	Medium Term Plan
NEPAD	New Partnership for Africa's Development
OAG	Office of the Auditor General
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
SDG	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities and Threats
TTI	Think Tank Initiative
UNEP	United Nations Environment Programme
USAID	United States Agency for International Development
YP	Young Professional





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 as a public policy research Think Tank of the Government of Kenya.

The mandate of KIPPRA is to develop capacities for policy formulation, implementation and evaluation within National and County governments; undertake relevant and timely policy research and analysis; 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.


The Institute's **Vision** is an international center of excellence in public policy research and analysis. The **Mission** is to provide quality public policy advice to the Government of Kenya by conducting objective research and analysis and through capacity building to contribute to the achievement of national development goals. Our core values and principles are:

- (i) Professionalism and ethics in service delivery;
- (ii) Fair competition and merit in appointments and promotion;
- (iii) Good governance, transparency and accountability;
- (iv) Efficiency and effectiveness;
- (v) Responsive, prompt, impartial and equitable service;
- (vi) Provisioning for diversity; and
- (vii) Upholding of human rights in the public service.

The Institute has continued to articulate its mandate through five-year period strategic plans which have formed the basis for annual work plans. This fourth five-year strategic plan draws extensively from the experiences of the past twenty years, the challenges and lessons learnt, with the aim of enabling the Institute respond to emerging policy issues through a revamped business model that recognizes the need to embrace efficiency, accountability, sustainability, innovation, effectiveness and relevance (EASIER) in supporting public policy making process and meeting the needs and expectations of the various stakeholders. The strategy takes cognizance of the government development priorities as articulated in, among others, the Kenya Vision 2030 and Medium-Term Plan III, and the government's "Big Four" agenda for 2018-2022.

During implementation of the 2013/2014–2017/2018 Strategic Plan, KIPPRA made significant achievements. A framework was developed to expand the capacity building programme to county governments and facilitate proactive engagement with universities. Efforts were made towards strengthening policy surveillance and promoting inter-departmental research activities. There was increased demand for advisory and technical support through participation in taskforces and technical working groups, which are important forums for supporting policy formulation. Further, the Institute widened its partnerships and networks, which saw undertaking of joint projects, and providing capacity development opportunities. The Institute also developed a partnership policy to strategically guide in identifying and nurturing partnerships that help the Institute deliver on its mandate.

In strengthening the institutional structures, a new organizational structure and a revised human resource policy came into effect in September 2017. The structure provides for establishment of three (3) directorates;



sixteen (16) departments and two (2) divisions which will require an optimal staff complement of 169. The Institute transitioned from ISO 9001: 2008 to ISO 9001: 2015, thus demonstrating its commitment to deliver quality products and services to its customers. In addition, significant progress was made in establishing appropriate structures for knowledge identification, creation, storage, sharing and application, which will enable the Institute harness knowledge for learning and innovation and increase its effectiveness, and productivity. Further, the Institute initiated development of a monitoring and evaluation framework to institutionalize monitoring and evaluation activities. To ensure financial sustainability, the Institute developed a Resource Mobilization Strategy which, once implemented, will enhance the ability to mobilize adequate resources for its expanded activities.

Notwithstanding these achievements, the Institute confronted various challenges. Among them was lack of a fully-fledged department to undertake the capacity development function, and this limited the scope of this activities. Research strategy requires a review to guide the research activity, while the data management function was under-developed. Attracting and retaining experienced staff was a challenge because the remuneration structure was unresponsive to market rates, and incentives for staff were insufficient. This limited the capacity of the Institute to expand its programmes especially at county level. The other challenges included lack of adequate office space, and low diversification of funding sources.

This 2018/2019-2022/2023 Strategic Plan of the Institute has been developed along a business model that embraces the need to ensure efficiency, accountability, sustainability, innovation, effectiveness, and relevance in supporting public policy making process. The core strategic areas are: enhance capacity development for an efficient and accountable public policy process; improve quality, relevance and responsiveness in policy research and analysis; strengthen effectiveness in policy engagement, outreach and impact; bolstering financial and institutional sustainability; and enhance leadership and integrity.

To implement the Strategic Plan, the Institute will require an estimated Ksh 7.067 billion in resources. The planned activities will be funded from Government of Kenya resource allocation; grants from partners; contracted research; and investment activities. To fully fund all the envisaged activities, the Institute will endeavor to implement the resource mobilization strategy and related policies. Furthermore, implementation of the KIPPRA campus project is expected to improve the work environment, with modern and adequate office facility, training facilities, parking space, a modern library and other related facilities. It will also enable the Institute save on costs related to rent and parking fees.

Accountability and risk management framework has been developed to ensure that the Institute can regularly identify and mitigate risks that could impede the implementation of this Strategic Plan, while also 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

INTRODUCTION

1.1 Background


The Kenya Institute for Public Policy Research and Analysis (KIPPRA) was established in May 1997 through a Legal Notice 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 as a public policy research think tank of the Government of Kenya. The Institute supports the government in strengthening the public policy making process by developing human and institutional capacity and providing evidence-based policy advice through objective research and analysis.

To deliver on its mandate, the Institute establishes relevant and focused capacity development programmes; strong and strategic research and analysis infrastructure; innovative linkages with public and non-public actors; sustainable local and global partnerships and networks; and wider engagement and sharing of knowledge with its stakeholders. Evidence-based public policy is a key determinant in delivering on public service and achieving the national development agenda. This, however, requires investment in human and institutional capacity to support research and policy analysis and facilitate knowledge identification, creation, storage, sharing and application. Since inception, KIPPRA has provided quality policy advice to the government by developing capacity and undertaking quality and timely policy research and analysis while engaging with key stakeholders in supporting the country's economic transformation, social development, research and innovation, environmental sustainability, infrastructure development and poverty eradication.

1.2 Mandate of KIPPRA

As established under 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 modeling;
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.

1.3 Global, Regional and National Development Challenges

Kenya's development is guided by the Kenya Vision 2030 as implemented by the Medium-Term Plans. Several developments that have taken place will further inform the Institute's strategic direction in undertaking research and informing policy. Key among them are the Sustainable Development Goals (SDGs) and African Union (AU) Agenda 2063. Interestingly, Kenya's Constitution and the Vision 2030's policies and strategies present strong similarities to SDGs. This presents an opportunity from a research perspective to establish priority areas for the government, aimed at achieving the Kenya Vision 2030 goals as presented in the Third Medium Term Plan (MTP 2018-2022) and SDGs, while ensuring that fundamental rights including right to highest attainable standard of health, quality education, and freedom from hunger and access to safe clean water are held. The African Union also establishes a socio-economic transformation framework that is, like the SDGs, aimed at promoting growth and sustainable development in Africa.

This strategic plan is cognizant of the role played by the enablers of the Vision 2030, such as Research and Development (R&D), infrastructure, information communication and technology (ICT) and science technology and innovation (STI) in enhancing productivity; increasing efficiency; improving livelihoods; introducing quality goods and services, and thus contributing to social transformation, industrial development and sustained economic growth. The Institute has accordingly identified the same sector as priority research areas, placing emphasis on the institutional and regulatory framework and sustainability and environmental protection.


Attention will be given to the aspect of global challenges, including climate change and the blue economy, and traditional economic sectors such as agriculture sector, tourism, manufacturing and trade with respect to undertaking research, policy analysis and providing evidence-based policy advice.

Insecurity has an adverse effect on a country's investments in the business environment, particularly the tourism sector. Thus, public policy aimed at securing peace and enhancing protection of citizens becomes a priority.

The Vision 2030 aims to provide adequate and decent housing in a sustainable environment and to further offer the population with high quality of life by 2030. Research and policy analysis on relevant sectors such as land, construction, environment, access to utilities, including sanitation, therefore become a priority.

1.4 KIPPRA's Role in Supporting the National Development Agenda

It is KIPPRA's core mandate to provide support and advice to the Government of Kenya in formulating and implementing policies by building the capacity and conducting policy research and analysis. The Institute's activities are guided by national commitments to the global development agenda such as the Sustainable Development Goals (SDGs), East African Development Agenda (2050) and African Union Agenda 2063 on the Africa we Want. At national level, the Institute is guided by the Kenya Vision 2030 and its Medium-Term Plans, and the 2010 Constitution of Kenya.



It is also the mandate of the Institute to provide technical and advisory services to the Government and other stakeholders through participation in taskforces and technical working groups. With such direct engagement with the Government, the Institute can influence policy from its research findings. The Institute also receives direct requests from the Government and other State agencies to undertake specific commissioned research work and preparation of key policy documents. In the period KIPPRA has been in operation, it has made notable impact on Government policy decisions.

It is the Institute's mandate to develop capacities that assist in policy design, formulation and evaluation. During the plan period, the Institute will enhance the comprehensiveness of the capacity development programme by widening the scope of programmes to capture the different needs of stakeholders. A key focus will be on the county governments to enable them deliver on their mandate. It is important to note that with the devolved system of government, counties have a major role to play in supporting growth and development agenda.

The Institute's policy research and analysis programme will focus on issues of policy relevance in the "Big Four" agenda. This includes undertaking research on food security, universal healthcare, affordable housing and manufacturing. In doing so, the Institute will review policy and legislative frameworks; policy interventions; actors; emerging developments and identify gaps and opportunities to inform the priority areas. In doing this, the Institute will also be cognizant of the long-term development agenda as articulated in the Kenya Vision 2030. Production of the Kenya Economic Report will remain a channel of engagement with the key stakeholders.

Although the Government (National and County) is the primary stakeholder of KIPPRA, the Institute also engages with non-state actors in cognizant of the important role they play in policy making, and advocacy for policy formulation and implementation. Engagement with this sector will be enhanced. Moreover, the Institute is a repository for public policies and information that is easily accessible by private sector, other research institutions, and universities.



2

SITUATIONAL ANALYSIS

2.1 Overview

This section reviews the performance of the Institute in the last five (5) years, bringing out the achievements and challenges that need attention going forward. The Kenya Institute for Public Policy Research and Analysis (KIPPRA) has been in operation for two decades. During this period, the Institute has worked closely with the Government of Kenya, the private sector and other non-State agencies in strengthening the public policy process. Given that the Institute's primary mandate is to support capacity development and conduct objective policy research and analysis in public policy making process, the achievements of the Institute, to a large extent, can be measured against its contribution to capacity development for public policy formulation, implementation and assessment; participation and support to the development of economic blueprints for Kenya; development of tools for economic policy analysis, simulation, and forecasting; conducting quality research and analysis for evidence-based policy advice; advisory and technical services provided through taskforces and technical working groups; knowledge creation and sharing; and institutional development.

The Institute was ranked the No. 1 Think Tank in Sub-Saharan Africa in 2015 and 2016, and 2nd in 2017 by the Global Go-To Think Tanks Civil Societies Programme. Although the Institute was ranked 6th in 2018, it continued to show improvement in the various indicators. This is an indication that the Institute is strategically positioned in Sub-Saharan Africa and has potential to influence drivers of Africa's sustainable growth and development.


2.2 Review of KIPPRA Performance 2013/14–2017/18

2.2.1 Developing capacities for policy formulation, implementation and evaluation in government

KIPPRA is mandated to support the government by developing human and institutional capacities for public policy formulation, implementation, review and evaluation. The core objectives in capacity development by the Institute include: i) Developing capacity in public policy research and analysis; ii) Developing economic tools to strengthen government's capacity in policy process; and iii) Providing advisory and technical services on public policy issues.

KIPPRA has made significant progress in improving the capacity for policy formulation, implementation and assessment in the country. Indeed, stakeholders mainly from the line ministries attest that KIPPRA has been very effective in building capacity in public policy making process within the government through tailor-made programmes, and the flagship Young Professionals' training programme.

The Young Professionals (YPs) programme registered and graduated 48 Young Professionals during the review period, about 50 per cent of whom were from the public sector. The demand for the programme has grown significantly as reflected by the high number of applications received each year against the available positions. This demand provides an opportunity to expand the programme to include self-sponsored candidates, and perhaps roll it out at county and regional level. The ACBF funding that supported the programme since its inception came to an end in June 2017 and KIPPRA is expected to sustain the programme through internal funding or seek partnership with



other development partners. With the emerging policy and development issues, the content of the programme will be reviewed to enhance its relevance. Furthermore, a YP tracer survey will be undertaken to continually improve the programme.

Through the mentorship programme for students, the Institute engaged various students including those from universities and secondary schools, and plans to proactively reach out to a larger university community including both the students and lecturers to strengthen intellectual exchange through policy debates, sharing of emerging policy issues and Institute research findings, updating on policies being implemented by the government at all levels, and exposing the students to various opportunities for the youth.

The KIPPRA Treasury Macroeconomic Model (KTMM) is the key flagship economic tool that the Institute uses in supporting the government with economic forecasting and simulation. In the period, the model was maintained through updating. The need to make the framework more comprehensive by developing the supply side component and adapting it to the devolved system of government has been identified. Moreover, the Institute aims to enhance the intellectual property rights pertaining to the model and build other models such as impact assessment models.

KIPPRA provides advisory and technical services to the government by participating in various taskforces, technical working groups and technical committees. The Institute is developing a framework to guide such engagement.

The key challenges experienced in delivering the mandate included the following:

- (i) Weaknesses in institutionalizing capacity building. Although a committee was constituted to support capacity development, it required establishment of a fully-pledged department dedicated to undertaking the function for effective delivery. The new Institutional structure provides an opportunity to establish a department to manage the capacity development programmes.
- (ii) The Institute required a more elaborate capacity building strategy. Development of programmes was more of a response to demand without a structured framework. Limited needs assessment was conducted. The Institute will develop a strategy and policy framework for capacity development to ensure that the function is appropriately institutionalized.
- (iii) Efforts were made to identify capacity needs at the county level. However, there was limited activity in developing capacity at county level as the programmes were being developed. Thus, rolling out capacity development programmes at county level is a priority.
- (iv) As the government implements various policies to meet the long-term development objective, it is important to assess their impact in achieving the intended outcomes. The Institute will develop a framework to support such analysis.
- (v) The Young Professionals programme has since inception been supported through ACBF funding which came to an end in June 2017. The Institute will explore options for expansion of the programme for sustainability and review the policy framework.

2.2.2 Undertaking Objective Policy Research and Analysis

KIPPRA is mandated to identify and undertake independent and objective research and analysis, including macroeconomic, inter-disciplinary and sectoral studies on topical issues affecting public policy. In doing so, the Institute is guided by the national policy priorities in the development agenda. KIPPRA also undertakes demand-driven policy research and analysis especially for the government. It also ensures that research and policy analysis is rigorous and recommendations are evidence-based and objective.

Research and analysis during the strategic period was in diverse policy-relevant fields including governance, foreign policy, social sectors, environment and natural resources, agriculture, trade, finance, enterprise development, infrastructure, and macroeconomics. Focus of the studies varied

depending on the objective of the study, with some addressing priority issues across various counties. The research agenda was drawn from MTP II (2013-2017).

The Institute's research process is systematic, involving stakeholders and including quality control processes to ensure objectivity. The quality control procedures for research built on ISO 9001: 2008 have been upgraded to ISO 9001:2015. During the period under review, the Institute conducted two customer satisfaction surveys (2013/14 and 2016/17) to evaluate the extent at which the research outputs were aligned to stakeholder needs. To ensure that research and analysis conducted is aligned to priority policy issues, the Institute will need to define the research strategy, enhance mechanisms for engagement with stakeholders, and promote surveillance in gathering relevant information on recent policy developments. Monitoring and Evaluation (M&E) will be strengthened to improve effectiveness of research outputs in informing the policy process. Data management systems will be strengthened to support research and policy analysis.

Inter-disciplinary research is increasingly being undertaken through two initiatives, the annual Kenya Economic Report, and the KIPPRA-wide survey which was introduced in 2017/18. The latter further culminates in a regional annual conference aimed at disseminating key findings and contributing to relevant policy debates. This activity will therefore need to be institutionalized.

KIPPRA has prepared annually the Kenya Economic Report, which is a statutory requirement, covering different themes aligned to current policy developments. In addition, the Institute has produced a variety of research reports (special papers/reports, policy papers, occasional papers, working papers, discussion papers, policy briefs, client reports), and other products including its quarterly in-house newsletter (KIPPRA Policy Monitor), journal articles, book chapters, media articles and blogs. Most of the Institute's research products can be accessed freely on its website.

Table 1 provides trends in some of the KIPPRA capacity building, research and analysis outputs over the review period.

Table 1: Trends in capacity building and research outputs, 2013/14–2017/18

	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Research Reports	123	118	132	81	68	522
Kenya Economic Report	1	1	1	1	1	5
Media articles and blogs	47	70	75	29	57	278
Articles published in peer reviewed Journals	14	16	12	10	3	55
Book Chapters	3	3	0	2	3	11
Policy Roundtables	305	219	137	132	106	899
Taskforces/ Working groups	38	41	39	50	58	226
Capacity building	1,110	1135	603	317	542	3707
Dissemination forums	96	135	136	106	75	548
Dissemination: distribution of publications	317,664	221,050	145,462	9,840	18,556	712,572
Young Professionals	12	12	12	11	12	59

High demand observed in distribution of publications in 2013/14 was due to the Kenya Economic Report 2014 downloads (following its launch at the Brookings Institute) and re-designing of the KIPPRA website. The Institute did not publish a book as envisaged in the strategic plan due to absence of a clear research strategy.



The challenges in implementing the policy research and policy analysis programme included:

- (i) Lack of an institutionalized framework for gathering information on policy developments and evaluating policy outcomes. This makes it difficult to align research to current and relevant policy issues and analyze the impact. As such, the Institute will strengthen policy surveillance, including policy surveys and evaluation framework.
- (ii) Lack of a systematic approach to data management and knowledge sharing. For example, data collected by different research departments is often not well documented and therefore inaccessible. Moreover, lack of knowledge management strategy limits the Institute's ability to learn and innovate.

2.2.3 Institutional networking, collaborations and partnerships

KIPPRA committed in the 2013/14-2017/18 Strategic Plan to enhance partnerships and networking, and to develop a partnership and networking strategy. During the review period, the Institute completed a draft partnership policy aimed at providing a framework and guidelines through which partnerships would be effectively harnessed to facilitate the achievement of its mandate.

To achieve this goal, the Institute has worked and collaborated with various local and international institutions, government agencies and development partners. These networks have been useful in facilitating joint projects, as sources of data and information, and in providing capacity building opportunities for KIPPRA researchers.

At the national government level, KIPPRA collaborates with various ministries, departments and agencies (MDAs) through participation in policy working groups and taskforces, as envisioned in the previous strategic plan. Over the period under review, KIPPRA participated in approximately forty (40) taskforces and working groups annually. The Institute, through these platforms, effectively provided advisory and technical services to ministries, departments and agencies (MDAs) in policy and legislative process including in the development of MTP II and MTP III through the sector working groups. These provide platforms for policy dialogue, and help the Institute pick up views on government policy including priority areas. It has remained a strong mode of interaction and has created avenues through which research findings are used directly in policy formulation and implementation.

Other partnerships are through collaborative research, joint dissemination forums and capacity development. The Institute has established networks with regional and international institutions with comparable mandate. However, the Institute has not adequately exploited strategic partnerships and networks for resource mobilization, data sharing, research infrastructure sharing, and sharing of technical human resources.

A key challenge was the absence of a clear partnership policy. Established partnerships were tilted towards financial support rather than focusing on the core mandate of capacity development and research. Going forward, KIPPRA envisages formal partnerships at both strategic and operational levels where there are clear opportunities to achieve some or all its institutional strategic objectives or in furtherance of its mandate.

2.2.4 Knowledge identification, creation, storage, sharing and application

KIPPRA knowledge management function facilitates the Institute in conducting objective research and policy analysis and communicating research outputs by identifying, creating, storing, sharing and ensuring knowledge is applied to learn and innovate. However, knowledge management at the Institute has not been fully integrated as a core activity that cuts across all departments and activities of the Institute. For the first time, however, the Institute will ensure that knowledge management is institutionalized through the strategic plan.



Knowledge infrastructure to support KIPPRA's mandate

During the period, the Institute invested substantially to support capacity development and policy research and analysis. This includes deployment of Enterprise Resource Planning (ERP) systems, information and communication technologies, online e-resources in the library, capacity for in-house editing and production, and internal communication and knowledge sharing infrastructure. Through library services, partnerships and networks, the Institute can obtain data and other resources from various stakeholders. In addition, the Institute enhanced use of technology including software and hardware upgrades, SMS alert system for communication with stakeholders, consistent website upgrade, and automation of data collection through computer-assisted personal interviewing (CAPI).

Packaging of KIPPRA's research outputs to reach a wide audience

KIPPRA's research and analysis outputs are packaged in form of the annual Kenya Economic Report, Discussion and Working Papers, Client Reports, and the KIPPRA newsletter (Policy Monitor). Occasionally, the Institute also publishes synthesized outputs in form of policy papers, policy briefs, media articles, and blogs. In other cases, research work is published in peer reviewed journals. Attempts to publish books have not been successful so far.

The packaging of KIPPRA outputs has relied on traditional methods and channels. It lacks a modern-day design touch that, for instance, embraces infographics for easier communication, and the use of new media is yet to be embraced. Further, the outputs are considered highly technical. Moreover, it is only in 2017/2018 that KIPPRA started making deliberate effort to meet the needs of persons with visual disabilities and, even then, this is only for a limited number of products.

KIPPRA has increased output in form of media articles and blogs. Through partnership with Brookings Institution, and the Global Development Network (GDN), the Institute has been able to publish blogs in highly visible blog forums with an international audience. KIPPRA is yet to fully exploit the various opportunities available to ensure research findings reach a wide and diverse audience.


Policy engagement and communication

Policy engagement at KIPPRA takes the form of roundtables, policy seminars, workshops, and conferences. Roundtables and policy seminars have been the most visible form of engagement with stakeholders in exchanging views on policy issues. However, most roundtables have not been adequately documented for learning purposes, making it difficult to make follow-ups and assess their impact as knowledge sharing platforms. Dissemination workshops provide platforms for sharing KIPPRA's research findings with stakeholders. However, during the review period, there was notable decline in the number of workshops and conferences organized by KIPPRA.

The Institute has the potential to directly influence policy by enhancing its policy engagement and communication. It can do so by exploiting such opportunities as its reputation or brand, direct link with government, and the existing goodwill and support from the government, including both national and county governments. Moreover, the Institute's alumni, particularly former Young Professionals, is fairly spread out in both the public and private sector, and these can provide avenues for direct policy influence in both the public and private sector.

Distribution or dissemination of research outputs to targeted audiences

KIPPRA disseminates its outputs through physical distribution of hard copies during public exhibitions, using the Institute's mailing list, and through downloads from the KIPPRA website. While the Institute has established an email alert system which notifies readers on new products as they are published, this has not been effective and efficient. Moreover, there is no structured mechanism for receiving and reviewing feedback on the relevance of the publications distributed.



The most widely circulated publications were the Kenya Economic Report, and the KIPPRA Policy Monitor (newsletter). The report is produced annually and officially launched through a high-profile forum, while the newsletter is produced quarterly and carries information that is topical and written in an easy to read manner. The newsletter is produced in hard copy and a soft copy uploaded on the website. There is an opportunity for producing an electronic (e-newsletter) version that is more flexible in terms of timely production, and much easier to distribute to a wide audience.

Capacity for research through knowledge management

The success of research programmes at KIPPRA hinges on the ability to accumulate adequate research resources. To this end, KIPPRA has made substantial efforts to enhance its resources for research. Through the KIPPRA Information and Documentation Center, the Institute has access to numerous online resources. All staff have access to the online public access catalogue (OPAC) through the AMLIB library management system. KIPPRA has also established an Intranet portal (KIPPRA Share) to enhance the way the Institute shares knowledge internally and thus improve productivity. An Integrated Electronic Records Management System will be implemented during 2018-2019 to improve the storage, preservation and sharing of the Institute's knowledge.

However, KIPPRA's knowledge management capacity is hampered by inadequate human resource capacity and skills to match the growth of the Institution and the dynamic approaches to knowledge management.

The key challenges, lessons learnt and emerging issues in the period are as follows:

- (i) Knowledge management at the Institute has not been fully integrated across all departments and activities of the Institute. This has reduced the potential of the Institute to enhance its effectiveness, productivity, and the ability to innovate.
- (ii) KIPPRA has an opportunity to diversify its range of research outputs. It has relied on the traditional channels of packaging knowledge, thus limiting outreach of its products. The Institute has not been able to adopt new technological methods of packaging and disseminating information, which would enable it diversity its types of research outputs for a wide audience, including persons with disabilities.
- (iii) The dissemination and distribution of research outputs is not adequately targeted to the needs and expectations of stakeholder or customers. Further, the mechanisms for receiving feedback on the quality and relevance of the products of the Institute's from stakeholders is insufficient.
- (iv) The Institute has an opportunity of establishing a public policy repository for the country, which should be available to all citizens. Currently, there is no centralized repository for public policies in Kenya, and such mandate does not seem to be bestowed on any other institution other than KIPPRA. The Books and Newspapers Act bestows legal deposit on mainly books, newspapers and research monographs. One of KIPPRA's mandate is to develop and maintain a reservoir of research resources on public policy, thus a public policy repository would be a unique service provided by KIPPRA, and which would facilitate public policy research analysis in the country, increase traction to KIPPRA, and raise its profile and visibility.
- (v) The Institute also has an opportunity to enhance its visibility using different electronic platforms to disseminate research findings, engage with stakeholders, and to improve its processes including data collection and data management.

2.2.5 Staff development and management

As at end of 2017/18 fiscal year, the Institute staff establishment was based on an optimal staffing level of 169. Before the approval of the new institutional structure, the Institute was operating on

an optimal staffing level of 98, which was hardly reached. Some departments had only one in-post staff and there were huge disparities between current in-post compared to requirements as per institutional establishment. The Institute has put in place a staff projection for filling in the vacant posts within the establishment through internal promotions and recruitment of various cadres of staff in accordance with the provisions of the approved career guidelines developed for each grade.

Tables 2 and 3 and below provide some staff trends over the years.

Table 2: Trends for in-post staff establishment by cadre, 2013/14 – 2017/18*

Department / Division / Unit	2013/14	2014/15	2015/16	2016/17	2017/18
Office of the Executive Director	3	3	3	3	3
Strategy and planning**	2	2	2	1	1
Research Departments	38	39	34	31	30
Capacity Building Department	-	-	-	-	1
Partnerships Department	-	-	-	-	1
Corporation Secretary and Legal Services	-	-	-	1	1
HR Management and Administration	11	10	10	11	10
Knowledge Management	2	2	2	4	4
Finance Department	2	2	1	1	1
Supply Chain Management	2	2	2	2	2
Internal Audit and Risk Management	1	1	1	-	1
Corporate Communication	1	1	1	1	2
Information and Communication Technology	2	2	2	2	2
TOTAL					56

*Excludes YPs, Interns, Industrial attachées, associates and mentors

**Figures are for Programmes Coordination department for 2013-2017

In 2017/2018, the Institute revised the staff performance appraisal tool. The new tool is geared towards effective performance management and appraisals focused on aligning workforce, building competencies, improving employee performance and development, and driving better business results. The process has been aligned to the Institute's strategic plan and annual work plans.

The Institute further conducted a skills gap analysis to identify existing staff competencies against required skills needed for effective implementation of the Institute's mandates/functions. The specific objective for the skills gap analysis was to identify the priority competencies and learning needs of the employees; help refine and define skills required in the Institute, now and in the future; help employees know what critical skills they need to grow; help in recruitment efforts when current employees do not have the skills or the interest; facilitate talent management within the organization; and equip management to better understand and address employee needs.

The key challenges during the period included:

- i) KIPPRA's inability to attract the caliber of staff required (evidenced by the results of interviews) mainly because remuneration was not commensurate to the market rates especially for technical areas in research and senior administrative positions. The employees benefit package was below most interviewee's expectations, thus rendering KIPPRA uncompetitive.
- ii) The current Institute's classification by the State Corporations Advisory Committee (SCAC) leaves the Institute with little room to compete for high caliber staff in the market. Going forward, there is need to find innovative approaches to remunerate staff through incentives and bonus, including mortgage facilities and staff car loans while ensuring consistency with the existing framework established by the Government.
- iii) Need to address human resource shortages: Continuous recruitment to fill vacant positions will be needed, and development and implementation of the Research Associates Policy. Moreover, strategic partnerships and linkages with relevant institutions remains a priority.
- iv) Need to enhance employee's performance. There is need for continuous competence, needs and skills assessments aimed at ensuring staff have critical skills required to perform their functions effectively and advance their careers.

2.2.6 Financing activities of the Institute


The Institute enjoyed considerable financial support from the Government of Kenya, the African Capacity Building Foundation (ACBF), the Think Tanks Initiative (TTI) of International Development Research Center (IDRC), and other development partners. The Institute's annual budget for 2017/18 was Ksh 463.8 million (US\$ 4.5 million) comprising Government of Kenya (69.1% of the resources); TTI (6.5%) – part of a five-year CAD 1.7 million grant ending June 2019; internal revenue from commissioned project work (13.6%); and other income (10.8%) (Table 2). The support from the government was used to meet operational expenses, including compensation for employees, purchase of goods and services, payment of rent, and development expenditure.

Table 3: Summary of the Institute's income and expenditure over the past five years

Year	Grant/Donor Income (Ksh 000)	Project income (Ksh 000)	GoK (Ksh 000)	Other (% of the total) (Ksh 000)	Total (Ksh 000)
2012/2013	61,388	58,452	275,714(66%)	24,905	420,459
2013/2014	37,676	78,529	265,724(63%)	25,056	406,985
2014/2015	67,626	36,131	308,544(73%)	30,539	442,840
2015/2016	29,242	105,983	277,723(66%)	41,347	454,295
2016/2017	100,000	65,000	303,000(72%)	71,000	436,000
2017/ 2018	30,000	63,000	320,781(76%)	50,000	463,781

The support from the ACBF came to an end in June 2017, while funding from the Think Tanks Initiative came to an end in April 2019. Given this scenario, the Institute is working towards attracting more resources by ensuring more donors are brought on board and lobbying for enhanced government funding.

The Institute also undertakes contracted projects to ensure long term sustainability. Some of the projects were funded by, among others, the United States Agency for International Development (USAID), the Department for International Development (DfID), the International Development Research Center (IDRC) - Think Tank Initiative (TTI), the United Nations Environmental Programme (UNEP), the United Nations Children's Fund (UNICEF) and the World Bank. Locally, contracted projects



have come from Government of Kenya, State corporations, independent commissions, and Ministries, Departments and Agencies.

KIPPRA has established clear financial policies and procedures that ensure accountability. The Board approves annual work programmes and budgets. The Institute is audited by the Office of Auditor General (OAG). Some development partners also engage independent auditors annually. Audit reports are available on a regular basis and are circulated to relevant stakeholders. The Institute has also prepared a resource mobilization strategy to guide in exploring alternative initiatives.

2.2.7 Monitoring and Evaluation

The Institute undertook monitoring activities including reviewing implementation of the Institute's work plan through quarterly reports for internal use and statutory reports submitted to relevant government agencies. The Institute also collated data using attendance registration forms in internal and external forums; minutes and proceedings reports; back to office reports and databases. An M&E Committee was constituted in 2017/2018 to enhance the Institute's M&E activities. However, without an M&E strategy or M&E framework, the Institute has not been able to comprehensively identify and consequently track the necessary indicators to analyze impact.

Evaluations in the Institute have been largely negligible. Although the Institute administers workshop evaluation questionnaires, these are not used consistently and are often not analyzed. KIPPRA also initiated a YP Tracer Survey but has not effectively evaluated the Institute's YP programme. However, the Institute benefited from an in-depth evaluation from the African Capacity Building Foundation during mid-project.

The key challenges during the period included:

- (i) The Institute rarely undertook evaluations of its activities to support the delivery of her mandate. This needs to be strengthened to capture the impact of activities and identify areas that require policy attention in enhancing institutional structures.
- (ii) The Institute was yet to develop a monitoring and evaluation framework. As a result, monitoring the implementation of the Strategic Plan and the annual work plan were not effectively undertaken.
- (iii) The Institute was not able to comprehensively establish the impact of KIPPRA's capacity development, research and technical support on public policy.

2.3 Environmental Scan SWOT and PESTEL Analysis of the Institute

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

2.3.1 SWOT analysis

This section analyzes the strengths, weaknesses, opportunities and threats (SWOT) that the Institute will need to confront and consider in delivering its mandate in the next five years as reported in Table 3.

Table 4: SWOT analysis


Strengths	Weaknesses
<ul style="list-style-type: none">• Legal mandate (KIPPRA Act 2006)• Strong support from KIPPRA Board• KIPPRA Brand• The Institute is ISO 9001:2015 certified• The Institute is highly ranked at international level (Global Go To think Tank Index)• Ability to directly influence policy• Increased government funding• Production of relevant research outputs (inhouse editorial)• Existence of professional networks• A successful flagship capacity building programme; the Young Professionals' programme• Availability of a macroeconomic forecasting tool• High concentration of skilled human capital including in-house editorial and library services	<ul style="list-style-type: none">• Limited scope in capacity building programme• Limited inter/multi-disciplinary research projects• Lack of a research strategy• Limited use of new technology and innovations in communication• Weak system of policy surveillance• Weak data management system• Low visibility of the Institute• Balancing planned work with flexible responses• Slow recruitment and replacement to fill vacant positions• Low diversification of Institute's funding sources• Weak M&E system• Inadequate office space
Opportunities	Threats
<ul style="list-style-type: none">• The Institute is ISO 9001:2015 certified• Continued government goodwill and support• Inform implementation of long-term development as defined in the Kenya Vision 2030, regional strategies such as the AU Agenda 2063, and international commitments such as the Sustainable Development Goals (SDGs)• The growing demand to build capacity for county governments in policy process• Affiliation with State Department of Planning enables direct participation in government policy making processes• Innovations and technologies in research and knowledge management• Newly approved organizational structure (2017)	<ul style="list-style-type: none">• Delays in establishing own Campus• Dynamism in policy environment with emerging development issues that requires constant monitoring to have relevant programmes• Delays in constituting Institute Board• State Corporation classification of the Institute that makes it uncompetitive in attracting technical human resources

2.3.2 PESTEL Analysis

The evaluation of the political, economic, social, technological and legal (PESTEL) components is aimed at identifying factors of external origin that might affect the operations of the Institute. Table 4 summarizes the PESTEL analysis.

Table 5: PESTEL analysis

Factor	Components	Impact on the operations of and achievements to the Institute	Mitigation measures
Political	Political goodwill	There is commitment at political leadership in supporting the institute deliver on its mandate	Mitigation measures Continue enhancing public policy process
	Public service transformation	Evidenced-informed transformation process is critical for efficient and effective service delivery in the country	Enhanced inter-government and inter-county relations
Economic	Institutional financing	Accessing diversified institutional funding enhance financial stability	Implementation of the Resource Mobilization Policy and Strategy for institutional sustainability
	Kenya Vision 2030 and medium-term plans	The Institute align its activities to the development blueprints including the “Big Four” agenda making it relevant to the development agenda.	Provide relevant and timely public policy advice Enhance activities to inform the implementation of national agenda adequately Support the cascading of national priorities to counties
	Commitments to regional and international development agendas	In conformity with the Institute mission, the scope of research and analysis activities covers beyond national level to globalization	Inform the coordination and implementation of global development agenda at national level
	Budget preparation process	Through research, analysis and forecasting the Institute supports the budget process.	Provide relevant and timely public policy advice
Social	Knowledge creation and sharing	Developing outputs that meet the needs of diverse stakeholders including considering demographics factors.	Continuous development of website and streamlining of research products Continuous review of KIPPRA stakeholder needs



Factor	Components	Impact on the operations of and achievements to the Institute	Mitigation measures
Technological	Technological developments	Using advanced technology in enhancing delivery on the core mandate including using ICTs to enhance knowledge sharing and communication for policy impact.	Deepen innovations and undertake analysis leveraging on innovation and technology
Environmental	Climate change, especially the growing frequency and intensity of drought and floods	Intensify research to ending the emergencies of climate change effects	Undertake more research on climate change
		Promote environmentally friendly practices through research.	Promote environmental sustainability
Legal	KIPPRA Amendment Bill 2017	Enactment of Amendment Bill will align the Institute activities to the 2010 Constitution of Kenya.	Ensure more resource allocation to capture the widened activities in delivering the mandate.
	Directives and legislative framework	Complying to laws, regulations and legislation that govern employees, statutory requirements help KIPPRA strengthen institutional capacity.	Ensure compliance to relevant regulations

2.3.3 Stakeholder Analysis

Stakeholder analysis enables the Institute to prioritize competing demands for its resources and deliver within the timelines. It is thus important that KIPPRA is aware of the needs of key stakeholders and their dynamics to align with effective communication and engagement approaches.

In the context of preparing the Strategic Plan 2018/19-2022/23, the Institute analyzed 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
- Legislature: Parliament and Senate
- Judiciary
- Constitutional Commissions
- State Corporations
- 47 County Governments

Other external stakeholders include

- Public
- Private Sector
- Civil Society
- Religious Organizations
- Public and Private Universities
- Other Local Research Institutions
- Regional and International Research Organizations

- Media
- Development Partners
- 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

With the identified stakeholders, an analysis was undertaken to map the interests of the various stakeholders. Table 5 provides a summary on the interests of the various stakeholders.

Table 6: Stakeholder mapping matrix

Name of Stakeholder	KIPPRA expectations from the stakeholder	Stakeholder expectation from KIPPRA
External Stakeholders		
National and County Governments; parent ministry; and all other ministries, departments and agencies	<ul style="list-style-type: none"> • Provide capacity development services • Support implementation of national development agenda, with timely delivery of objective public policy advice • Provide economic updates through annual Kenya Economic Report • Obtain regularly relevant data and information on policy developments • Ensure relevant legislation to support the operations of the Institute • Contribute to policy process 	<ul style="list-style-type: none"> • Competitive performance, good governance and transparency, and a good present and future value for government investment in KIPPRA • Support in development of economic blueprints • Advisory and technical support in the policy making process • Institutional and human capacity in strengthening the policy process • Sharing of timely KIPPRA research findings and outputs • Adequate funding of the Institute's programmes • Efficient and effective utilization of resources
Parliament and Senate	<ul style="list-style-type: none"> • Preparation and submission of Kenya Economic Report as per KIPPRA Act 2006 • Informing legislative process with policy analysis through memoranda 	<ul style="list-style-type: none"> • Informed process of enactment of relevant laws, legislative frameworks and appropriation of resources
Public	<ul style="list-style-type: none"> • Provide relevant data and information to carry out relevant and impactful research • Develop capacity on the public policy process • Create awareness on the development agenda and policy framework • Provide a platform for exchange of views on policy issues 	<ul style="list-style-type: none"> • Impactful public policy process • Easy access to quality products and services as per the Access to Information Act

Name of Stakeholder	KIPPRA expectations from the stakeholder	Stakeholder expectation from KIPPRA
Private sector, civil society, and religious organizations, and professional bodies and associations	<ul style="list-style-type: none"> Participate in policy seminars to enrich the Institute research agenda Provide relevant data and information to carry out timely research Develop capacity in understanding the public policy process Establish networking and partnerships 	<ul style="list-style-type: none"> Developing capacity to support in pushing for social accountability and community advocacy Easy access to quality products and services as per the Access to Information Act
Universities (public and private)	<ul style="list-style-type: none"> Intellectual exchanges on development policy issues and agenda Create awareness on current and developing policies issues and the role of key stakeholders Provide platform to engage with policy makers and other researchers Disseminate the Institute's research findings 	<ul style="list-style-type: none"> Offering opportunities to students for industrial attachment and internship Participating in collaborative policy research and analysis Developing capacity in public policy process
Research institutions and universities (local and international)	<ul style="list-style-type: none"> Undertake collaborative research and analysis activities Co-host and participate in dissemination forums, including conferences and workshops Collaborate in capacity development Share products and services 	<ul style="list-style-type: none"> Developing partnerships and networks Building synergies in capacity building and collaborative research
Development partners	<ul style="list-style-type: none"> Strategic partnerships in delivering the Institute's mandate Resource mobilization to ensure the Institute remains financially sustainable 	<ul style="list-style-type: none"> Appropriate utilization of provided resources Ensuring KIPPRA helps them achieve their own mandate Competitive performance, good governance and transparency, and a good present and future value for their investment in KIPPRA
Media	<ul style="list-style-type: none"> Communication and dissemination of research findings Participate in debates on current policy issues 	<ul style="list-style-type: none"> Commentaries on topical policy issues Inviting staff to participate in television debates
Providers of goods and services	<ul style="list-style-type: none"> Timely delivery of quality goods and services 	<ul style="list-style-type: none"> Providing information on demand for goods and services Timely payments upon delivery
Internal Stakeholders		
KIPPRA Board	<ul style="list-style-type: none"> Provide strategic direction 	<ul style="list-style-type: none"> Exercise its authority Facilitation to undertake their mandate Visibility that comes with responsibility



Name of Stakeholder	KIPPRA expectations from the stakeholder	Stakeholder expectation from KIPPRA
KIPPRA Staff	<ul style="list-style-type: none"> • Successfully deliver on KIPPRA mandate • Have the required skills to effectively deliver on activities of the Institute • Responsibility, ownership, and commitment • Provide for employee welfare and career advancement 	<ul style="list-style-type: none"> • Conducive working environment to efficiently and effectively perform their duties • Job security with improved welfare • Retooling to sustain staff skills to the dynamic environment

2.4 Emerging Issues and Lessons Learnt

Following a review of implementation of the previous Strategic Plan, it will be critical to focus on the following emerging issues:

- (i) Develop relevant capacity development programmes to respond effectively to a wider scope of stakeholders.
- (ii) Promote policy surveillance to capture emerging policy issues that inform relevant and timely policy research and analysis.
- (iii) Diversify sources of funding by implementing the resource mobilization strategy to ensure financial sustainability.
- (iv) Institutionalize and inculcate monitoring and evaluation to promote efficiency through self-evaluation and culture of change.
- (v) Enhance effectiveness in management of the Institute's tacit and explicit knowledge for continual improvement and innovation.
- (vi) Reposition and brand the Institute as a premier capacity development and research Institute at national, regional and international level.
- (vii) Consider viable options to actualize KIPPRA campus for financial and institutional sustainability.

3

STRATEGIC MODEL (2018/19-2022/23)

3.1 Overview of the KIPPRA Business Model

As indicated above, the role of KIPPRA is to support Kenya's development agenda with evidence-informed policy advice through capacity development and objective public policy research and analysis. In addition, the Institute plays a critical role in knowledge identification, creation, storage, sharing and application. Consequently, in carrying out its functions in 2018/19-2022/23, the Institute will prioritize activities that are impactful in promoting the development agenda, and within its core values.

The business model therefore embraces principles of performance management in making it "EASIER" for the Institute to deliver on its mandate. This means, embracing Efficiency, Accountability, Sustainability, Innovation, Effectiveness, Responsiveness and Relevance in undertaking her activities.

The capacity development programmes and research agenda will be informed by regular analysis of stakeholder needs and consultations with partners to ensure the programmes remain relevant and responsive to the needs of stakeholders. The Institute will also strengthen policy surveillance given the dynamic policy environment to focus research, analysis and capacity development to the immediate needs of the various stakeholders.

To enhance productivity, the Institute will improve efficiency and effectiveness in implementation of the work plans by institutionalizing monitoring and evaluation framework; adhering to sound financial management practices; complying with public sector statutory regulations and procedures while also strengthening accountability; and seek to have a more favorable SCAC classification.

On financial and institutional sustainability, the Institute will diversify its financial sources, and actualize KIPPRA Campus project. It will also explore innovative approaches to improve staff welfare, attract and retain skilled staff and implement the new organizational structure and staff establishments. The Institute will re-engineer the working models to be more policy focused, proactive, visible, effective and timely in responding to emerging policy issues.

While implementing its core mandate, the Institute will provide a platform for policy debates and deliberations, including policy makers and opinion leaders. In some context, KIPPRA will facilitate knowledge creation while influencing public policy process both directly and indirectly. During the plan period, the target will be to have a robust and diversified Institute in terms of knowledge, capacity and capabilities.

The key drivers of institutional spending during the plan period will include: i) Implementation of the 2017 organizational structure, staff establishments and institutional reforms; ii) Actualization of KIPPRA Campus project; iii) Expansion of the Institute's research products and services; and iv) Investment in research innovations, capacity building and capability development.

The Institute's mandate is premised on imparting technical skills and knowledge in public policy process through relevant capacity development programmes, and providing the government, government agencies and other stakeholders with evidence-based policy advice which is informed by rigorous thematic and inter-disciplinary research.

3.2 Vision Statement, Mission Statement and Core Values

Our Vision and Mission will remain as follows:

Vision: An international center of excellence in public policy research and analysis.

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

In the quest to provide quality products and services, the Institute is bound by the following core values and principles:

- i) Professionalism and ethics in service delivery;
- ii) Fair competition and merit in appointments and promotion;
- iii) Good governance, transparency and accountability;
- iv) Efficiency and effectiveness;
- v) Responsive, prompt, impartial and equitable service;
- vi) Provisioning for diversity; and
- vii) Upholding of human rights in the public service.

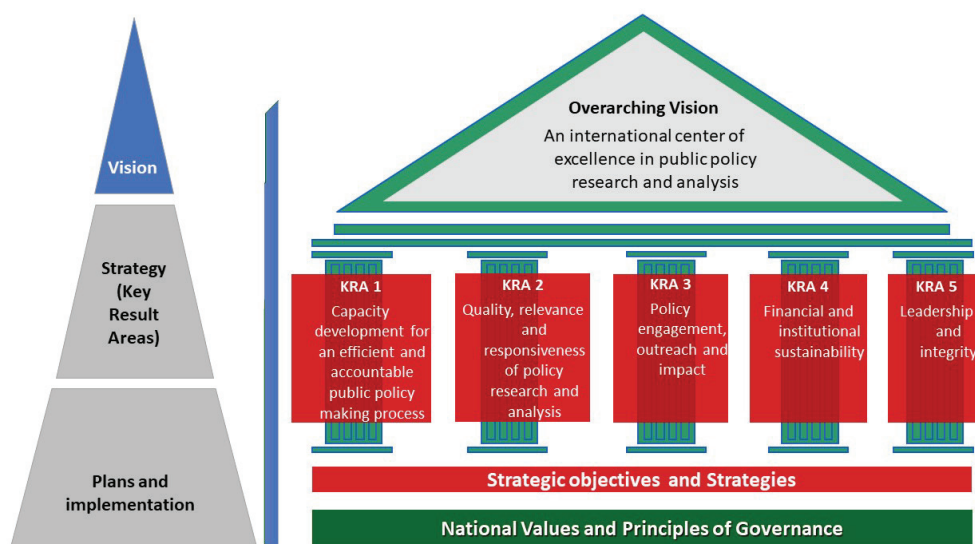
3.3 Key Result Areas, Strategic Objectives and Strategies

Subsequently, as noted above, the research undertaken is guided by policy priorities in various development blueprints. In summary, the key result areas are as follows:

- (a) Capacity development for an efficient and accountable public policy making process
- (b) Quality, relevance and responsiveness of policy research and analysis
- (c) Policy engagement, outreach and impact
- (d) Financial and institutional sustainability; and
- (e) Leadership and integrity.

Below is a graphical representation on the linkages between the KIPPRA Vision, Strategic Objectives, the Key Results Areas, and the National Values and Principles of Governance.

Figure 1: Linkage between the key result areas, strategies and strategic objectives



3.3.1 Capacity Development for an Efficient and Accountable Public Policy Making Process

The main objective of KIPPRA's capacity development programme for stakeholders is to enhance their capabilities in evidence-informed policy making process as they implement Kenya's development agenda. Various gaps exist in the various stages of public policy process especially in policy design, implementation and evaluation. It is therefore important to focus capacity development to planning, research and development, policy formulation, analysis, programme implementation, monitoring and evaluation, and impact assessment. The Institute will enhance human and institutional capacity to support the public policy making process, with emphasis on forecasting, simulation and impact analysis. This will be achieved through enhanced access to existing tools, building additional tools and building staff competency to effectively utilize them.

Recognizing the involvement of various stakeholders in the policy process, the Institute during the plan period will focus on strengthening capacity of government (both at National and County level), private sector, academia and civil society. KIPPRA aims to target all counties, and government agencies in all arms of government. The Institute will develop and implement a comprehensive framework for capacity development informed by capacity needs assessment, current trends and evidenced training demand. The Institute will look to enhance the capacity of strategic partners in the region (e.g. the EAC) by extending capacity building opportunities, while benefiting from their unique technical expertise.

In addition, the Institute will explore opportunities for commercializing the capacity building programmes; develop relevant tools for training; and establish a repository of training manuals and materials. Internships and industrial attachments will be expanded to especially support those recently graduated from universities and on-going students. The Institute will be guided by the principles and values above particularly to ensure diversity.

Strategic Objective 1: Increase capacity development activities to widen the coverage of stakeholders

Strategies:

- (i) Enhance capacity of public and private sector stakeholders in public policy making process.
- (ii) Diversify capacity development programmes to meet diverse needs of stakeholders.
- (iii) Support the government and other agencies through advisory and technical services on public policy issues.
- (iv) Mainstream capacity development in public policy process at both national and county government levels.

Strategic Objective 2: Improve capabilities to expand and deepen policy analysis


Strategies:

- (i) Identify and develop appropriate tools required to support various stages of the public policy making process.
- (ii) Enhance competencies and appropriately equip staff.

Refer to Key Result Area 1 in Implementation Matrix in Annex 1: Capacity development for an efficient and accountable public policy making process.

3.3.2 Quality, Relevance and Responsiveness of Policy Research and Analysis

The Institute's research strategic direction is guided by the 2010 Constitution of Kenya, the Kenya the Vision 2030 and its Medium-Term Plans, policy priorities such as the "Big Four" agenda, government commitments to Sustainable Development Goals (SDGs), and the Africa Union Agenda 2063. The Institute's overall strategic priority for 2018-2023 will be to undertake quality, independent, timely,



comprehensive and impactful policy research and analysis, and provide technical support at all stages in the policy making process including at public policy formulation, implementation and evaluation stages.

The Institute will strengthen inter-disciplinary research by considering areas of economies of scale and scope to reduce the cost of conducting field research; develop research projects that are cross-cutting in nature; deepen thematic research (amalgamating individual research topics under a single theme) to buttress expertise; and promote policy surveillance for timely and relevant policy research and analysis.

The Institute will further enhance and expand policy surveillance through different platforms including policy seminars, policy surveys and market analysis reports. Knowledge management will be institutionalized to enhance access to data through well documented data manuals and integrated records management systems. The establishment of a public policy resource center will provide further input on relevant policies, which will be accessible to internal and external stakeholders.

Strategic Objective 1: Deepen policy research and analysis to comprehensively inform the public policy process

Strategies:

- (i) Review and implement a research strategy to guide the Institute's research agenda
- (ii) Strengthen inter- disciplinary research activities
- (iii) Promote in-depth thematic research and analysis to mold expertise in various policy areas

Strategic Objective 2: Strengthen data collection and management to support policy research and analysis

Strategies:

- (i) Enhance and expand surveillance on policy developments to inform public policy making process.
- (ii) Standardize data management.

Strategic Objective 3: Establish a public policy repository

Strategies:


- (i) Identify and document all government policies in Kenya.
- (iii) Establish an open access facility for government policies to the Institute's stakeholders.

Refer to Key Research Area 2 in Implementation Matrix in Annex 1: Quality, relevance and responsiveness of policy research and analysis.

3.3.3 Policy Engagement, Outreach and Impact

KIPPRA was ranked the No. 1 Think Tank in Sub-Saharan Africa in 2015 and 2016, and 2nd in 2017 by the Global Go to Think Tanks forum. Although it was ranked 6th in 2018, it showed continuance improvement on the key indicators. The parameters which were considered include quality of research, level of policy networking, and capacity to influence public policy. The Institute will continue to focus on local, national, regional and international dimensions of research and policy making to influence policy and promote sustainable development. This will enhance the Institute's profile and reputation at global level.

It is therefore important that the Institute maintains traction to its products and services by regularly engaging in structured policy debates and dialogue. To achieve this, the Institute will put in place structures for enhanced engagements, networking, expanding strategic partners and collaboration



and ensuring efficiency and sustainability. This includes the establishment of a well-staffed Partnerships Department and the establishment of an effective KIPPRA-wide alumni further aimed at enhancing outreach and networks.

Further, the Institute will put in place a comprehensive knowledge management framework that takes into consideration people, processes, technology and structures to improve the quality of products and services, enhance policy engagement and communication, and promote learning and innovation.

Strategic Objective 1: Expand and Strengthen Strategic Networks and Partnerships

Strategies:

- (i) Establish and sustain strong networks and partnerships at regional and international levels.
- (ii) Develop and maintain credible and quality research and policy analysis outputs.
- (iii) Encourage exposure and learning with regional and international think tanks.
- (iv) Institutionalize fellowship program.

Strategic Objective 2: Boost the Institute profile and accessibility as a center for public policy research and analysis

Strategies:

- (i) Diversify and institutionalize partnerships.
- (ii) Enhance accessibility to KIPPRA products and services.
- (iii) Enhance outreach with targeted policy dialogues.

Strategic Objective 3: Strengthen knowledge management and communication

Strategies:

- (i) Reach a wide audience with KIPPRA products.
- (ii) Provide adequate infrastructure to support knowledge management.
- (iii) Institutionalize knowledge identification, creation, storage, sharing and application.
- (iv) Promote KIPPRA brand.

Refer to Key Result Area 3 in Implementation Annex 1: Policy Engagement, Outreach and Impact

3.3.4 Financial and Institutional Sustainability

Sustainability of the Institute is critical in delivering on the core mandate. This will require mobilizing adequate financial resources, improving human capacity and productivity, entrenching monitoring and evaluation to enhance performance, and mainstreaming risk management. The Institute will therefore endeavor to diversify and sustain the sources of revenue and enhance efficiency in utilization and provide a conducive working environment. Furthermore, the Institute will mainstream monitoring and evaluation function, and risk management, into the activities of the Institute.

Strategic Objective 1: Increase productivity through human capacity development and welfare improvement

Strategies:

- (i) Foster a culture of change and performance based on self-improvement
- (ii) Promote diversity and equity.
- (iii) Build competencies and skills for staff.
- (iv) Provide a conducive work environment.



Strategic Objective 2: Enhance financial sustainability

Strategies:

- (i) Diversify and sustain sources of revenue while promoting accountability in their allocation and use.
- (ii) Boost effectiveness and efficiency in service delivery.
- (iii) Establish KIPPRA campus.
- (iv) Provide adequately for Institute's legal framework.

Strategic Objective 3: Entrench risk management

Strategies:

- (i) Enhance risk management at the Institute by putting in place an integrated risk management system

Strategic Objective 4: Enhance efficiency in planning and service delivery

Strategies:

- (i) Appropriately monitor the implementation of the Strategic Plan.
- (ii) Entrench an evaluation culture in the Institute to enhance efficiency and effectiveness of operations.

Refer to Key Result Area 4 in Implementation Annex 1: Financial and institutional sustainability.

3.3.5 Leadership and Integrity

Among the core values and principles that guide the Institute are good governance, transparency and accountability. Further, as noted above the strategic direction is guided by the 2010 Constitution of Kenya and Mwongozo, the Code of Governance for State Corporations.

Strategic Objective 1: Promote governance in institutional development

Strategies:

- (i) Ensure effective and efficient systems of governance.
- (ii) Ensure that the Board is always fully constituted.

Strategic Objective 2: Entrench national values and principles of governance within and outside the Institute

Strategies:

- (i) Inculcate national values and principles amongst internal and external stakeholders.

Refer to Key Result Area 5 in Implementation Annex 1: Leadership and integrity

4

IMPLEMENTATION AND COORDINATION FRAMEWORK

4.1 Overview

This section focuses on resource requirements for implementation of the strategic plan. Based on the objectives identified and the outlined activities, KIPPRA will require a considerable amount of resources to implement the identified objectives and strategies. Towards enhancing the institutional capacity of KIPPRA, measures will be put in place to increase revenue sources, improve the human capital, enhance the institutional infrastructure and working space, and ensure staff training and development, among other things.

4.2 Structure of the Organization

4.2.1 About the Directorates, Departments and Divisions

The management of KIPPRA is vested in a Board of Directors comprising 13 members as provided for in the KIPPRA Act of 2006. The Board members are appointed as follows: the Principal Secretary, Ministry of Finance or his representative; Principal Secretary, Ministry of Planning and National Development (now known as the National Treasury and Planning) or his representative; Principal Secretary Ministry for Trade and Industry or his representative; the Executive Director of KIPPRA and nine other persons, two of whom shall represent special interest groups and seven represent the business sector, universities and research institutions in Kenya.

The Chairperson of the Board is appointed by the President from the non-government members. Board members are appointed by virtue of their integrity, knowledge and experience in matters related to public policy, and understanding of management and social science research procedures. The Board operates through four committees: Finance; Audit; Programmes and Human Resources and General Purposes.

The Executive Director, who is the Secretary to the Board, reports to the Board of Directors. The Executive Director is appointed by the Board through a competitive process. The Director is responsible for directing the affairs and transactions of the Institute and ensures the preparation and implementation of the work programme and execution of the budget.

Reporting to the Executive Director are 3 directorates namely, Directorate of Economic Management, Directorate of Integrated Development, Directorate of Corporate Services. The directorates coordinate the work of 7 research departments (Macroeconomics, Social sector, Governance, Private sector development, Productive sector, Trade and foreign policy, Infrastructure and economic services) and 5 other departments namely capacity building, partnerships, knowledge management, finance, human resource management and administration. Two other departments (strategy and planning, and supply chain management) reports to the Executive Director; while 2 others (internal audit, and corporation secretary and legal services) reports to the Board and the Executive Director. In total, there are 16 departments. In addition, 2 divisions (corporate communication, and information and communication technology) are under the Directorate of Corporate Services.

4.2.2 Organizational structure

Since inception, the institutional capacity of KIPPRA has expanded. Institutional capacity entails human capital, financial resources, essential office equipment, furniture, capital and provision of adequate

working space for its employees. In line with the requirements in this Strategic Plan, the Institute will put in place strategies to enhance its resources for effective performance and achievement of set objectives and targets. The Institute will endeavor to implement the new organizational structure (Annex 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.

4.3 Staff Establishment

4.3.1 Staff Establishment by cadre, establishment, in-post and variance

The Institute has a staff establishment of 169 members of staff. However, only 56 positions are occupied leaving a staff variance of 67 percent (Table 6). The institute shall therefore endeavor to fill the vacant staff positions to enable effective delivery of its mandate. Annex 4 provides more details on the staff establishment.

Table 7: Staff establishment as at June 2018

Department	Total Establishment	In-post	Valiance	Percentage (Variance) (%)
Office of the Executive Director	6	3	3	50
Public Policy Research and Analysis	116	37	79	68
Corporate Services	37	12	25	68
Corporation Secretary and Legal Services	3	1	2	67
Supply Chain Management Unit	4	2	2	50
Internal Audit and Risk Management Unit	3	1	2	67
Grand Total	169	56	113	67

4.3.2 Human Resource Development Strategies

Employee training and development

The Institute will put in place strategies to enhance staff training and development. This will be achieved through training needs assessments. During staff appraisals, effort will be made to identify competency gaps and appropriate capacity improvement interventions. Employees' capacity will also be developed through on-job training, coaching, mentoring and attendance of short courses and programmes on topical issues in their areas of specialization.

Employee motivation and retention

Employee motivation and retention is very critical to any organization and for continued effective and efficient service delivery. The Institute will put in place strategies to enhance staff retention, including competitive salary, enhanced employee benefits such as medical cover, supporting staff undertaking PhD studies, mortgage and car loan facilities, bereavement benefits and enhanced maternity/optical and dental facilities. The Institute will also put in place an objective and responsive employee recognition policy.

Work environment

The Institute will make various interventions to ensure that all staff work in an environment that enables them to enhance their productivity, and an environment that they feel safe to work in. Safety issues for employees working in areas such as ICT, registry, field work in insecurity-prone areas, among others, will be given attention due the inherent health and safety risks. Employees skills in First Aid, firefighting and gender mainstreaming will also be facilitated. Moreover, efforts will be made to ensure harmony in working relationships free from any form of discrimination including gender, disability, sexual harassment, and ethnicity.

4.4 FINANCIAL RESOURCES

4.4.1 Financial Capacity

During the previous plan period, the Institute's annual budget was financed by the Government of Kenya (60%), strategic donors (35%) and internal revenue from commissioned project work (5%). However, most of the donor funding closed during the 2016/17 fiscal year. As the Institute implements the revised organizational structure, more financial, human and capital resources will be required. During the plan period, the Institute will explore alternative resource mobilization initiatives to ensure institutional sustainability.

The key drivers of institutional spending during the plan period will include: i) Implementation of the 2017 organizational structure; ii) Acquiring land and construction of KIPPRA Campus; and iii) Expansion of the Institute's products and services. Thus, adequate resources will be sourced to finance the infrastructure and human capital expenditures under a new organizational structure. 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.

4.4.2 Resource Requirements and Projections

Implementing the strategic plan over the 2018/19 – 2022/23 period will require an estimated KSh.7,067 million. The new KIPPRA organizational structure will be implemented over the plan period. Assuming staff numbers are increased to fill the proposed establishment over the next five years to attain the full establishment of 169 members of staff by 2022 and an average employment cost per staff member of Ksh 2,836,842 per annum or Ksh 236,403 per month, about KSh.325 million will be required in 2019/20 and KSh.563 million in 2022/23 (Table 7).

Table 8: Financial resources requirements

Key Result Area	Resource Requirements						
	Baseline Estimates (Ksh. Mn)	Projected Estimates (Ksh. Mn)					Total
		Year 1 (2018/19)	Year 2 (2019/20)	Year 3 (2020/21)	Year 4 (2021/22)	Year 5 (2022/23)	
KRA 1	Enhance capacity development for an efficient and accountable public policy making process						
Capacity Building Programme costs	29	30	116	127	140	154	567
KRA 2	Improve quality, relevance and responsiveness of policy research and analysis						
Research and Analysis	46	65	304	334	367	404	1,474
Repository and records management	2	3	39	42	47	51	182
KRA 3	Strengthen effectiveness in policy engagement, outreach and impact						
Engagements and Partnerships	11	13	33	40	44	48	178
Communication and Dissemination	43	48	156	172	189	208	773
KRA 4	Bolster financial and institutional sustainability						
Personal Emoluments	202	224	325	465	512	563	2,089
Office Space	22	24	29	34	36	38	161
M&E and planning	1	2	19	20	21	22	84
Capital and Development Costs	72	62	108	124	128	130	552
KRA 5	Enhance leadership and integrity						
General Expenses	33	39	198	217	219	220	893
Board Costs	6	26	21	21	26	21	115
Total	466	535	1,348	1,596	1,729	1,859	7,067

4.4.3 Resource Flows and Gaps

The above projections illustrate a funding shortfall of KSh.54 million in 2018 and KSh.1106 million in 2022. With the ACBF grant having ended in June 2017 and the TTI grant ending in 2019, the Institute will need to implement the resource mobilization strategy to bridge the deficit in funding.

Table 9: Resource flows and gaps (Ksh million)

Financial Year	Year 1 (2018/19)	Year 2 (2019/20)	Year 3 (2020/21)	Year 4 (2021/22)	Year 5 (2022/23)	Total
<i>Strategic plan requirements</i>	535	1,348	1,596	1,729	1,859	7,067
Financing Plan						
GoK – Recurrent	263	429	472	519	571	2,254
GoK – Development	52	52	57	63	69	293
TTI Grant	35	25	0	0	0	60
NIPFN – EU Grant	23	23	23	23	0	92
A-I-A	108	85	94	103	113	502
Total Income	481	614	646	708	753	3,202
Variance						
Surplus / (deficit) for the Year	(54)	(734)	(950)	(1,021)	(1,106)	(3,865)

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

4.5 Resource Mobilization Strategies

Government of Kenya


Since the establishment of the Institute, the Government of Kenya has played a key role in supporting the Institute in implementation of its mandate, and finances over 60 per cent of the budget. Financial support from the government has been increasing steadily over the years. The Institute aims to justify enhanced funding from the government in view of its expanded mandate and 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 KIPPRA mandate at the regional and county levels.

Development partners

International development partners have played a key role in supporting the Institute to achieve its mandate. The partners include the African Capacity Building Foundation, and the Think Tank Initiative of IDRC. 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 a resource mobilization strategy to guide the process of attracting financial aid from development partners. The resource mobilization strategy has key strategies, donor mapping, timeframes and milestones within which the Institute will operate.

Contracted research

Fee-based national and international proposal applications have great potential and insufficient internal capacity can be leveraged on an outsourcing model that will provide additional research capacity to deliver on the assignments.



The capacity building activities will be expanded to include those where fees are collected from those being trained. Hosting of conferences could also include sponsorships, sale of exhibition space, and payment of participation fees.

Investment activities

KIPPRA will consider investments in interest-generating low risk investment options. These include treasury bills, fixed deposits and negotiated rates in savings accounts. An endowment fund whose yields would provide institutional support for KIPPRA will also be considered.

KIPPRA campus project

The KIPPRA campus project is expected to improve the work environment with modern and adequate office facility, training facilities, parking space, a modern library and other related facilities. It will also enable the Institute save on costs related to rent and parking fees. The annual rental cost has increased over the years from Ksh 4.6 million in 2003 to Ksh 19 million in 2018. Apart from paying such high rent, the Institute is still pressed for office and parking space due to expansion of its activities.

4.6 Risk Analysis and Mitigation Measures

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. The Institute recognizes that risks emanating internally and externally can constrain achievement of its strategic objectives.

In the implementation of this Strategic Plan, Management commits to a holistic risk management process to be applied at all levels of the Institute's activities. Risk management will be applied consistently as an integral part of the Institute's operations, focusing on strategies to minimize negative risks while enhancing identified opportunities towards achieving strategic goals and objectives. Management will continuously identify, evaluate, manage, monitor and report significant risks to the Board in a timely manner.

The Institute recognizes accountability and management of risks as key elements in strategic management. KIPPRA as a public enterprise will be answerable for fiscal and social responsibilities and should therefore be able to account for its activities, accept responsibility for them, and disclose the results in a transparent manner. Moreover, proper risk management should promote sound governance and act as an important strategy for the achievement of an organization's mission and supporting objectives. The Institute recognizes the presence of risks emanating internally and externally, which continually make uncertain the achievement of its strategic objectives.

Table 10 summarizes analysis of potential strategic risks by key result areas for the Institute and their mitigation measures. A detailed risk register is available at the Institute. The Institute will analyze and continuously review the risks to guide in putting in place appropriate controls to mitigate the risks. The Executive Director will give semi-annual assurance updates to the Board on effective implementation of the risk management framework in the Institute.

Table 10: Potential sources of risks during implementation of the strategic plan

Risk Type	Risk Indicators	Category	Mitigation Measures
Key Result Area 1: Enhance Capacity Development for an Efficient and Accountable Public Policy Making Process			
Inadequate finances to diversify capacity building programs	Inability to acquire and develop the tools	Medium	Diversification of sources of funds beyond the traditional sources
Lack of intellectual property rights on developed tools	Infringement of rights of the tools	Medium	Registration of intellectual property rights for the acquired tools
Non-responsive capacity development programs	Increased customer complaints/suggestions	Medium	Conduct client needs assessment
Inadequate diversified skilled technical staff capacities to offer the programmes	<ul style="list-style-type: none"> Inability to offer planned trainings due to staff shortage Backlog of projects Delays in delivery Increased complaints from stakeholders /clients Unpaid debts 	Medium	<ul style="list-style-type: none"> Develop staff capacities on diverse programs Enhance staff retention strategies including reward and sanctions policy Undertake skills gap analysis and implement recommendations Negotiate on realistic delivery timelines with clients
Wrong targeting during recruitment of YPs	Undiversified cohort of YPs	Low	<ul style="list-style-type: none"> Enhance selection and recruitment process of YPs
Lack of goodwill from National and county government	<ul style="list-style-type: none"> Dwindling requests from the government Budget cuts Lack of government support on Institute programs 	Medium	<ul style="list-style-type: none"> Continuous consultations and networking with the government. Enhance partnerships with stakeholders Provide high quality services to the government. Enhance understanding of government needs
Inadequate framework for engaging county governments Shallow policy	<ul style="list-style-type: none"> Few requests from county governments 	Low	<ul style="list-style-type: none"> Develop a framework for engaging with counties


Risk Type	Risk Indicators	Category	Mitigation Measures
Key Result Area 2: Improve Quality, Relevance and Responsiveness of Policy Research and Analysis			
and analysis unable to comprehensively inform public policy	<ul style="list-style-type: none"> Weak evaluation system Weak linkages / engagement with partners Low quality research outputs Imbalance between undertaking client work and KIPPRA core mandate. 	Medium	<ul style="list-style-type: none"> Develop and implement M&E framework Establish and sustain strong networks and partnerships at all levels Finalize and implement a research strategy Continuous development of human resource capacity Promote in-depth thematic policy research and analysis Expand Policy Surveillance.
Inefficient data collection tools and management systems	<ul style="list-style-type: none"> Poor quality of data Improper data management Unstandardized databases Inadequate skills 	Medium	<ul style="list-style-type: none"> Develop and implement data management policy; maintain sector-specific data Develop and regularly review manual for dataset management Develop skills in data collection and management.
Conflicting and uninformed policy recommendations	<ul style="list-style-type: none"> Poor framework for collection of policy documents Inexistent policy reference materials 	High	<ul style="list-style-type: none"> Establish a repository center and document all public policies Develop and implement a repository policy In depth policy review to identify gaps
Key Result Area 3: Strengthen Effectiveness in Policy Engagement, Outreach and Impact			
Inadequate strategic partners	<ul style="list-style-type: none"> Low mobilization of funds beyond GoK annual allocation Non-payment to KIPPRA for work done for partners Discontinuation of key programmes 	Medium	<ul style="list-style-type: none"> Finalize and implement a partnerships and networking policy Develop and maintain credible and quality research and analysis Improve KIPPRA monitoring and evaluation framework
The KIPPRA brand not visible among potential stakeholders	<ul style="list-style-type: none"> Low uptake of research products by stakeholders Low impact of KIPPRA in influencing the public policy making process KIPPRA's mandate seen to be redundant hence risk of closure of Institute 	Medium	<ul style="list-style-type: none"> Embrace emerging media and technologies in dissemination of KIPPRA research outputs Increase engagement with national government, Counties and strategic partners; enhance targeted policy dialogues Finalize and implement the KIPPRA Brand strategy and branding manual

Risk Type	Risk Indicators	Category	Mitigation Measures
KIPPRA not accessible to all stakeholders	<ul style="list-style-type: none"> KIPPRA products not reaching all stakeholders 	Low - Medium	<ul style="list-style-type: none"> Map KIPPRA stakeholders, develop and update the stakeholder distribution list Diversify channels for distribution of products Develop innovative knowledge management infrastructure and database Finalize and implement KIPPRA Communication strategy
Key Result Area 4: Bolster financial and institutional sustainability			
Insufficient office space for KIPPRA operations	<ul style="list-style-type: none"> Increasing rental bill Congested office environment Delayed land acquisition 	Low	<ul style="list-style-type: none"> Move to cheaper location Explore more space from government institution Acquire and develop own premises
Inadequate technical / soft skills and competencies	<ul style="list-style-type: none"> Low productivity Quality of outputs inefficiencies and losses poor work ethics 	Low	<ul style="list-style-type: none"> Refresher courses Mentorship Engagement of fellows and associates Enhance budget allocation
Working below organizational optimal staffing	<ul style="list-style-type: none"> Untimely completion of assignments completion rates of projects High staff turnover 	Medium	<ul style="list-style-type: none"> Engage consultants, temporary staff and interns Rationalize demand Fill vacant position promptly Full implementation of organizational structure
Ad hoc risk assessment and evaluation	<ul style="list-style-type: none"> Increased exposure to various risks constant crisis management Reactionary responses Poor work attitude to risk 	Low	<ul style="list-style-type: none"> Implement risk management strategy Regular sensitization and awareness on risk management and the risk register Improve M&E and strengthen documentations of lessons learnt
Weak coordination of planning tools and processes	<ul style="list-style-type: none"> delayed actions uncoordinated responses information asymmetry 	Medium	<ul style="list-style-type: none"> Empowerment of responsibility holders Strengthen strategy and planning functions Adopt a system integrated management approach to planning
Inefficiency, low innovation, effectiveness, and responsiveness	<ul style="list-style-type: none"> Low customer satisfaction levels increased complaints low uptake of policy recommendations/outputs 	High	<ul style="list-style-type: none"> Strengthen corporate communication Implement service delivery tools (QMS, Charter etc.) Implement and continually review communication strategy Fully implement recommendations from customer satisfaction survey implement M&E policy and framework

Risk Type	Risk Indicators	Category	Mitigation Measures
Ineffective Monitoring and Evaluation	<ul style="list-style-type: none"> Haphazard/delayed implementation of plans Lack of evaluation reports Lack of knowledge repositories 	Medium	<ul style="list-style-type: none"> capacity building on project monitoring and evaluation. Review M&E framework
Key Result Area 5: Enhance leadership and integrity			
Ineffective governance and institutional development	<ul style="list-style-type: none"> Low PC performance score Misappropriation of funds Increase in number of Pending bills Customer satisfaction index Employee satisfaction levels High employee turnover rate 	Medium	<ul style="list-style-type: none"> Establish and implement policy and procedures for good governance Develop clear institutional structures for good governance Inculcate good institutional values and cultures Strengthen M&E for good governance Strengthen internal audit Strengthen whistle blower and customer complaints handling
Failure to entrench national values and principles of governance within and outside the Institute	<ul style="list-style-type: none"> Low PC performance score Decline in service delivery index Decline in employee satisfaction index High corruption levels 	Medium	<ul style="list-style-type: none"> Board induction on institutional code of conduct/mwongozo code/ public service code of conduct Strengthen staff awareness on values and principle and institutional code of conduct/public service code of conduct Inculcate institutional values and cultures Strengthen Monitoring and Evaluation and reporting mechanisms

Key assumptions

- (i) KIPPRA is committed to delivering on its mandate including capacity building, research for public policy advise and knowledge creation and sharing; and has support from the Government (KIPPRA Act, 2006);
- (ii) The financial base of the Institute will strengthen over time;
- (iii) KIPPRA's funding from the Government and from donors will continue and will be sustained until such a time that the Institute is able to operate without external support;
- (iv) The Institute will be re-engineered to ensure that it fully implements her mandate and mission more effectively and efficiently, and it will be technically and financially sustainable; and
- (v) Government funding will support the YPs programme following closure of ACBF funding in June 2017.



Thus, the key strategic Objective will be to enhance risk management at the Institute. The following strategies will be implemented:

- (i) Ensure 100% compliance with statutory requirements on risk management;
- (ii) Formulate and review the Institute's risk management policies and strategies on annual basis;
and
- (iii) Strengthen risk management framework

5

MONITORING, EVALUATION AND REPORTING

5.1 Overview

Monitoring and evaluation (M&E) will be mainstreamed into the Institute's activities during this Strategic Plan period. Monitoring will be undertaken at different frequencies to track the implementation of the Institute's work plans while evaluations will be aimed at measuring effectiveness, impact and sustainability of the Institute in meeting its mandate and strategic priorities. Through M&E activities and reports, the Institute will consistently document its activities, resources, outputs, measure the impacts on expected outcomes, and provide management with information for decision making and resource allocation. This calls for routine, guided data collection and analysis for tracking purposes. The Institute will therefore appropriately monitor the implementation of the Strategic Plan; strengthen the Institute's monitoring and evaluation function; and entrench an evaluative culture in the Institute to enhance efficiency and effectiveness of KIPPRA's operations. This shall be achieved through:

- (i) Periodic monitoring of the Strategic Plan, Work Plans and Performance Contract
- (ii) Harmonized reporting tools to communicate monitoring results
- (iii) Efficient planning of Institute's activities and data
- (iv) Capacity building in M&E function
- (v) Periodic evaluation of the Institute's impact on public policy process
- (vi) Compliance with the set policies, procedures and standards as contained in ISO 9001:2015.

5.2 Monitoring of the Strategic Plan Implementation

Monitoring is an important management tool that will help in making timely and targeted decisions aimed at full implementation of the Strategic Plan while enhancing the Institute's performance. The monitoring system will track the achievement of intended objectives, assess the use and delivery of the resources in accordance with the strategic plan, and timely achievement of the intended deliverables. To this end, the Institute will:

- (i) Ensure the development of a comprehensive monitoring and evaluation framework;
- (ii) Develop, implement and strengthen result-based monitoring and reviewing mechanisms;
- (iii) Develop a balanced scorecard to enhance performance measurement system; and
- (iv) Ensure coordination of efforts during implementation of the programmes and initiatives set out in this Strategic Plan.

Monitoring will be undertaken on a continuous basis and reporting on a quarterly basis, at mid-year, annually and at the end of the Plan period leading to the preparation of the following reports:

Quarterly progress reports: These will include information on key indicators against set targets for the quarter informed by annual work plans. The quarterly progress report will be used for reviewing progress in implementing annual work plans.

Annual progress reports: At the end of every financial year, an annual progress report will be prepared that objectively highlights key achievements against set targets (both physical progress and financial status), challenges, and lessons learnt and recommendations on the way forward.



5.3 Evaluation

Evaluation and impact assessment of the strategic plan will involve assessing extent to which set objectives are met and impact created as per the strategic objectives. The strategic plan shall therefore be evaluated based on the implementation framework and theory of change. Criteria for evaluation and related projects and programmes will be based on the evaluation principles of relevance, effectiveness, efficiency, impact and sustainability.

5.4 Review of the Strategic Plan

Mid-term review report: Given the dynamic nature of research, implementation of the plan will require a comprehensive review to capture the emerging policy research issues for implementation. The mid-term review report will inform any requisite changes required in the programmes and projects for the remaining plan period.

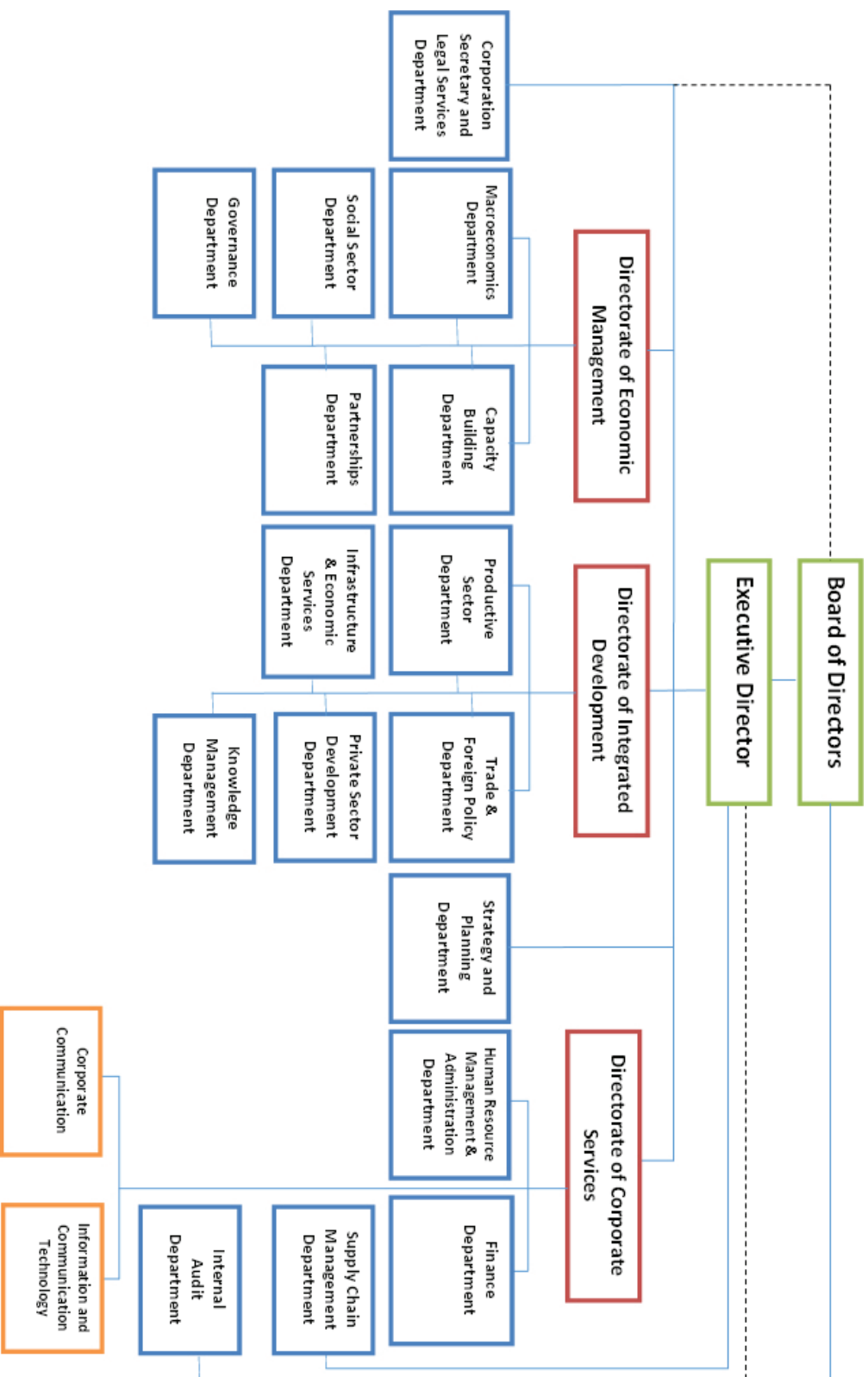
End of plan period report: At the end of the Strategic Plan period, there will be an end plan review to identify achievements against each set targets, with an overall assessment of performance. The review will also identify challenges encountered and make recommendations to inform the next review and planning process.

Reporting: The Strategic Plan will be implemented through the annual work plans. The reporting shall therefore include the quarterly reports and annual performance reports.

The Head of Strategy and Planning Department will prepare quarterly and annual reports, which will be submitted to the Executive Director for discussion by Management. The Executive Director will prepare periodic progress reports to the Programmes Committee of the Board, and thereafter the full Board. There will be a mid-term review of progress in implementation of the Strategic Plan in 2020/2021, and a full review in 2022/2023.

Annexes

Annex 1: KIPPRA organizational structure



A

Annex 2: Implementation framework

Key Result Area 1: Capacity Development for an Efficient and Accountable Public Policy Making Process

Strategic Objective	Strategic	Expected Outcome	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh millions)					Responsibility
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Strategic Objective 1: Increase the capacity development activities to widen the coverage of stakeholders	Enhance capacity of public and private sector stakeholders in public policy process	Institutionalized targeted capacity development programmes	Capacity development strategy finalized and implemented	% of implementation of capacity development strategy	100	20	20	20	20	20	-	-	-	-	-	Capacity Building Department
				No. of programmes implemented	12	5	7	9	10	12	15	21	27	30	36	Capacity Building Department
				No. of training manuals developed	12	5	2	2	2	1	7.5	3	3	3	1.5	Capacity Building Department
				No. of people trained	1,200	240	240	240	240	240	14	14	14	14	14	Capacity Building Department
			Diversified Young Professionals programme	No. of YPs from national government	30	6	6	6	6	6	14	14	14	14	14	Capacity Building Department
				No. of YPs from private sector	30	6	6	6	6	6	14	14	14	14	14	Capacity Building Department
				No. of YPs from counties	188	-	47	47	47	47	-	-	-	-	-	Capacity Building Department
				No. of YPs from the region	40	-	10	10	10	10	-	-	-	-	-	Capacity Building Department
		Enhanced capacity on public policy issues	Framework to guide technical and advisory services developed and implemented	Level of utilization of the framework (%)	100	100	100	100	100	100	-	-	-	-	-	Capacity Building Department
				No. of technical and advisory services offered	40	40	40	40	40	40	13	13	13	13	13	Capacity Building Department
	Support the government and other agencies through advisory and technical services on public policy issues	Institutionalized targeted capacity development programmes	Capacity needs assessment report	No. of capacity needs assessment reports	1	-	1	-	-	-	-	1.5	-	-	-	Capacity Building Department
				Proportion of recommendations implemented	100	-	25	50	75	100	-	-	-	-	-	Capacity Building Department

Key Result Area 2: Quality, Relevance and Responsiveness of Policy Research and Analysis

Strategic Objective	Strategic	Expected Outcome	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh millions)					Responsibility
Strategic Objective 1: Deepen policy research and analysis to comprehensively inform public policy	Review and implement research strategy to guide the Institute's research agenda	Impactful research and analysis activities	Reviewed research strategy	No. of reviews	2	-	-	1	-	1	Y1	Y2	Y3	Y4	Y5	Strategy and Planning Department
	Strengthen interdisciplinary research activities	Impactful research and analysis activities	Inter disciplinary research projects	No. of interdisciplinary research projects	15	3	3	3	3	3	15	41	45	50	55	
	Promote in-depth thematic research and analysis to mold expertise in various policy areas	Impactful research and analysis activities	Thematic research reports	No. of thematic research reports (including YP papers)	40	8	8	8	8	8	31	263	289	318	350	
Strategic Objective 2: Strengthen data collection and management to support policy research and analysis	Enhance and expand surveillance on policy developments to inform policy making process	Up-to-date sector specific data for adequately informed analysis	News update reports	No. of news update reports	250	50	50	50	50	50	0.2	0.2	0.2	0.2	0.2	Research Directorates and Departments
			Policy forums	No. of policy seminars	50	10	10	10	10	10	3	5	5	5	5	
			Policy surveys	No. of policy surveys	12	4	4	4	4	4	1	1	1	1	1	
			Quarterly market analysis reports	No. of quarterly market analysis reports	12	4	4	4	4	4	0.5	0.5	0.5	0.5	0.5	
			Data management strategy and policy reviewed	No. of reviews of data management policy	2	-	-	1	-	1	-	-	2	-	2	
Strategic Objective 3: Establish a public policy repository	Standardize data management	Up-to-date sector specific data for adequately informed and timely policy analysis	Dataset manuals developed	% of data manuals developed for datasets	100	100	100	100	100	100	0.3	0.3	0.3	0.3	0.3	Research Directorates and Departments
			Integrated Records Management System (IRMS) implemented	% of implementation of IRMS	100	-	25	25	25	25	2.5	15	8	2	2	
			Established public policy repository resource center	% of establishment of the repository centre	100	20	20	20	20	20	2	16	8	2	2	
			Up-to-date National bibliography of government policies	Annual national bibliography of government policies	4	0	1	1	1	1	1	1	1	1	1	
TOTAL	Establish an open access facility for government policies to the Institute's stakeholders	Easy access to government policies always									56	342	361	379	420	Knowledge Management Department

Key Result Area 3: Policy Engagement, Outreach and Impact

Strategic Objective	Strategic	Expected Outcome	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh millions)					Responsibility
Strategic Objective 1: Expand and strengthen strategic networks and partnerships	Establish and sustain strong networks and partnerships at regional and international levels	Develop organizational capacity to identify and nurture strategic partnerships at national, regional and international level	A functional Partnerships Department	% of implementation of the partnerships and networking policy	100	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Partnerships Department
				No. of strategic partnerships at national and county level	10	2	2	2	2	2	2.5	2.5	2.5	2.5	2.5	
				No. of strategic partnerships at regional and international level	10	2	2	2	2	2	2.5	2.5	2.5	2.5	2.5	
				No. of international conferences and debates participated in	20	4	4	4	4	4	2.5	2.5	2.5	2.5	2.5	
				No. of annual KIPPRA regional conferences organized	5	1	1	1	1	1	20	30	30	30	30	
Strategic Objective 2: Diversify and institutionalize partnerships	Develop and maintain credible and quality research and policy analysis outputs	Increased visibility of KIPPRA's outputs	Increased exposure of KIPPRA's research outputs	No. of programmes / conferences organized or implemented with other think tanks	10	2	2	2	2	2	3	3	3	3	3	Communications Division
				No. of Articles published in peer reviewed journals	15	3	3	3	3	3	0.5	0.5	0.5	0.5	0.5	
				No. of research papers downloaded from KIPPRA website	42847	7000	7700	8470	9370	10307	-	-	-	-	-	
				No. of KIPPRA media citations	125	15	20	25	30	35	-	-	-	-	-	
				No. of forums with local and international Think Tanks	10	2	2	2	2	2	2.5	2.5	2.5	2.5	2.5	
Strategic Objective 2: Diversify and institutionalize partnerships	Encourage exposure and learning with regional and international think tanks	Consolidate KIPPRA's position as a leading Think Tank in Sub-Saharan Africa	Engagement programmes initiated with local and international Think Tanks	Reviewed KIPPRA mentorship and associates' policy	No. of reviews of KIPPRA mentorship and associates' policy	2	-	-	1	-	-	-	1.5	-	1.5	Partnerships Department

Strategic Objective	Strategic	Expected Outcome	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh millions)					Responsibility
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Boost the Institute profile and accessibility as a center for public policy research and analysis	Enhance accessibility to KIPPRRA products and services	Enhanced traction to the Institute's products and services	KIPPRRA alumni policy developed and implemented	No. of research associates engaged	21	2	2	2	2	2	7	7	7	7	7	Knowledge Management Department
				No. of KIPPRRA alumni policy reviews	2			1		1			1		1	
				No. of KIPPRRA alumni members	60	12	12	12	12	12	-	-	-	-	-	
				No. of reviews	2			1		1			2.5		2.5	
				Communication strategy and branding manual implemented and reviewed												
	Enhance outreach with targeted policy dialogues	Enhanced traction to the Institute's products and services	Participation in policy dialogues	Customer satisfaction survey	2			1		1			3		3	Strategy and planning Department
				Enhanced KIPPRRA website interaction	1,343,200	220,000	242,000	266,000	293,000	322,000	-	-	-	-	-	
				Diversified stakeholder distribution channels	91,577	15,000	16,500	18,150	19,965	21,962	-	-	-	-	-	
				No. of policy dialogue events	647	106	117	128	141	155	53	59	64	70	78	
				Technical staff trained in writing and communication skills and techniques	100	100	100	100	100	100	2	2	2	2	2	
Strategic Objective 3: Strengthen knowledge management and communication	Reach a wide audience with KIPPRRA outputs	Increased demand on the Institute's products and services	Improved products to meet customer needs	Proportion of technical research staff trained (%)	100											Knowledge Management Department
				% of products reviewed	100			100		100			1		1	
				Organize and participate in dissemination forums	100	16	18	20	22	24	8	9	10	11	12	
				Dissemination forums reports	100											
				Innovative knowledge management infrastructure	No. of dissemination reports	16	18	20	22	24	4	4.5	5	5.5	6	
	Provide adequate infrastructure to support knowledge management	Increased demand on the Institute's products and services		No. of knowledge management infrastructure implemented	100											ICT Division and Knowledge Management Department

Strategic Objective	Strategic	Expected Outcome	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh millions)					Responsibility
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	Institutionalize knowledge identification, creation, storage, sharing and application	Improved monitoring of engagements and public policy debates	Standardized reporting tools / templates	% of reporting tools / templates utilized	100	10	25	50	75	100	1.5	1.5	1.5	1.5	1.5	Knowledge Management Department
	Promote KIPPRRA Brand	Improved visibility of KIPPRRA products and services	KIPPRRA brand strategy implemented	Proportion of implementation of KIPPRRA brand strategy	100	10	25	50	75	100	10	12	12	12	12	Communication Division
TOTAL											124	144	159	158	176	

Key Result Area 4: Financial and Institutional Sustainability

Strategic Objective	Strategic	Expected Outcome	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh millions)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
Strategic Objective 1: Increase productivity through human capacity development and welfare improvement	Foster a culture of change and performance based on self-improvement	Enhanced institutional capacity and improved productivity	Review of performance management framework	No. of performance management reviews				1		1			2			2	Continuous
	Promote diversity and equity	Enhanced institutional capacity and improved productivity	Gender, ethnicity and disability mainstreamed	Proportion of staff by category (%)	100	100	100	100	100	100	1	1	1	1	1	1	Human Resource Department
	Build competencies and skills for staff	Enhanced institutional capacity and improved productivity	Developed institutional and individual skills and competencies	Proportion of staff trained in relevant skills	100	100	100	100	100	100	16.5	23.7	26	29	32	Human Resource Department; Executive Directors Office	
	Provide a conducive work environment	Enhanced institutional capacity and improved productivity	Employee satisfaction survey undertaken	No. of employee satisfaction surveys undertaken	2		1			1		1.5				1.5	Human Resource Department
Strategic Objective 2: Enhance financial sustainability	Diversify and sustain sources of revenue while promoting accountability in their allocation and use	Financial sustainability of the Institute	Resource mobilization strategy and policy finalized and implemented	% of implementation of the resource mobilization strategy and policy	100		25	50	75	100	8.8	9.0	11.0	12.0	13.0		Finance Department
	Boost effectiveness and efficiency in service delivery	Institutional sustainability	Standard operating policies and procedures reviewed	% of policies and procedures reviewed	100				100	100				1.5		1.5	Executive Director Office and relevant committee
	Have KIPPRA own premises	Institutional sustainability	KIPPRA campus established	% of establishment	100		25	50	75	100		200	350	100	100	100	Executive Director Office and relevant committee
	Provide adequately for institute's legal framework	Financial sustainability of the Institute	Finalize review process for KIPPRA Act Amendment Bill	Enacted KIPPRA Act Amendment Bill (%)	100		25	50	75	100		2.5	1				Executive Director Office and Legal Office
Strategic Objective 3: Entrench risk management			Develop legal instruments	Established framework for the Public Policy Depository Center	1		1	-	-	-		1.2					Executive Director Office and Legal Office
	Enhance risk management by putting in place an Integrated Risk Management System	Improved risk management	Risk assessment report	No. of risk assessment reports	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	0.5	Executive Director Office; relevant committee; Internal Audit
			Automated risk management framework	No. of risk management framework reviews	3			1		1			1.5		1.5	1.5	Executive Director Office; relevant committee; Internal Audit

Strategic Objective	Strategic	Expected Outcome	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh millions)					Responsibility	
Strategic Objective 4: Enhance efficiency in planning and service delivery	Appropriately monitor the implementation of the Strategic Plan	Strengthen monitoring and evaluation activity	M&E Framework developed and implemented	No. of M&E Framework Level of implementation (%)	1 100		1 25	- 50	- 75	- 100	- -	2 -	- -	- -	Strategy and Planning Department		
	Entrench an evaluation culture in the Institute to enhance efficiency and effectiveness of operations	Improved decision making	Impact assessment framework developed.	No. of evaluations undertaken	2	-	-	1	-	1	-	-	3	3			
TOTAL												27	241	398	143	156	

Key Result Area 5: Leadership and Integrity

Strategic Objective	Strategic	Expected Outcome	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh millions)					Responsibility
Strategic Objective 1: Promote governance in institutional development	Ensure effective and efficient systems of governance	Strong operational systems	Full Board in place	Full Board in place	1	1	1	1	1	1	26	21	21	26	21	Office of Executive Director, Corporation Secretary/ Legal Services Department
			Compliance to statutory requirements and institutional policies	% of compliance to statutory requirements	100	100	100	100	100	100	-	-	-	-	-	
			Amended KIPRA Act finalized and implemented	Full implementation of the amended Act	100	100	100	100	100	100	-	-	-	-	-	
Strategic Objective 2: Entrench national values and principles of governance within and outside the Institute	Ensure that the Board is always fully constituted	Good governance of the Institute	Full Board in place	Full Board in place	1	1	1	1	1	1	26	21	21	26	21	Office of Executive Director, Corporation Secretary/ Legal Services Department
			Promote National Values and Principles of Governance	% of staff sensitized	100	100	100	100	100	100	0.5	0.5	0.5	0.5	0.5	
			No. of promotional materials on national values and principles of governance published and disseminated	No. of promotional materials on national values and principles of governance published and disseminated	12,500	1,500	2,000	2,500	3,000	3,500	0.4	0.5	0.6	0.7	0.8	
TOTAL				% of research and capacity building activities promoting National Values and Principles of governance	100	100	100	100	100	100	-	-	-	-	-	National values committee
											27	22	22	27	22	

Annex 3: Monitoring, evaluation and reporting framework

Key result areas	Outcome	Key performance indicator	Baseline	Target	Achievements	Variance	Comments
Key Result Area 1: Enhance Capacity Development for an Efficient and Accountable Public Policy Making Process	Enhanced capacity on forecasting	<ul style="list-style-type: none"> • KTMM operational manual • % of technical staff with appropriate access to KTMM • No. of reviews • No. of impact assessment and simulation tools developed and utilized 	<ul style="list-style-type: none"> • 0 KTMM operational manual • % of technical staff with appropriate access to KTMM • 0 reviews • 0 tools developed and utilized 	<ul style="list-style-type: none"> • Operational KTMM manual • 100% of technical staff with appropriate access to KTMM • 2 KTMM reviews • 2 tools developed and utilized 			
	Enhanced institutional capacity to support the public policy process	<ul style="list-style-type: none"> • % of technical staff trained on policy analysis tools • % of technical staff accessing and utilizing statistical and analytical packages 	<ul style="list-style-type: none"> • 37% of technical staff trained on policy analysis tools • % of technical staff accessing and utilizing statistical and analytical packages 	<ul style="list-style-type: none"> • 100% of technical staff trained on policy analysis tools • 100% of technical staff accessing and utilizing statistical and analytical packages 			
	Institutionalized targeted capacity development activities (Increased the capacity development activities to widen coverage of stakeholders)	<ul style="list-style-type: none"> • % of implementation of capacity development strategy • No of people trained • Number of county officers trained • Number of private officers trained • Number of programmes implemented • No. of training manuals developed • No. of YPs from national government • No. of YPs from private sector • No. of YPs from Counties • No. of YPs from the region • Number of capacity needs assessment reports • Proportion of recommendations implemented 	<ul style="list-style-type: none"> • xx % of implementation of capacity development strategy • 600 people trained • 5 programmes implemented • 1 training manual developed • Xxx YPs from national government • Xxx YPs from private sector • 0 YP from the County • 0 YPs from the region • 1 capacity needs assessment report • xx % of recommendations implemented 	<ul style="list-style-type: none"> • 100 % implementation of capacity development strategy • 1200 of people trained • 12 programmes implemented • 12 training manuals developed • 30 YPs from national government • 30 YPs from private sector • 188 YPs from Counties • 40 YPs from the region • 1 capacity needs assessment report • 100% recommendations implemented 			
	Enhanced capacity on public policy issues	<ul style="list-style-type: none"> • No. of technical and advisory services offered 	<ul style="list-style-type: none"> • 44 technical and advisory services offered 	<ul style="list-style-type: none"> • 200 technical and advisory services offered 			
		<ul style="list-style-type: none"> • No of Research strategy reviews 	<ul style="list-style-type: none"> • 0 Research strategy reviews 	<ul style="list-style-type: none"> • 2 Research strategy reviews 			
	Impactful research and analysis activities	<ul style="list-style-type: none"> • Number of interdisciplinary research projects implemented 	<ul style="list-style-type: none"> • 2 interdisciplinary research projects implemented 	<ul style="list-style-type: none"> • 15 interdisciplinary research projects implemented 			
Key Result Area 2: Improve Quality,							

Key result areas	Outcome	Key performance indicator	Baseline	Target	Achievements	Variance	Comments
Relevance and Responsiveness of Policy Research and Analysis	(Deepened policy research and analysis to comprehensively inform public policy)	<ul style="list-style-type: none"> No. of thematic research reports (including YP papers) 	<ul style="list-style-type: none"> 8 thematic research reports (including YP papers) 	<ul style="list-style-type: none"> 40 thematic research reports (including YP papers) 			
	Up to date sector specific data for adequately informed and timely policy analysis (Strengthened data collection and management to support policy research and analysis)	<ul style="list-style-type: none"> Number of news update reports Number of policy seminars Number of policy surveys No. of quarterly market analysis reports No. of reviews of data management policy % of data manuals developed for datasets % of implementation of the Integrated Records Management System (IRIS) 	<ul style="list-style-type: none"> 50 Weekly news update reports 2 policy seminars 0 policy surveys 1 quarterly market analysis reports 0 reviews of the data management policy 0 data manuals developed 0 Implementation of the Integrated Records Management System (IRIS) 	<ul style="list-style-type: none"> 250 news update reports 50 policy seminars 12 of policy surveys 12 quarterly market analysis reports 2 reviews of data management policy 100% of data manuals developed for datasets 100% Implementation of the Integrated Records Management System (IRIS) 			
	Develop organization capacity to identify and nurture strategic partnerships at national, regional and international level (Institute profile and accessibility as a center for public policy research and analysis enhanced)	<ul style="list-style-type: none"> % of implementation of the Partnership and networking policy No. of strategic partnerships at national and County level No. of strategic partnerships at regional and international level 	<ul style="list-style-type: none"> 0 % of implementation of the Partnership and networking policy 5 strategic partnerships at national and County level 2 strategic partnerships at regional and international level 	<ul style="list-style-type: none"> 100% of implementation of the Partnership and networking policy 10 strategic partnerships at national and County level 10 strategic partnerships at regional and international level 			
Key Result Area 3: Strengthen Effectiveness in Policy Engagement, Outreach and Impact	Consolidate KIPPRA's position as a leading Think Tank in Sub-Saharan Africa	<ul style="list-style-type: none"> No. of international conferences and debates participated in No. of annual KIPPRA regional conferences organized No. of programs / conferences organized or implemented with other think tanks No. of forums with local and international Think Tanks No. of outputs with leading collaboration networks 	<ul style="list-style-type: none"> 7 international workshops/ conferences and debates participated in 1 annual KIPPRA regional conferences organized 0 programs / conferences organized or implemented with other think tanks 1 forum with local and international Think Tanks 1 output with leading collaboration networks 	<ul style="list-style-type: none"> 20 international workshops/ conferences and debates participated in 5 annual KIPPRA regional conferences organized 10 programs / conferences organized or implemented with other think tanks 10 forums with local and international Think Tanks 10 outputs with leading collaboration networks 			
	Increased visibility of KIPPRA's outputs	<ul style="list-style-type: none"> No. of Articles published in peer reviewed journals No. of research papers downloaded from KIPPRA website No. of KIPPRA research cited Proportion of implementation of KIPPRA brand strategy No. of collaborations, policy 	<ul style="list-style-type: none"> 8 Articles published in peer reviewed journals 3554 research papers downloaded from KIPPRA website 78 media Citations 0 implementation of KIPPRA brand strategy 11 collaborations, policy dialogues, engagements with 	<ul style="list-style-type: none"> 15 Articles published in peer reviewed journals 42847 research papers downloaded from KIPPRA website 125 Citations 100 % implementation of KIPPRA brand strategy engagements 			

Key result areas	Outcome	Key performance indicator	Baseline	Target	Achievements	Variance	Comments
Key Result Area 4: Bolster financial and institutional sustainability		dialogues, engagements with National Assembly, Senate, County Assemblies, and relevant committees	National Assembly, Senate, County Assemblies, and relevant committees	• 50 collaborations, policy dialogues, engagements with National Assembly, Senate, County Assemblies, and relevant committees			
	Enhanced traction of the Institute products and services	<ul style="list-style-type: none"> • No. of reviews of KIPPRa mentorship and associates' policy • No. of research associates engaged • No. of KIPPRa alumni policy reviews • No. of KIPPRa alumni members • No. of reviews Communication Strategy and Branding Manual • No. of customer satisfaction survey • No. of publications distributed • No. of policy dialogue events 	<ul style="list-style-type: none"> • 0 reviews of KIPPRa mentorship and associates' policy • 0 research associates engaged • 0 KIPPRa alumni policy reviews • KIPPRa alumni members • 0 reviews of the Communication Strategy and Branding Manual • 0 customer satisfaction surveys • 15,002 publications distributed • 106 policy dialogue events 	<ul style="list-style-type: none"> • 2 reviews of KIPPRa mentorship and associates' policy • 21 research associates engaged • 2 KIPPRa alumni policy reviews • 60 KIPPRa alumni members • 2 reviews of the Communication Strategy and Branding Manual • 3 customer satisfaction surveys • 91577 publications distributed • 647 policy dialogue events 			
	Increased demand on the Institute's products and services	<ul style="list-style-type: none"> • Proportion of technical staff trained • No. of conference reports • No. of dissemination forums • Number of hits, visits and downloads • No. of articles published in the media and on the website 	<ul style="list-style-type: none"> • % of technical staff trained • 16 dissemination forums • 10 conference reports • 3554 hits, visits and downloads • 60 articles published in the media and on the website • 8 TV and radio appearances 	<ul style="list-style-type: none"> • 100 % of technical staff trained • 100 dissemination forums • 100 conference reports • 1343200 hits, visits and downloads • Xx articles published in the media and on the website 			
	Improved monitoring of engagements	<ul style="list-style-type: none"> • % of reporting tools / templates utilized 	<ul style="list-style-type: none"> • 2 of reporting tools / templates utilized 	<ul style="list-style-type: none"> • % of reporting tools / templates utilized 			
	Enhanced institutional capacity and improved productivity	<ul style="list-style-type: none"> • No. of performance management reviews • Proportion of staff by category • Proportion of staff trained in relevant skills • No. of employee satisfaction surveys undertaken • Employee satisfaction survey • Implementation matrix • Revised career guidelines • Permanent and pensionable terms of employment • Skills gap analysis 	<ul style="list-style-type: none"> • 0 performance management reviews • % of male staff • % of female staff • % staff trained in relevant skills • 1 employee satisfaction surveys undertaken • 100% implementation of Employee satisfaction recommendations • 0 Revision of career guidelines • 3-year contractual terms of employment • 0 Skills gap analysis 	<ul style="list-style-type: none"> • 2 performance management reviews • % of male staff • % of female staff • % staff trained in relevant skills • 2 employee satisfaction surveys undertaken • 100% implementation of Employee satisfaction recommendations • 1 Revision of career guidelines • Permanent and pensionable employment • 2 Skills gap analysis 			
	Financial sustainability of the Institute	<ul style="list-style-type: none"> • % of implementation of the resource mobilization strategy and policy 	<ul style="list-style-type: none"> • 0 implementation of the resource mobilization strategy and policy 	<ul style="list-style-type: none"> • 100% implementation of the resource mobilization strategy and policy 			


Key result areas	Outcome	Key performance indicator	Baseline	Target	Achievements	Variance	Comments
Key Result Area 5: Enhance Leadership and Integrity	Institutional sustainability	<ul style="list-style-type: none"> No. of policies and procedures reviewed % of establishment of the KIPPRA campus 	<ul style="list-style-type: none"> 0 policies and procedures reviewed 0 establishment of the KIPPRA campus 	<ul style="list-style-type: none"> 30 policies and procedures reviewed 100% establishment of the KIPPRA campus 			
	Improved risk management (accountability and risk management)	<ul style="list-style-type: none"> No. of risk assessment reports percentage of implementation of recommendations No. of risk management framework reviews Risk register Annual risk management report 	<ul style="list-style-type: none"> 1 risk assessment reports 100 % implementation of recommendations 0 risk management framework reviews Risk register 0 Annual risk management report 	<ul style="list-style-type: none"> 2 risk assessment reports 100 % implementation of recommendations 3 risk management framework reviews Risk register 5 Annual risk management reports 			
	Improved decision making	<ul style="list-style-type: none"> No. of evaluations undertaken No. of M&E work plans No. of annual reports produced No. of performance contract reports submitted Evaluation framework 	<ul style="list-style-type: none"> 0 evaluations undertaken 1 M&E work plans 1 annual report produced 4 performance contract reports submitted 50 % implementation of the Evaluation framework 	<ul style="list-style-type: none"> 2 evaluations undertaken 5 M&E work plans 5 annual reports produced 20 performance contract reports submitted 100% implementation of the Evaluation framework 			
	Strengthen monitoring and evaluation activity	<ul style="list-style-type: none"> No. of evaluations undertaken 	<ul style="list-style-type: none"> 0 evaluations undertaken 	<ul style="list-style-type: none"> 2 evaluations undertaken 			
Key Result Area 5: Enhance Leadership and Integrity	Strong operational systems	<ul style="list-style-type: none"> Full Board in place % of compliance to statutory requirements Full implementation of the amended Act 	<ul style="list-style-type: none"> Full Board in place 100% of compliance to statutory requirements Amending of Act 	<ul style="list-style-type: none"> Full Board in place 100% of compliance to statutory requirements Full implementation of the amended Act 			
	National values and principles of governance upheld	<ul style="list-style-type: none"> No. of promotional materials on national values and principles of governance published and disseminated 	<ul style="list-style-type: none"> 1500 promotional materials on national values and principles of governance published and disseminated 	<ul style="list-style-type: none"> 12500 promotional materials on national values and principles of governance published and disseminated 			

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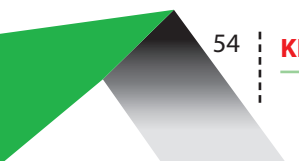
Annex 4: Human resource establishments

OFFICE	Approved Establishment	No In- Post	Variance
Office of the Executive Director/CEO			
Designation			
Executive Director/CEO	1	1	0
Administrative Officer	1	0	1
Policy Analyst/ Senior	1	1	0
Senior Assistant Administrative Officer	1	0	1
Senior Driver	1	1	0
Senior Office Assistant	1	0	1
Office of the Corporation Secretary, Legal Services			
Designation			
Corporation Secretary	1	0	1
Principal Legal Officer	1	1	0
Legal Officer/Senior	1	0	1
Office of the Deputy Director, Supply Chain Management			
Designation			
Deputy Director	1	0	1
Principal Supply Chain Officer	1	0	1
Senior Supply Chain Management Officer	1	1	0
Supply Chain Management Officer/Senior Supply Chain Management Assistant	1	1	0
Office of the Deputy Director, Internal Audit			
Designation			
Deputy Director Internal Audit	1	0	1
Principal Internal Audit Officer	1	0	1
Internal Auditor/Senior Internal Auditor	1	1	0
Directorate of Economic Management			
Designation			
Director, Economic Management	1	0	1
Senior Assistant Administrative Officer	1	0	1
Macroeconomics Department			
Deputy Director, Macroeconomics	1	0	1
Principal Policy Analyst	4	0	4
Senior Policy Analyst	4	1	3
Policy Analyst	4	4	0
Social Department			
Deputy Director, Social	1	0	1
Principal Policy Analyst	4	1	3
Senior Policy Analyst	4	2	2
Policy Analyst	4	1	3
Governance Department			
Deputy Director, Governance	1	0	1
Principal Policy Analyst	4	0	4
Senior Policy Analyst	4	1	3
Policy Analyst	4	3	1
Capacity Building Department			
Deputy Director, Capacity Building	1	0	1
Principal Policy Analyst	1	1	0
Senior Policy Analyst	2	0	2
Policy Analyst	2	0	2

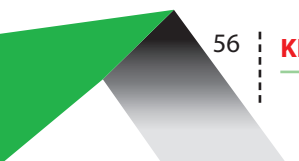
OFFICE	Approved Establishment	No In- Post	Variance
Partnerships Department			
Deputy Director, Partnerships	1	0	1
Principal Policy Analyst	1	0	1
Senior Policy Analyst	2	1	1
Policy Analyst	2	0	2
Directorate of Integrated Development			
Director, Integrated Development	1	0	1
Senior Assistant Administrative Officer	1	0	1
Infrastructure and Economic Services Department			
Deputy Director, Infrastructure and Economic Services	1	0	1
Principal Policy Analyst	4	0	4
Senior Policy Analyst	4	1	3
Policy Analyst	4	3	1
Productive Department			
Deputy Director, Productive	1	0	1
Principal Policy Analyst	4	0	4
Senior Policy Analyst	4	1	3
Policy Analyst	4	3	1
Trade and Foreign Policy Department			
Deputy Director, Trade and Foreign Policy	1	0	1
Principal Policy Analyst	4	0	4
Senior Policy Analyst	4	1	3
Policy Analyst	4	2	2
Private Sector Development Department			
Deputy Director, Private Sector Development	1	1	0
Principal Policy Analyst	4	0	4
Senior Policy Analyst	4	2	2
Policy Analyst	4	4	0
Knowledge Management			
Deputy Director, Knowledge Management	1	0	1
Principal Librarian	1	0	1
Principal Publications Editor	1	1	0
Senior Statistician	2	0	2
Senior Editor	1	0	1
Senior Librarian	1	1	0
Librarian	1	1	0
Editor	1	1	0
Directorate Corporate Services			
Designation			
Director, Corporate Services	1	0	1
Senior Assistant Administrative Officer	1	0	1
Human Resource Department			
Deputy Director, Human Resource Management and Admin.	1	0	1
Principal Human Resource and Administration Officer	1	0	1
Senior Human Resource and administration Officer	1	0	1
Human Resource and administration Officer	1	1	0
Senior Human Resource Assistant	1	0	1
Records Management Unit			
Records Management Officer	1	0	1
Senior Assistant Records Management Officer	2	0	2
Administration			
Senior Driver	2	2	0

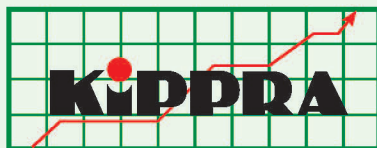


OFFICE	Approved Establishment	No In- Post	Variance
Driver	2	1	1
Senior Office Assistant	2	2	0
Office Assistant	2	0	2
Finance Department			
Deputy Director, Finance	1	0	1
Principal Finance Officer	1	0	1
Senior Accountant	1	0	1
Accountant	1	1	0
Senior Assistant Accountant	1	0	1
Information Communication Technology			
Principal ICT Officer	1	0	1
Senior Information Technology Officer	1	1	0
Information Technology Officer	2	1	1
Corporate Communications			
Principal Communications Officer	1	0	1
Senior Communications Officer	1	0	1
Communications Officer	1	1	0
Senior Customer Care Assistant	1	1	0
Customer Care Assistant	1	0	1
Strategy and Planning Department			
Deputy Director, Strategy and Planning	1	0	1
Principal Policy Analyst	1	0	1
Principal Planning Officer	1	0	1
Senior Planning Officer	1	0	1
Planning Officer	1	1	0
Sub total			
TOTAL	169	56	113









**The KENYA INSTITUTE for PUBLIC
POLICY RESEARCH and ANALYSIS**

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