



**REPUBLIC OF KENYA**

**Permanent Mission of the Republic of Kenya to the  
United Nations, New York - USA**



**STRATEGIC PLAN  
2018/19 - 2022/23**

**Theme: Building bridges for peace, international cooperation, global competitiveness and shared national prosperity**

## FOREWORD



This second Strategic Plan has been developed by the Mission following successful implementation of the first Strategic Plan which covered the period 2015-2018. The Strategic Plan lays a solid framework upon which the Kenya Mission to United Nations, New York (KMUN) will achieve its intended objectives for the 2018-2023 period. The plan is predicated on the current Ministry of Foreign Affairs' Strategic Plan and aims to augment the achievement of the Ministry's mandate which is to Promote and Safeguard Kenya's National interests abroad through formulation and articulation of Kenya's Foreign Policy framework. The KMUN's main thrust is to ensure that pursuit of Kenya's foreign policy aspiration at the multilateral level leads to marked improvements in the life of Kenyans in addition to securing and safeguarding national interests and pride.

The Plan defines the KMUN's vision, mission, objectives, strategies, expected outcomes and performance benchmarks. It provides a framework for the fulfilment of the overall Mission's mandate, a basis for the implementation of the Kenya Vision 2030, including its third Medium Term Plan (MTP III) and H.E the President's Big Four Agenda. The Plan further provides a framework for building on past accomplishments and the strategy for monitoring and assessing the performance of the Mission over the next five years. This Plan will therefore serve as a guide in improving efficiency and effectiveness in operations and resource utilization for the achievement of the broader goals of the Mission.

The performance targets, actions and operational structures outlined in this Plan were informed by the fact that the world has witnessed remarkable changes owing to the effects of globalization and changing geo-politics. These shifts have dictated the dynamism experienced in the conduct of diplomacy. Over the years, the workload at the multilateral level has increased both in terms of scope and complexity hence the need for a more strategic approach to diplomatic work than ever before.

In reviewing the previous Strategic Plan, the Mission has recognized the importance of reviewing how to better strategically address the growing demands and deliver its mandate. It is our strong conviction that there is need to respond to these demands by strengthening Kenya's capability and quality of staff deployed to the Mission in view of the diversity of issues covered in various committees in the United Nations. This Plan therefore contains specific proposals on the requisite staff and

diplomatic competencies which should be deployed in the KMUN to effectively deliver its mandate. Further, to enhance staff performance, the Plan articulates provision of a conducive work environment, modern working tools and improvement of staff welfare through provision of modern accommodation.

The Strategic Plan review process was undertaken through a participatory process involving input from all the KMUN members of staff. My thanks go to all Mission staff for their useful contributions in different ways. The Plan further benefitted immensely from the guidance and invaluable support provided by the Ministry of Foreign Affairs. I therefore thank both the Cabinet Secretary, Amb. Monica K. Juma and the Principal Secretary, Amb. Macharia Kamau for their visionary leadership.

I believe that successful implementation of this Plan will improve the performance of the KMUN through articulation and safeguarding of Kenya's national interests at the United Nations and ultimately enable the Mission contribute to Ministry of Foreign Affairs overarching vision of **"A peaceful, prosperous and globally competitive Kenya,"** and the realisation of Kenya's developmental goals and aspirations as espoused in the Kenya Vision 2030 and the Big Four Agenda



**Lazarus O. Amayo**  
**Ambassador/Permanent Representative**

## ACKNOWLEDGEMENT



The 2019-2022 Strategic Plan has been developed following the review of the previous KMUN Strategic Plan whose implementation ended in the 2018/2019 financial year. Similar to the previous Plan, the current Strategic Plan review process is being carried out at the backdrop of the tremendous changes in the multilateral diplomacy in terms of increased work of the UN both in scope and complexity which necessitates that the Mission positions itself strategically to effectively promote Kenya's interests. In this regard, and in response to the requirements of the Kenya Vision 2030 and the third Medium Term Plan, the Mission has developed this plan to guide its annual work planning, budgeting as well as the monitoring and evaluation process. The plan will be an important tool in assisting the Mission effectively implement its mandate

In line with its mandate, the Mission's preoccupation is building global partnership for development, advancing the social economic prosperity of Kenya as well as enhancing Kenya's influence in international decision making. In this regard, the Mission advances both multilateral and bilateral relations with the representatives of UN member states, Non-Governmental Organizations which have observer status with UN, the United Nations Secretariat, Funds and Programmes, as well as observer Missions.

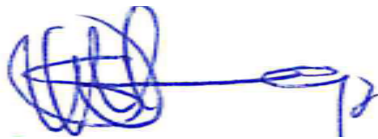
The Mission work is organized around the configurations of the United Nations General Assembly's six main committees as reflected in Chapter Five.

A situation analysis was undertaken and forms an important part of the Plan. The analysis includes; Mission stakeholders, SWOT (internal strengths and weaknesses as well as external opportunities and threats), PESTEL (macro environment factors), and identifiable risks and a coordination framework. All these elements will provide a basis for conceptualising how the mission will be re-organized and the resource required. A monitoring and evaluation framework and an implementation plan are also incorporated.

The development of this strategic plan was achieved through an elaborate consultative process involving key stakeholders. The Mission's appreciation goes to all the Mission Staff for their dedication and contribution towards the development of this plan. Special compliments go to Mr. Joseph Masila who coordinated the collation and the general consolidation of inputs from the KMUN Staff and the final editing of the Plan. Other members of staff include; both Home Based Officers who comprise

of Col. Edward Rugendo, John Kyovi, Stephanie Muigai, Sospeter Karani, Ralia Mohamed, Tirop Psenjen, Rose Maina, Sarah Kusindi, Margaret Kyalo; and local staff members including, Stephen Muriuki, Jacinta Njue, Eva Nthoki, Lynn Mugondo, Tracy Mbabu, Mahinda Arachchige, Lucy Kamau, Robert Osano, Violet Mecha, Diva Yancey, Mary Masinde, Fouzul Cader, Denis Bellen and Jorge Lopez made very significant contributions in the preparation of this Plan. The unwavering commitment and team work exhibited by everyone is duly acknowledged and appreciated.

It is my belief that on the basis of this strategic plan, the KMUN will effectively play its role in representing Kenya at the United Nations system.



**Susan Mwangi**  
**Ag. Deputy Permanent Representative**

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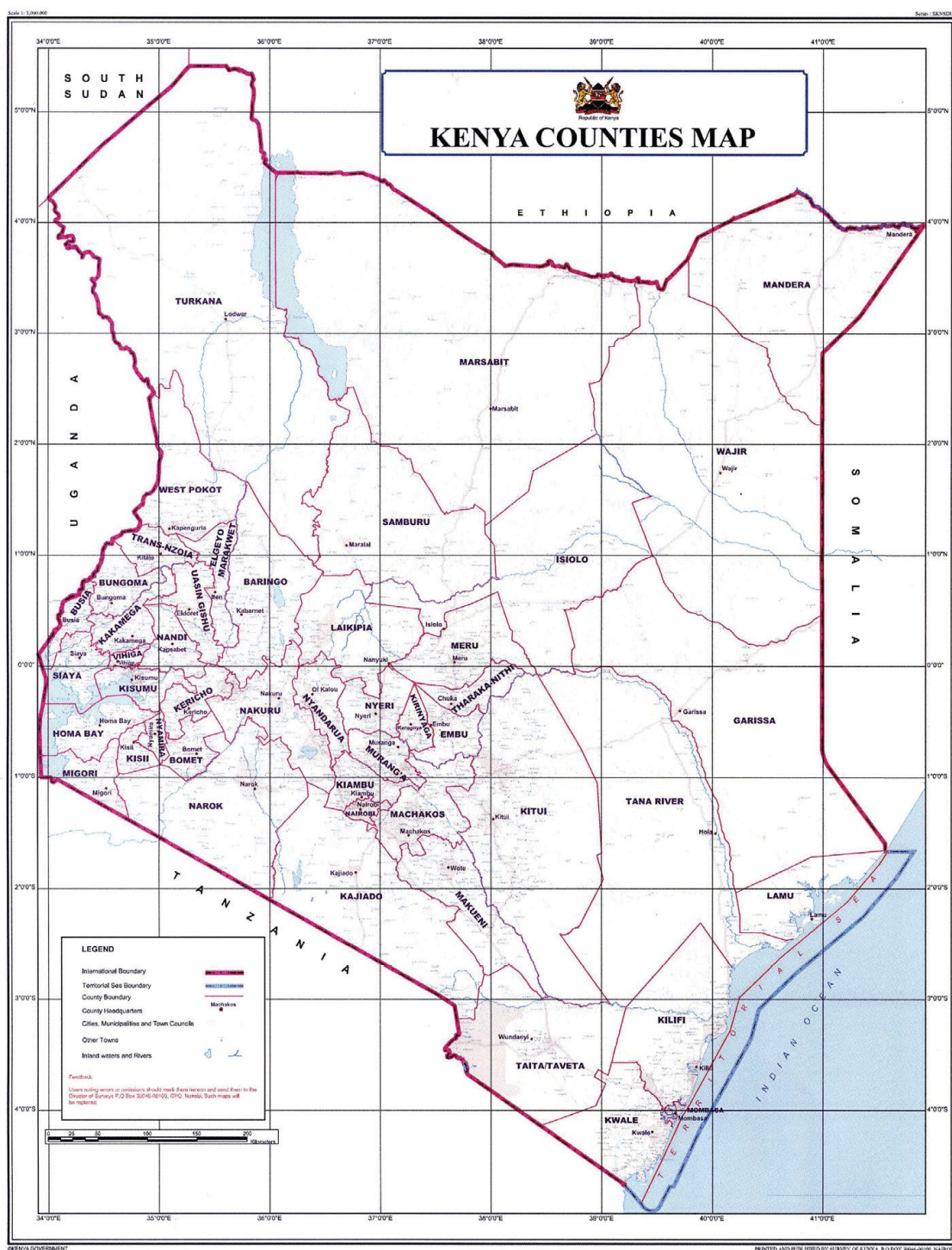
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**Figure 1: Map of Kenya**



**Table 1: KENYA FACT SHEET**

Official Name	Republic of Kenya
Political System	Multiparty Democracy
Capital City	Nairobi
Independence	12 <sup>th</sup> December 1963
Official Language	Kiswahili and English
Official Currency	Kenya Shillings
Geographical location	Located in East Africa
Surface Area	582,646 km <sup>2</sup> of which Water – 11,230km <sup>2</sup> , National Parks- 25,334km <sup>2</sup> , and others 546,082 km <sup>2</sup>
Religions	Christians, Muslims, Hindu and Traditional Beliefs
Administrative structure	National Government and 47 County Governments that are distinct and Interdependent
Economy	Between 2013 and 2017, Kenya's economy recorded an average growth rate of 5.5%, while in 2018, it recorded a 6.3% growth rate.
Main sub-sectors of the economy	Agriculture and Forestry, fishing, mining and quarrying, manufacturing, electricity and water supply, construction, wholesale and retail, hotels and restaurants, transport and information communication technology, financial intermediation, real estate, and business services
Commerce	Kenya's economy is mainly supported by agriculture and tourism, though other sectors are rising. These are finance, construction, mining, IT, Transport, real estate and wholesale and retail trade
Natural resources	Limestone, soda ash, salt, gemstones, fluorspar, zinc, diatomite, gypsum, wildlife, geothermal power and hydropower among others
S & P's Rating	B+

**Table 2: KEY ECONOMIC & SOCIAL INDICATORS**

<b>Indicator</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018* 1</b>
Total Population (Millions)	39.5	40.7	41.8	43.0	44.2	45.4	46.6	47.8
Population Growth (Annual %)	2.7	2.7	2.7	2.9	2.8	2.7	2.6	2.6
GDP (Current US\$, Billions)	35.8	39.6	44.0	61.4	63.7	70.5	87.9	78.7
GNI (Current US\$, Billions)	38.5	42.2	46.8	60.6	63.1	69.8	83.0	72.1
GDP per Capita	905.9	873.2	1,052.9	1,427.9	1,441.2	1,552.9	1,886.3	1,647.8
GDP growth (Annual %)	4.4	4.6	5.7	5.4	5.7	5.9	4.9	6.3
Inflation (Annual %)	14.0	9.4	5.7	6.9	6.6	6.3	8.0	4.7
Market Capitalization (Current US\$, Billion)	10.2	14.8	24.3	24.0	23.4	19.7	21.4	-
Market Capitalization (% of GDP)	28.5	37.4	55.2	39.1	36.7	27.9	28.7	-
Mobile Cellular Subscriptions (per 100 people)	67.0	71.0	95.0	78.3	85.4	85.9	85.3	96.3
Internet Users (per 100 people)	28.0	32.1	31.6	38.3	54.1	58.8	71.6	-

Sources: World Development Indicators; Kenya Economic Survey 2018; Statistical Abstract 2018; International Telecommunication Union

<sup>1</sup> \* Provisional Figures

## Executive Summary

The Plan defines the role of KMUN in the advancement of Kenya's interests within the framework of the United Nations through its diplomatic activities. This Plan contains background information describing the said role and the mechanism in which it can be effectively executed. This Plan was conceptualised within the framework of a changing global diplomatic environment which has necessitated adoption of innovative ways in addressing the increased workload at the multilateral level of the United Nations.

In this regard, the plan provides a structure to ensure delivery of measurable results and fulfilment of the overall mandate of the Ministry by defining KMUN's vision, mission, objectives, strategies, expected outcomes and performance benchmarks.

The Plan contains a review of the mission's performance for the last four years including some of its remarkable contributions towards the work of the United Nations and Kenya where the Mission has ably and consistently provided leadership in many UN processes earning Kenya respect in international diplomacy.

The situational analysis also integrates a SWOT, PESTEL and stakeholder analysis. The SWOT analysis identified strengths to be build upon and the opportunities to be capitalized on. Additionally, other factors which include major weak points that prevent achievement of expected results and threats to the Mission's success have also been highlighted. The PESTEL analysis provides external factors which include political, economic, social, technological, environmental and legal factors that can impact the implementation of this Plan. The stakeholder's analysis was done in recognition of the Mission's responsibility to deliver on the demands and expectations of its stakeholders. On the one hand, satisfying external stakeholders is crucial to fulfilling the Mission's mandate and on the other hand, satisfying internal stakeholders wins their commitment. This analysis identified the key stakeholders and their expectations as well as strategies for obtaining their support.

Further, a strategic model has been incorporated in the plan. The strategic model includes four strategic issues to be addressed and six strategic objectives including their operationalization to achieve the desired outcomes. The strategic issues are: coordination of multilateral policy planning, formulation, articulation and protection; domestication of global decisions made at multilateral level; Kenya's Interest abroad; and Operational efficiency and capacity. The seven strategic objectives include : To promote international cooperation, solidarity and a rule-based multilateral system; to promote peace, security, sovereignty and territorial integrity; to promote the strengthening of UN presence and International Organizations in Nairobi; to domesticate International laws, treaties, policies and decisions; to promote and Safeguard Kenya's Interests in the United Nations system; Enhance Public Diplomacy

and Stakeholder Engagement and to Enhance Policy, Institutional capacity and Performance Management.

The Plan further contains a coordination and institutional capacity framework which defines the organizational structure of the Mission including the reporting and feedback channels, and human resource capacity requirements. In this regard, the Mission proposes deployment of more Home Based and recruitment of additional local staff members to ensure in-depth coverage of important meetings at the appropriate level with a view to improving Kenya's diplomatic representation.

To ensure effective achievement of the strategic objectives and implementation of the activities reflected in this plan, a monitoring and evaluation framework was identified as critical in assisting KMUN to track and document achievements. This process is useful in providing the necessary feedback as well as enabling the management to make evidence-based decisions. An implementation matrix was therefore prepared to stipulate specific activities, expected results, performance indicators and respective budget estimates.

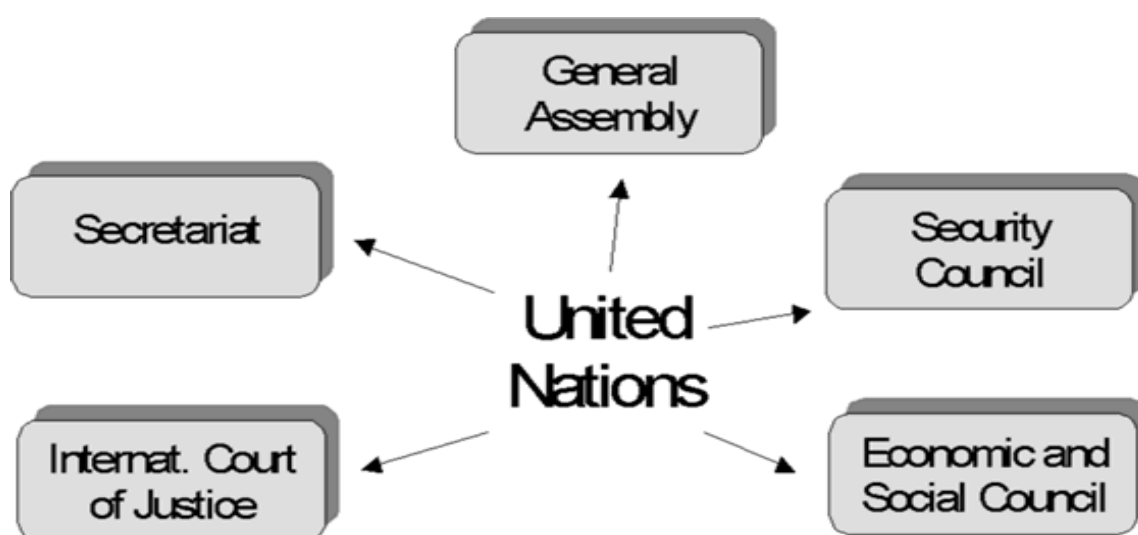
# Chapter 1: INTRODUCTION

## 1.1 Background

The United Nations (UN) was founded in 1945, after the Second World War with the main objectives being; maintaining international peace and security, settlement of international disputes or situations which might lead to a breach of the peace, developing friendly relations among nations based on respect for the principle of equal rights and self-determination of peoples, and achieving international co-operation in solving international problems of an economic, social, cultural, or humanitarian character.

Kenya joined the United Nations on 16<sup>th</sup> December, 1963 four days after attaining independence. Since then Kenya has been an active and committed member of the United Nations. The Permanent Mission of Kenya to the United Nations was opened in 1964. Besides hosting the United Nations office in Nairobi (UNON), the country has been a reliable proponent of global peace and security through participation in peaceful mediation and conflicts resolution in Africa and the contribution of uniformed and civilian personnel to peace- keeping Missions around the world. Kenya also continues to provide leadership in key organs and bodies of the UN.

**Figure 2: Structure of the United Nations at a glance**



The United Nations General Assembly (UNGA) is the main deliberative organ of the UN and is composed of representatives of all Member States. All year-round the work of the United Nations derives largely from the mandates given by the General Assembly. The United Nations Security Council (UNSC) has the primary responsibility, under the UN Charter, for the maintenance of international peace and security. The Economic and Social Council (ECOSOC) is the principal organ to coordinate all the economic and social agenda of the United Nations. The Trusteeship Council (TC) was established in 1945 to provide international supervision for Trust Territories and to prepare the Territories for self-government and independence. By 1994, all Trust Territories had attained self-government or independence. On completion of its work, the Council has amended its rules of procedure to meet as and where occasion may require.

The International Court of Justice (ICJ) is the principal judicial organ of the United Nations. The ICJ settles legal disputes between states and gives advisory opinions to the UN and its specialized agencies. Its Statute is an integral part of the United Nations Charter. The UN Secretariat is organized along departmental lines, with each department or office having a distinct area of action and responsibility. Offices and departments coordinate with each other to ensure cohesion as they carry out the day to day work of the Organization in offices and duty stations around the world. At the head of the United Nations Secretariat is the Secretary-General. The Secretary-General is chief administrative officer of the UN, appointed by the General Assembly on the recommendation of the Security Council for a five-year, renewable term.

The General Assembly still remains the main deliberative, policy making and representative organ of the Organization. Presently all 193 Member States of the United Nations are represented in the General Assembly. Every year in June, the members of the UNGA elect their President, Vice-Presidents and Chairs of the various main Committees. The General Assembly is structured around six (6) main committees, which specialize in handling various agenda-items. Kenya is actively engaged in all the six General Assembly committees, ensuring that the country's national interests and views are adequately articulated.

The scope of the work for the various main committees is as follows:-

### **First Committee**

The First Committee deals with disarmament, global challenges and threats to peace that affect the international community. The Committee also seeks out solutions to the challenges in the international security regime. The First Committee considers all disarmament and international security matters within the scope of the Charter or those relating to the powers and functions of any other organ of the United Nations. Other equally important considerations include; the general principles of cooperation in the maintenance of international peace and security, as well as principles governing disarmament and the regulation of armaments, and the promotion of cooperative arrangements and measures aimed at strengthening stability through lower levels of armaments. The Committee works in close cooperation with the United Nations Disarmament Commission and the Geneva-based Conference on Disarmament. It is the only Main Committee of the General Assembly entitled to verbatim records-coverage.

### **Second Committee**

The Second Committee deals with issues relating to economic growth and development such as macroeconomic policy questions (including international trade, international financial system, external debt sustainability and commodities), financing for development, sustainable development, human settlements, poverty eradication, environment, globalization and interdependence, operational activities for development, and information and communication technologies for development.

The Second Committee also considers issues relating to Groups of Countries in special situations such as the Least Developed Countries (LDCs) and Landlocked Developing Countries (LLDCs). Furthermore, it considers the items on permanent sovereignty of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem and of the Arab population in the occupied Syrian Golan over their natural resources. Under development issues Kenya is a member of the G77+China which coalesces around issues of development and South South Cooperation. Issues of Sustainable Development Goals and Climate Change have taken centre stage in this committee and Kenya has been providing leadership on SDGs and issues of Oceans and Blue Economy.

### **Third Committee**

The Third Committee addresses agenda items relating to a range of social, humanitarian and human rights issues that affect people all over the world. It focuses on the examination of human rights questions, including reports of the special procedures of the Human Rights Council which was established in 2006. The Committee also discusses questions relating to the advancement of women, the protection of children, indigenous issues, and the treatment of refugees, the promotion of fundamental freedoms through the elimination of racism and racial discrimination, and the right to self-determination. The Third Committee also addresses important social development questions such as issues related to youth, family, ageing, and persons with disabilities, education, health, crime prevention, criminal justice, and international drug control.

Kenya actively engages and has especially been active in advancing Gender Equality and the Empowerment of Women. It has been a facilitator of Commission on the Status of Women and a Vice President of the Executive Board of UN Women. The Mission works closely with the Ministry of Public Service, Youth and Gender Issues and the Ministry of Health as well as the Ministry of Labour and Social Protection.

### **Fourth Committee**

The Fourth Committee deals with a variety of political subjects not dealt with by the First Committee, as well as with the issue of decolonization. Matters relating to peacekeeping operations have also been shifted to the Fourth Committee. The Fourth Committee also considers a variety of subjects including those related to decolonization, Palestinian refugees and human rights, peacekeeping, mine action, outer space, public information, atomic radiation and University for Peace.

### **Fifth Committee**

The Fifth Committee is the main Committee of the General Assembly with responsibilities for deliberating and making recommendations to the United Nations General Assembly on Administrative and Budgetary matters. Based on the reports of the Fifth Committee the General Assembly considers and approves the budget of the United Nations.. The Committee also considers and approves financial and budgetary arrangements with specialized agencies and makes recommendations to the agencies concerned. The issues deliberated upon include; regular budget, financing of peacekeeping

operations, financing of International Criminal Tribunals as well as major capital projects including construction and renovations.

The Fifth Committee functions on the premise that no effort should be spared in the search for consensus before resorting to a vote. Only on very rare occasions has the Fifth Committee adopted a resolution by a vote.

## **Sixth Committee**

The Sixth Committee deals with international legal matters. These legal issues usually include the annual reports of the International Law Commission, the United Nations Commission on International Trade Law, the Ad Hoc Committee established by Resolution 51/210 of 17 December 1996 on Terrorism, the Special Committee on the Charter of the United Nations and on the Strengthening of the role of the Organization and the Host Country Committee, as well as the item on Measures to Eliminate International terrorism. The Committee also considers and follows reports of the International Court of Justice, the International Criminal Court, Law of the Sea and Prevention of International Terrorism and dissemination and learning of international Law and the Law of Treaties.

## **1.2 Evolution of the Kenya Foreign policy**

From independence, Kenya has pursued a foreign policy based on fundamental principles of peaceful co-existence, preservation of national security, peaceful settlement of disputes, non-interference in the internal affairs of other states, non-alignment, national interests and adherence to the Charter of the United Nations and the Africa Union Constitutive Act.

The current Kenya's Foreign Policy, which is the first ever written foreign policy since independence, was launched in January 2015. The policy is anchored on five interlinked pillars of diplomacy that guide Kenya's relations and diplomatic engagement with the rest of the world. The five pillars are: Economic Diplomacy, Peace Diplomacy, Environmental Diplomacy, Cultural Diplomacy and Diaspora Diplomacy.

The Economic Diplomacy pillar aims to achieve robust and sustained economic transformation in order to secure Kenya's social economic development and prosperity. The peace diplomacy pillar seeks to consolidate Kenya's legacy in promoting peace and stability as necessary conditions for development and prosperity in countries within the region. The Environmental diplomacy pillar recognizes Kenya's enormous stake in the sustainable

management of its own natural resources, those of the region and the world. Underlying this commitment, is the urgency to confront the impact of contemporary environmental challenges such as global climate change and to provide the link between the management of shared resources and issues of security, sustainability and prosperity especially within the Eastern African and Great Lakes region. The pillar further aims to facilitate the realization of the post 2015 global development agenda.

The cultural diplomacy pillar aims to use our cultural heritage and endowments as pedestals of our foreign engagement. The exchange of ideas, values, traditions and aspects of our diverse culture and identity will be used to strengthen relationships, build broad support and create influence for Kenya's economic and political goals enhance socio-cultural cooperation and promote our national interests. Lastly, the Diaspora diplomacy pillar recognizes the importance of harnessing the diverse skills, expertise and potential of Kenyans living abroad, and facilitating their integration into the national development agenda. These five pillars of diplomacy inform the core priorities and strategies for bilateral and multilateral engagement with a view to strengthening diplomatic relationships, enhancing social cultural cooperation and promoting Kenya's national interests abroad.

The guiding principles of the foreign policy are: sanctity of sovereignty and territorial integrity of the Republic of Kenya, peaceful co-existence with neighbours and other nations; resolution of conflicts by peaceful means; promotion of regional integration; respect for the equality, sovereignty and territorial integrity of states and respect for international norms, customs and laws.

Given the dynamism of foreign relations, Kenya's Foreign Policy will continue to focus on our immediate neighbours and the sub-region and Africa, while recognizing Kenya's role and responsibility in the international community. Kenya's Foreign Policy lays the foundation for achievement of the goals and aspirations of the Kenya Vision 2030 development blue print and the five Medium Term Plans.

### **1.3 Mission's Mandate**

The Kenya Mission to the United Nations serves as Kenya's delegation to the United Nations. The Mission's main objective is to advance Kenya's interests at the United Nations in critical areas namely; political, economic, social, educational and cultural as well as legal, defense, international peace and security, public diplomacy and management interests. This is achieved through diplomatic activities which includes dialogue, discussions, meetings,

negotiations, lobbying and daily monitoring of UN activities. KMUN addresses a wide range of Kenya's Foreign Policy objectives including ; peaceful resolution of disputes, protection of the environment, as well as promoting sustainable development. The Mission promotes multilateral and bilateral relations with the representatives of the UN Member States and Observer Missions, Intergovernmental Organizations (INGOs) and with the United Nations Secretariat, Funds and Programmes. KMUN also works in cooperation with International Non-Governmental Organisations and Stakeholders having observer Status with ECOSOC.

## **1.4 Mission's Vision, Mission and Core Values:**

### **1.4.1 Vision Statement**

To be a centre of excellence in pursuit of Kenya's interests within the multilateral framework of the United Nations.

### **1.4.2 Mission Statement**

To project, promote and protect Kenya's interests and values within the multilateral framework of the United Nations.

### **1.4.3 Core Values**

The Mission will be guided by the following core values;

- **Customer Focus:** We shall treat our diplomatic colleagues, clients and stakeholders with courtesy, respect and promptness;
- **Patriotism:** The Mission Staff shall exercise loyalty and uphold allegiance to the Republic of Kenya at all times;
- **Team Spirit:** We shall promote teamwork and inculcate shared and collective responsibility in executing our mandate;
- **Professionalism:** The Mission staff shall exercise high level of professional competence, and confidentiality in all their work;
- **Ethics and Integrity:** We will embrace transparency and accountability in all operations of the Mission;
- **Equity and Fairness:** We shall promote justice, impartiality and diversity in all our dealings; and
- **Innovation and Visionary:** The Mission is committed to innovative, visionary and creative planning and execution.

## **1.5 Rationale**

The imperative for preparing the current Strategic Plan emanates from a number of factors, key among them being the Mission's commitment to institutionalize strategic planning and develop a coherent response to the growing demands on the Mission based on its expanded scope of work and multifaceted mandate. The Plan sets the foundation for development of the Mission's priorities for a five-year period. Specifically, the Plan will guide the Mission in enhancing its performance and service delivery, stimulate strategic thinking, provide a basis for resource mobilization, and allocation as well as contribute to the attainment of Kenya's Foreign Policy objectives, Kenya Vision 2030, the Third Medium Term Plan, as well as the Big Four Agenda.

## **1.6 Methodology**

This Plan was developed based on the guidelines issued by the Ministry to all Missions, as well as guidance from the Ministry's Central Planning and Project Monitoring Unit. The development process was led by the KMUN's top management team and was participatory and inclusive. The process involved a series of consultative activities that utilized both primary and secondary data.

Reference was also made to key policy documents which include: the Constitution of Kenya, the Kenya Foreign Policy, the Kenya Diaspora Policy, Kenya's Vision 2030, the Second Medium Term Plan, the Jubilee Manifesto, the Ministry's Strategic Plan and other government policy documents. The draft was then subjected to further internal review leading to the production of the final text.

## Chapter 2: KENYA'S DEVELOPMENT AGENDA

### 2.1 Kenya's development agenda and the role of the Mission

Kenya's development agenda is guided by clearly defined long- and medium-term development strategies. Preceding the Kenya Vision 2030, are a number of development strategies that not only shaped development planning, but also laid the premise for guided implementation of Kenya's development agenda. These include; The *Sessional Paper No. 10 of 1965, "African Socialism and Its Application to Planning in Kenya"* credited for being the first well thought out planning policy document for the Government that put an end to the era of pursuing economic development through party manifesto declarations; and the *"Economic Recovery Strategy for Wealth and Employment Creation (ERS) 2003 – 2007"* credited for putting back Kenya's economy on a growth path. Successful implementation of the ERS policies enabled Kenya's Gross Domestic Product to grow from a low of 0.6 % in 2002 to a record 7.1 % in 2007 with all other economic and social indicators improving.

Currently, Kenya's development agenda is guided by Kenya's Vision 2030 and its five-year medium-term plans; the ruling party Manifesto 2017; the "Big Four Agenda" and its immediate priorities and actions; the East African Community (EAC) Vision 2050; the United Nations development agenda as contained in the Sustainable Development Goals (SDGs), and the Africa Union (AU) Agenda 2063, as well as other regional, continental and global treaties and conventions.

The EAC Vision 2050 provides a catalyst for the region to enhance transformation for growth and development and move the community to a higher income cohort and subsequently achieve an upper middle-income status within a secure and politically united East Africa based on the principles of inclusiveness and accountability. Similarly, the AU Agenda 2063 envisages a peaceful, secure, globally influential United Africa with strong governance systems where the rule of law thrives and a strong growing economy able to afford the African people good life. The SDGs build on the successes and lessons learnt in the implementation of the Millennium Development Goals (MDGs) and put forward targets to be pursued by all nations to develop their countries to afford their citizens a decent life where the economic and social needs can easily be met. These are indeed the same aspirations of the Kenya

Vision 2030 being pursued by the government through its implementing agencies, including the Ministry of Foreign Affairs .

The overriding goal of the Kenya Vision 2030 is to transform Kenya into a newly industrializing middle-income country providing high quality of life to all its citizens by the year 2030. The policies and strategies outlined in the Vision aim to address the economic, social and political challenges facing the country. The policies and strategies are categorized in three pillars similar to the Ministry's programmes and activities that focus on reducing poverty levels, employment creation, sustainable development and economic transformation, peace, security and stability among other objectives of the Vision. Through the five pillars of the Kenya Foreign Policy, the Ministry focuses on promotion of trade, foreign direct investment, regional and international cooperation; promotion of peace, security and stability and conflict management as a precursor to economic prosperity; sustainable management of natural resources and combating contemporary environmental issues; preservation and promotion of our cultural heritage; promotion and safeguarding of Kenya's interests abroad and the enhancement of Diaspora engagement and participation in national development. The mandate of the Ministry therefore cuts across the three pillars of the Vision and addresses itself to these same objectives.

The country has so far implemented two five-year Medium-Term Plans (MTPs) of the Kenya Vision 2030. Over the periods of implementation, the first two MTPs identified priorities to be implemented by the Ministry of Foreign Affairs which have enabled the Ministry to make great strides towards contributing to the realization of the Kenya Vision 2030 aspirations. Key among these programmes are: expansion of Kenya's diplomatic foot print; Promotion of Nairobi as a Hub for multilateral diplomacy; Restructuring of the Kenya Foreign Service Academy; Realigning Kenya's Foreign Policy with the nation's economic cooperation and international trade objectives; implementing Kenya Diaspora Policy and Access to Government Procurement opportunities policy for youth, women and PWDs.

## **2.2 Third Medium Term Plan Policy thrust and the Big Four” Agenda**

The Third MTP identifies key policy actions, reforms, programmes and projects to be implemented by the Government during the period 2018 – 2022. It builds on the gains made so far in implementing the previous MTPs, laying emphasis on a higher economic growth trajectory and targets to increase the level of savings and investment as well as enhancing the

productivity across all sectors. It also aims at effecting structural changes in the economy towards increasing the share of manufacturing, industrial and exporting sectors. It prioritizes development of the oil and mineral resources sector and the Blue Economy which are expected to play a key role in contributing to higher economic growth in the next five years and beyond.

The Third MTP also prioritizes policies, programmes and projects which will implement the “Big Four” initiatives namely: **Raising the share of manufacturing sector to fifteen (15) percent of GDP; Ensuring that all citizens enjoy food security and improved nutrition by 2022; Achieving Universal Health Coverage; and Delivering at least five hundred thousand (500,000) affordable housing units.** The implementation of the “Big Four” will also contribute to broad based inclusive sustainable economic growth, faster job creation and reduction of poverty and inequality.

The Third MTP has mainstreamed and will implement the 17 Global Sustainable Development Goals (SDGs) as outlined in the United Nations 2030 Agenda for Sustainable Development. The Plan is further aligned to the Africa Agenda 2063 which constitute the strategic framework for socio-economic transformation of the African continent in the next 45 years.

Regarding the role of the Kenya Mission to the UN, strategies, programmes and activities have been identified in Chapter 4 of this Plan to enhance the Mission’s contribution towards the realization of the Government priorities under Kenya Vision 2030, the Third MTP and the “Big Four” Agenda. These strategies, programmes and activities will be delivered through the six UN main committees, while others will be executed through the Mission functional committees which are re-constituted annually.

## Chapter 3: SITUATION ANALYSIS

### 3.1 Performance Review of the Mission's Achievement – 2015/16-2017/2018

This Strategic Plan builds on the successes and lessons learnt from the implementation of the 2015/16-2017/18 Mission Strategic Plan

#### Introduction

The Mission has made remarkable contribution in substantially promoting and achieving the objectives and goals of Kenya to the United Nations system. The Mission has ably and consistently represented the Country at the United Nations and consequently earned respect for Kenya in International Diplomacy. Indeed, Kenya plays a critical role in the United Nations by chairing and presiding over a number of important bodies, Funds, Programmes and Fora as will be further outlined elsewhere in this Plan. The Mission has also continued to provide leadership in global policy formulation as manifested in Kenya's membership in key decision-making organs of the UN. The KMUN has continuously facilitated Kenya's participation in the United Nations General Assembly sessions since independence.

Some of the major achievements include the following;

#### (i) Leadership roles

Kenya has played critical roles in providing leadership in various fora in the United Nations system including the following among others;

- Through the Mission, Kenya was chosen as the Co-facilitator of the Open Working Group on Sustainable Development Goals (SDGs). The group was an Inter-Governmental Forum that was responsible for designing the Global Development Goals to succeed the MDGs, which expired in September 2015. This role enabled the country to occupy a critical position in determining the destiny of the people worldwide within the universal framework of the SDGs. Amb. Macharia Kamau co-facilitated the deliberations together with Permanent Representative of Hungary, Amb. Csaba Korosi.
- Subsequently Kenya was elected again as Co-facilitator of the post 2015 development agenda. The Co-facilitators were mandated to "to lead open, inclusive, and transparent consultations on the post-2015 development agenda, including the organization and modalities for the intergovernmental negotiations and the remaining issues related to the

Summit for the adoption of the post-2015 development agenda." The negotiations culminated in a Summit of world leaders in September 2015, where the world's nations agreed on a new set of global goals to succeed the Millennium Development Goals. The exemplary contribution of Ambassador Macharia Kamau was recognized by Peace Law School and on Tuesday, July 28<sup>th</sup> 2015 night he was feted and awarded the 2014 the Elizabeth Haub Award for Environmental Diplomacy during an event attended by the UN Secretary General Ban Ki-moon and other senior officials of the global organisation at Pace Law School in New York.

- Kenya, represented by the Deputy Permanent Representative Amb. Koki Muli Grignon, served on the Bureau of the Commission on the Status of Women as the Vice-Chair representing the African States Group during the 62<sup>nd</sup> and 63<sup>rd</sup> sessions of the Commission. During the 63<sup>rd</sup> session, Kenya successfully facilitated the Agreed Conclusions of the Commission which is the main outcome document for each session. The topic for this year's Agreed Conclusions was "Social protection systems, access to public services and sustainable infrastructure for gender equality and the empowerment of women and girls". This topic was also the priority theme for the 63<sup>rd</sup> session. Kenya facilitated negotiations between all members states which resulted in a 22 page outcome document where the interlinkages between social protection systems, access to public services and sustainable infrastructure as it pertains to gender equality and the empowerment of all women and girls.
- In September 2018, Kenya, together with Israel, France and the Netherlands, launched the Group of Friends on Eliminating Sexual Harassment which currently has 53 members and 21 observers. The Group presents a platform for Member States to address the issue of sexual harassment in all its forms, including in the workplace; to regularly exchange views and work together to advance this issue; support the efforts of the Secretary-General and promote a cultural and operational change in the UN system as a whole; establish an ongoing dialogue and consultations with UN entities and other stakeholders to identify challenges and innovative solutions and share good practices. Building on efforts recently undertaken by the UN Secretariat, as well as existing UN resolutions such as the CSW resolution on Preventing and eliminating sexual harassment in the workplace and the General Assembly's Declaration on the Elimination of Violence Against Women, the Group of Friends to Eliminate Sexual Harassment aspires to propel this issue forward and help guide the United Nations to a future free from this scourge.
- In 2019, Kenya was elected as the vice-president representing the African States Group on the bureau of the UN Women Executive Board.

- In 2019, Kenya served as the Vice-Coordinator representing the Eastern African sub-region in the Third Committee African Group coordination bureau. This position is a one-year term from January 2019 to January 2020. As vice-coordinator, Kenya works closely with the Group's coordinator in advancing the mutual interests of the African Group within the third committee. This includes leading group coordination efforts across a variety of topics in order to develop a group position, drafting of group statements and negotiating on behalf of the group during consultations with partners, among other duties.
- In 2019, the Secretary General requested Kenya and Turkey to co-lead on one of the nine identified tracks for the Climate Action Summit that took place on Monday 23<sup>rd</sup> September, 2019. Kenya and Turkey co-led the "Infrastructure, Cities and Local Action" track that for the whole year, worked on ambitious initiatives aimed at "Building Resilience for the Urban Poor", "Zero Carbon Buildings for All", "Action Towards Climate Friendly Transport" and "Leadership for Urban Climate Investment" which will facilitate national policies and regulations, support access to climate finance for cities, and build climate resilience for people in vulnerable situations. These initiatives aim to serve the UN Secretary General's call for realistic plans to enhance nationally determined contributions by 2020, in line with reducing greenhouse gas emissions by 45 per cent over the next decade, and to net zero emissions by 2050.

## **(ii) Promoting and strengthening multilateralism**

- Kenya is currently a member of the Economic and Social Council (ECOSOC) following elections held on 13<sup>th</sup> June 2018. Kenya's two-year term started in January 2019 and will come to an end December 2021. ECOSOC is one of the organs of the UN and supports member states in Social Economic development matters and currently in implementation of the implementation of the 2030 Agenda for Sustainable Development. Through its membership to the council, Kenya champions for the support of the big four Agenda through funds, agencies and programmes.
- Kenya is currently a member of the United Nations Committee of Experts on International Cooperation in tax matters for the period 2017-2021. This is the first time that Kenya is being represented on the committee formed to steer the discussions which call for the formation of a United Nations body on tax matters. Kenya is represented by an expert from the Kenya Revenue Authority. Member states, especially developing countries continue to champion for the establishment of an intergovernmental tax body with the full participation of all member states.
- United Nations Statistical Commission (UNSC) – Kenya is represented by the Director General of the Kenya National Bureau of Statistics who the current chair of the United Nations Statistical Commission. During the 49<sup>th</sup> Session of the Statistical Commission in 2018, Kenya was elected the Chairman of the United Nations Statistics Commission for two years.

Kenya had been the Vice Chair for two years. The focus of the Commission is on continuous review of Global Indicator Framework for SDG targets, for reporting on the progress of implementation of the 2030 Agenda, developing capacities for statistical offices of developing countries and effectively participating in the oversight of the technical process of reviewing the indicators.

- Committee of Experts on Public Administration - Kenya is a member of the Committee of Experts on Public Administration represented by the Cabinet Secretary for Public Service, Youth and Gender Affairs. On 26 July 2017, the Economic and Social Council (ECOSOC) approved the Secretary-General's nomination of the 24 experts of the Committee of the Experts on Public Administration (CEPA). The Committee focuses on the role of public sector institutions in the achievement of the Sustainable Development Goals (SDGs) and targets. It reviews the gaps and need for improvements in national and local governance capabilities for long-term results as well as the important role of effective governance for sustainable development. It also focuses on building effective, accountable and inclusive institutions at all levels in support of the implementation of all Sustainable Development Goal, including capacities for relevant public institutions. It comprises of 24 Members.
- Kenya is one of the pilot countries to participate in the Global Pilot Programme on Science Technology and Innovation for SDGs Roadmaps. The programme is organized by the United Nations Inter-Agency Task Team (IATT). The first phase of the Global Pilot Programmes on Science, Technology and Innovation for SDGs Roadmaps were launched in July, 2019 with an initial group of five pilot countries including Kenya, Ethiopia, Ghana, India and Serbia. In addition, the European Union and Japan joined the Global Pilot Programme to strengthen international partnerships on STI for SDGs roadmaps. These pilots will be implemented using the guidance of the draft "Guidebook for the Preparation of STI for SDGs Roadmaps". The World Bank and UNESCO are the IATT's focal points concerning Kenya's participation to the Programme. Related to this, Kenya was the first Co-Chair of the Annual Multi-stakeholder Forum on Science, Technology and Innovation for the Sustainable Development Goals in 2016 and 2017. It is one of the legacies of the Kenya Mission as the first Co-Chair for the first two years.

### **(iii) Promotion of the 2030 Agenda and Sustainable Development Goals**

- In the last High Level Political Forum cycle, Kenya was reviewed through the Voluntary National Reviews in 2017 where the following areas were highlighted: Progress and status on SDGs indicators including statistics where available; Experiences in implementing sustainable development strategies or related strategies; Measures in place or planned for each of the SDGs that falls within the State

Department; Identified areas where international (including regional cooperation) is called for in the implementation and tracking of SDGs within department; Progress and initiatives related to eradicating poverty and promoting prosperity; Identify best practices, lessons learned, emerging issues and areas that would need support in the implementation of the SDGs in various Sectors; Challenges facing various sectors as the country seeks to implement the SDGs; and Actions being undertaken to address the gaps and challenges.

Kenya is among the 47 countries scheduled to present their Voluntary National Reviews in July 2020. Kenya is one of the few countries to present a second voluntary national review which displays Kenya's leadership for and commitment to the Sustainable Development Goals and the 2030 Agenda at large.

#### **(iv) International Peace and Security**

- Kenya was elected twice as the chair of the Security Council first for a two-year period twice from 1973-1974 and again in 1997-1998. This election was a recognition of Kenya's critical contribution to international peace and security. Kenya played a pivotal role as a co-author throughout the seven years of negotiation period of the Arms Trade Treaty (ATT) which was adopted by the United Nations General Assembly on 2<sup>nd</sup> April, 2013 and opened for signature on 3 June 2013.
- From January 2016, Kenya was elected as Chair of the UN Peacebuilding Commission for one year, and Vice-Chair in 2017. The Peacebuilding Commission (PBC) is an intergovernmental advisory body that following the UN Peace and Security pillar reforms became part of the Department of Political and Peacebuilding Affairs (DPPA). The PBC supports peace efforts in countries emerging from conflict, and is a key addition to the capacity of the International Community in the broad peace agenda. Under Kenya's chairmanship, the PBC became the first UN intergovernmental body to adopt a Gender Strategy that includes women's perspective and promotes gender equality in peacebuilding. Additionally, in 2016, Kenya authored an analytical non-paper on the working methods and rules of procedure of the Commission, which was adopted as an annex to guide the Commission's work going forward. Kenya is currently a Member of the Commission until December, 2020.
- Through the office of Defence/Military Adviser, KMUN participates in various decision making fora such as the Special Committee on Peacekeeping commonly referred to as C34, that meets annually to make comprehensive review of peacekeeping operations. The Government of Kenya is recognized for contributing personnel to Peacekeeping operations around the world since 1980s. Today, Kenya

has peacekeepers in Somalia, Sudan, South Sudan, Sierra Leone and Liberia. In New York, Kenya is fully seized to all matters of peacekeeping through collaboration with the UN Department of Peacekeeping and Department of Field Support and the UN Security Council Working Group on PKOs and through Kenya's membership to the Special Committee on Peace keeping Operations (C34). In the latter, Kenya Co-chairs Small Working Group on Military capacities.

**(v) Coordination and/or negotiation of critical resolutions**

The Mission has coordinated and negotiated many General assembly resolutions either on behalf of the African Group, the Group of 77 and China, and the Non-Aligned Movement (NAM) for example;

- UNEA/UNEP, UN-HABITAT, New Partnership for Africa's' Development (NEPAD), South-South Cooperation, resolutions that specifically touch on the Big 4 Agenda and UN regular and peacekeeping budgets.
- The implementation of paragraph 88 of the Rio+20 Outcome document. The Rio+20 and the UNEP resolution of the 67<sup>th</sup> Session of the UN General Assembly were crucial texts given that significant transformational decisions were made in favour of UNEP. Before the transformation, the Governing Council was restricted to only fifty eight member states and hence decisions were often renegotiated at the General Assembly. The changes undertaken in UNEP are significant steps as they will give UNEP the much needed political voice and visibility as the leading global environmental authority that sets the global environmental agenda. Similarly, the UN-Habitat General Assembly Resolution ([A/RES/73/239](#) ) that was adopted in 2018 changed the structure of UN-Habitat from a Governing Council to a Universal Assembly. As a result, the First ever UN-Habitat Assembly took place from 27<sup>th</sup> to 31<sup>st</sup> May, 2019 which gave UN-Habitat a new lease to address urban challenges as well as promote socially and environmentally sustainable towns and cities in a universal structure.
- The establishment of a Global Monitoring Mechanism in December 2012 for all international commitments towards Africa. The mechanism stipulated the creation of the Office of the United Nations Special Advisor on Africa. Given the critical importance of meeting Africa's development needs under the myriad of commitments made by all stakeholders, an improved monitoring of the fulfilment of the commitments is crucial.

- Resolutions A/RES/72/276 and S/RES/2413 (2018) on peacebuilding and sustaining peace that ensured Member States were involved, and financial options were prioritized in the Secretary-General's reform of the UN peace and security pillar.
- In 2019, Kenya and Portugal facilitated a resolution which outlined modalities for hosting the Second UN Ocean Conference that is scheduled for 2<sup>nd</sup> to 6<sup>th</sup> June, 2020 in Lisbon Portugal. The resolution was adopted by the General Assembly in May, 2019. The conference will be co-hosted by both countries. The Conference whose theme is "Scaling up ocean action based on science and innovation for the implementation of Goal 14: stocktaking, partnerships and solutions", will focus on generating concrete and ambitious solutions and commitments that ensure the full implementation of Goal 14 and the three dimensions of Sustainable Development (economic, environmental and social).
- Kenya together with Morocco, Algeria and Zimbabwe, led the African's Group negotiations on the Universal Health Coverage Political Declaration which was adopted by all Member States on September 23, 2019 at the high-level meeting on Universal Health Coverage held at the United Nations General Assembly. The 4-month long negotiation process resulted in an outcome document which focused on accelerating progress towards universal health coverage, including access to essential health services, including skilled health workforce, financial risk protection and access to safe, quality, effective and affordable medicines and vaccines for all.

#### **(vi) Modernization of United Nations Office at Nairobi (UNON)**

- The Mission successfully lobbied and negotiated for the provision of funding for the modernization of UNON and replacement of obsolete office blocks which are now a health hazard. During the 72<sup>nd</sup> Session of UNGA, through General Assembly adopted a resolutions appropriating \$69.88million to implement the project for a 7 year period starting 2017. The amount was later revised to USD 66.26 million during the 73<sup>rd</sup> session of UNGA. During the 2018/19 financial year, the design phase was completed, and the first phase of implementation has been approved and funds released for the current financial year. The Mission has remained engaged through the committee of conferences in lobbying for improving facilities and bilingual services at the UNON. A number of resolutions have been adopted by the UN in this regard.

## **(vii) Bidding of the UN Global Service Delivery Centres**

- In 2018, the Mission prepared and submitted a bid conveying its interest to host one of the proposed UN Global Service Delivery Centres, a reform initiative of the UN Secretary-General to streamline UN Administrative and management processes. As a result of continuous engagement and lobbying, Kenya has thrice been selected as a potential host by the UN centre. However, a final decision by the UN General Assembly remains outstanding given the immense interest globally to host the centres, leading to intense political intrigues. The Mission has however intensified its efforts to lobby for a successful outcome during negotiations slated during the 74<sup>th</sup> UNGA main session.

## **(viii) Education**

- Kenya has provided leadership roles in matters related to education. Kenya is one of the Co- Chairs of Group of Friends for Education and Lifelong Learning together with Japan, Norway, Argentina and Czech Republic since the launch of the group on 24<sup>th</sup> January 2019. The launch of the group coincided with the commemoration of the maiden International Day of Education. The aim of the GoF is to provide informal platform for the Permanent Missions and major partners to deliver on agreed messages on education in particular the transformative power of education within the 2030 Agenda for Sustainable Development
- Kenya participated actively in Side Events organized by the Group of Friends for Education and lifelong learning during major UN meetings such as CSW 2019, STI Forum May 2019, CRPD June 2019 and UNGA 2019. Kenya also participated actively in the High-Level Political Forum 2019 in which the progress on the implementation of SDG 4 on Education was reviewed.
- Another important GoF that advances education agenda is the GoF on Global Citizenship Education (GCED). It was officially launched on 1<sup>st</sup> June 2017 focusing on Target 4.7 of SDG4 specifically on implementation of GCED. The GoF on GCED has demonstrated the important role of education in responding to numerous global challenges and promoting peaceful, just and inclusive societies.
- Kenya co-sponsored the resolution on the International Day of Education. The Resolution was adopted during the 44<sup>th</sup> plenary meeting of the General Assembly of the United Nations on December

3, 2018. The Resolution proclaimed the 24th January of every year as the International Day of Education

- The Fourth International Day of Women and Girls in Science Forum (IDWGIS) was held in the United Nations, New York from 11-12 February, 2019. Kenya actively participated by co-sponsoring the event. Kenya was also one of the signatories of the outcome document which focused on the theme “investment in Women and Girls for Inclusive Green Growth” on February 12, 2019.
- During the United Nations General Assembly, 2018 the then CS for Education, Amb. (Dr.) Amina Mohamed EGH participated in High Level Events on Education. Kenya co-sponsored a High-Level meeting on “12 Years of Quality Education for Girls”. The event took place on September 25, 2018 and the CS for Ministry of Education, Amb. (Dr.) Amina Mohamed, EGH participated as a panellist.
- CS Amina Mohamed also Co-Chaired a meeting on Platform for Girls’ Education on September 26, 2018. The Platform initiative was initiated between Kenya and the United Kingdom on the side-lines of the Commonwealth of Heads of Government (CHOGM) meeting in April 2018. The CS, Education was nominated as the Co-Chair together with the Right Honourable, Boris Johnson the then Foreign Secretary, United Kingdom. The main objective of the platform is securing 12 years of quality education for marginalized girls across the world.

### **3.2 Lessons Learnt from the implementation of the Mission’s Strategic Plan 2015/16-2017/18**

The development of this Strategic Plan was partially informed by the experiences and lessons learnt from the implementation of the 2015/16-2017/18 Strategic Plan. The lessons learnt during the plan implementation period include:

- The importance of aligning the Mission’s Strategic Plan with the Ministry’s Strategic Plan and other performance management tools such as the performance contracting annual work planning and the Medium Term Expenditure Framework.. This facilitates realignment of the Mission’s priorities with the Ministry priorities as well as the planning and budgetary processes both at the Ministry and national levels.

- Monitoring and evaluation of the implementation of the Plan on a regular basis play a critical role in ensuring that programmes and priorities envisaged in the Plan are successfully implemented. The process includes preparation of quarterly and annual implementation progress reports. This is complimented by the political and financial audits carried out by the Ministry of Foreign Affairs. The audits ensure that the Mission remained focused in the implementation of the planned activities and that the allocated resources, both human and financial, are deployed optimally in the delivery of its mandate.
- Enhancing knowledge management is paramount in promoting continuity and institutional memory in the Mission. To achieve this, it is important to maintain a database of all Mission reports generated through the Mission committees. The strengthened records management function following the deployment of the first ever records management officer will further enhance knowledge management in the Mission.
- The weekly Home-Based Staff and Technical Officers meetings coupled with the monthly management meetings provide interactive forums to review performance of the six committees and the mission's functional committees and chart the way forward on the implementation of the Mission mandate and priorities. Such meetings are considered vital even for the future implementation of the Mission priorities.
- Adequate human and financial resources are critical for successful execution of the Mission mandate and planned priorities. This Plan proposes strategies to ensure that the Mission is adequately resource to effectively execute its mandate. The proposed institutional framework is geared towards enhancing the human resource capacity of the Mission, both in terms of adequate number and appropriate diplomatic competencies, to ensure effective representation in the UN.

### **3.3 Strengths, Weaknesses, Opportunity and Threats (SWOT) Analysis**

During the preparation of this Strategic Plan, the Mission undertook the following SWOT analysis to identify the main opportunities to pursue and strengths to build on in order to mitigate the major weaknesses and threats to the Mission's success.

**Table 3: Summary of SWOT Analysis.**

Strengths	Opportunities
<ul style="list-style-type: none"> <li>• Competent human resource, well versed with multilateralism and the workings of the UN System</li> <li>• The Mission's location near the United Nations Head Quarters in New York, a proximity that provides important synergy</li> <li>• Kenya's continued leadership roles in the various bureaus and organs of the U,</li> <li>• An uninterrupted 55 year existence, and hence possession of a wealth of knowledge and information on the operations of the United Nations System</li> <li>• Strong and well established partnerships with other friendly countries, regional institutions and international organizations</li> <li>• Clear and well defined institutional structure comprising of specialized units</li> <li>• Presence of well organized, highly trained, skilled, very dedicated and professional members of staff</li> <li>• Existence of strong leadership</li> <li>• Kenya's historical and current experiences cutting across major UN concerns</li> </ul>	<ul style="list-style-type: none"> <li>• Renewed focus by the country on diplomacy as an important element of national development,</li> <li>• Advances in ICT offer ease and opportunity to improve service delivery,</li> <li>• Increased public interest on achievement of results which demands a re-orientation of operations</li> <li>• Introduction of public sector reforms initiatives</li> <li>• Existing and potential lobbying networks and partnerships</li> <li>• Prioritization of development of Africa in the UN system</li> <li>• Proximity to knowledgeable Kenyan Diaspora who can supplement the work of the Home Based Officers in the Mission.</li> </ul>
Weaknesses	Threats
<ul style="list-style-type: none"> <li>• Low utilization of ICT solutions,</li> <li>• Poor records management,</li> <li>• Lack of an effective communication strategy,</li> <li>• Lack of a robust institutional monitoring and evaluation system,</li> <li>• Low utilisation of ICT social media and digital mediaInadequate physical office facilities and equipment including lack of adequate office space.</li> <li>• Short tour of duty for officers and lack of opportunity for induction during the transition by departing officers</li> <li>• Lack of streamlined information-sharing within and between Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Weak resource base both financial and human,</li> <li>• State of flux and ever changing global geo-politics including shifting alliances and emerging regional powers,</li> <li>• High expectations from visiting delegations,</li> <li>• Dynamism in diplomacy,</li> <li>•</li> </ul>

### 3.3 PESTEL Analysis

This section will analyses external factors which include political, economic, social, technological, environmental and legal factors that can impact on the implementation of this plan.

**Table 4: PESTEL Analysis**

Factors	Description
<b>Political</b>	Expanded mandate of The expanded mandate and foot print of the constituted

	the Ministry	Ministry of Foreign Affairs is expected to bolster the aspirations of the Country. The Mission will take up additional responsibilities to meet the expectations of its clientele.
	Kenya Vision 2030	The Vision 2030 and the Big Four Agenda has focused the national effort towards the attainment of a middle income country status by 2030. The third Medium Term plan 2013-2017 has outlined the need to realign Kenya's foreign policy with the nation's international trade objectives. It is expected that multilateral partnerships will increase Kenya's market share in traditional export destinations and penetration of new markets in emerging economies. Focus is also on promoting Nairobi as a diplomatic centre, international economic hub, and venue for multi-lateral diplomacy.
	Public Sector Reforms	The public sector has been undergoing an elaborate reform process since 2002 aimed at achieving effective service delivery. The reforms have included Civil Service Reforms such as the introduction of Results Based Management, Performance Contracting, Performance and Programme Based Budget, annual work planning, Rapid Results Initiatives, etc
	Peace and security	The stability of the neighbouring countries is very crucial to the achievement of the country's development agenda. Kenya is affected by the spill over effects from wars and conflicts from its neighbours especially the instability at the horn of Africa and the Great Lakes region. Terrorism remains a major threat to Kenya's security. Travel advisories arising from perceived insecurity has also affected trade, conference tourism and international diplomacy.
	Governance	The public sector still faces the adverse perception of poor governance and high corruption which presents a credibility gap and negative image for public institutions. A continuous improvement in governance is needed to win public confidence.
	Regional and international cooperation	The regional and international cooperation arrangements plays an important role towards achievement of Kenya's development agenda. Developments in these cooperation arrangements will influence the implementation of this plan.
	Globalisation	The world has become a global village due to advances in technology and interdependence. Diplomacy has therefore become porous and more susceptible to international trends and occurrences. This keeps diplomacy fluid and dynamic.
<b>Economic</b>	International economic and financial forces	Global economic and financial crises and resultant government fiscal consolidation measures continue to undermine the government's ability to effectively underwrite KMUN's financial obligations. High energy costs and low commodity prices continue to affect livelihoods all over the world.
	High poverty rates	The country continues to have high levels of poverty and this is likely to dominate the Government's policy and

<b>Social</b>		spending priorities, thus reducing the available resources to be allocated to Missions.
	Cultural issues	The Foreign Service exposes officers and their families to new Societies and cultures which may lead to negative effects of re-socialization and re-integration after the tour of duty. This may result in broken families and dysfunctional individuals who cannot contribute optimally to the work of the Mission.
<b>Technological</b>	Progress in Information and Communication Technologies (ICTs)	The ICT sector has witnessed tremendous advancement over the years. A great opportunity exists for improving service delivery and efficiency through leveraging on ICTs. The facilitation of the constant communication with the Ministry headquarters and the stakeholders enable the mission to carry on its mandate effectively.
<b>Environmental</b>	Climate change and natural disasters	Kenya like many other countries is affected by changes in climatic conditions as well as occurrences of natural disasters. It is therefore important to implement policies geared towards building resilience and risk mitigation.
<b>Legal</b>	Growing Public Private Partnerships	Due to the dwindling of foreign Aid and demand for appropriate technologies, Public Private partnerships' have now become the models of growth and resource mobilization. The partnerships' have also eased the burden of government role in development through shared responsibility.

### 3.4 Stakeholders Analysis

The Mission has a responsibility to deliver on the demands and expectations of its stakeholders. Satisfying external stakeholders is crucial to fulfilling our mandate and satisfying our internal stakeholders wins their commitment. An analysis of stakeholders was carried out which identified the following key stakeholders and their expectation and strategies for obtaining their support.

**Table 5. Stakeholder Analysis**

Category	Stakeholder	Stakeholders' expectation	Mission's expectation	Potential strategies
<b>Government</b>	Ministry of Foreign Affairs Headquarters	<ul style="list-style-type: none"> <li>• Timely and informative briefs</li> <li>• Articulation of Kenya's Interests at the Multi-Lateral stage</li> <li>• Liaison with other Permanent Missions and Observers to the United Nations</li> <li>• Liaison with the United Nations System</li> <li>• Project and Protect Kenya's Image at the UN</li> </ul>	<ul style="list-style-type: none"> <li>• Adequate provision of financial resources</li> <li>• Deployment of requisite Home Based staff</li> <li>• Timely dissemination of all new Government policies</li> <li>• Provision of technical advice</li> <li>• Provision of timely appropriate management guidance</li> <li>• Timely approval of requests</li> </ul>	<ul style="list-style-type: none"> <li>• Timely preparation and presentation of mission budget.</li> <li>• Prudent utilization of funds disbursed.</li> <li>• Identification of Appropriate human resource requirement by the mission.</li> <li>• Seek technical advice on a timely manner.</li> <li>• Request approvals accordingly.</li> </ul>
	Ministry of Foreign Affairs Territorial Directorates	<ul style="list-style-type: none"> <li>• Timely receipt of communication regarding decisions made by the UN</li> </ul>	<ul style="list-style-type: none"> <li>• Efficient response to communication</li> <li>• Timely receipt of advice on issues referred to it</li> </ul>	<ul style="list-style-type: none"> <li>• Establish and implement effective communication strategy</li> </ul>
	Mission Staff	<ul style="list-style-type: none"> <li>• Conducive working and living Environment</li> <li>• Personal development, training, mentorship and career progression</li> <li>• Equity and Fairness</li> </ul>	<ul style="list-style-type: none"> <li>• Professionally competent, committed, result oriented and motivated staff</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building</li> <li>• Training</li> <li>• Strengthen performance Management system</li> <li>• Equal opportunity to all staff</li> </ul>
	Other Government of Kenya Ministries, Departments and Agencies	<ul style="list-style-type: none"> <li>• Provide relevant information and data as appropriate</li> <li>• Understand policy and planning</li> </ul>	<ul style="list-style-type: none"> <li>• Receive national positions on global policy initiatives accordingly</li> <li>• Deployment of</li> </ul>	<ul style="list-style-type: none"> <li>• strengthen collaboration with other government departments</li> <li>• Implement various information</li> </ul>

		<ul style="list-style-type: none"> <li>requirements</li> <li>• Facilitate effective mobilization of resources</li> <li>• Communicate in a timely manner regarding multilateral agreements</li> <li>• Facilitation of visiting delegations</li> <li>• Comply with applicable legislation and regulations</li> <li>• Proper coordination with other international Institutions</li> </ul>	<ul style="list-style-type: none"> <li>relevant staff to support and bolster the Mission operations</li> <li>• Effective implementation of policies, programmes and agreements.</li> </ul>	<ul style="list-style-type: none"> <li>dissemination channels including interactive website, mailing etc</li> <li>• Provide effective protocol service.</li> </ul>
	Parliament of Kenya/National Assembly/Political Parties	<ul style="list-style-type: none"> <li>• Provide adequate information on global policies affecting Kenya</li> <li>• Provide timely information for budget allocation</li> <li>• Proper use of public resources</li> <li>• compliance with financial reporting</li> <li>• Response to parliamentary questions and requests</li> <li>• Facilitation of Elected Representatives delegations to the United Nations</li> </ul>	<ul style="list-style-type: none"> <li>• Provide necessary checks</li> <li>• facilitate mobilization of resources</li> <li>• Provide inputs to the global policy making processes.</li> <li>• Ratification and domestication of agreed global resolutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement various information dissemination channels including interactive website, mailing etc</li> <li>• Prepare realistic budget proposals</li> <li>• Comply with government's financial, procurement and disposal regulations</li> </ul>
	Political Leadership	<ul style="list-style-type: none"> <li>• Develop strong institutional capacity to enhance service delivery and achievement of development goals</li> <li>• Competent and skilled personnel</li> <li>• Adherence to</li> </ul>	<ul style="list-style-type: none"> <li>• Provide measures of good governance</li> <li>• Promotion of good image and reputation</li> <li>• Provide strategic direction and leadership</li> <li>• Facilitate</li> </ul>	<ul style="list-style-type: none"> <li>• Establish and Implement effective communication channels,</li> <li>• Timely Receipt of government policy documents,</li> <li>• Undertake effective budget planning and preparation</li> <li>• Develop strong</li> </ul>

		rules and regulations • Advisory/policy services on Foreign Service	resource mobilization.	capacity in the Mission for effective representation at the UN
	Mission Staff	• Conducive Environment • Personal development, training, mentorship and career progression • Equity and Fairness • Safeguarding interest of Kenyans in the UN	• Professionally competent, committed, result oriented and motivated staff	• Undertake capacity building through among others raining • Strengthen performance Management system • Avail equal opportunity to all staff
<b>Kenyan Diaspora</b>	Kenyans in the UN	• Timely and efficient delivery of services	• Collaboration and support • Timely submission of requests	• Develop database of Kenyans in the UN • Develop interactive website • Effective use of ICT
	Kenyans in the wider diaspora	• Provision of link with the UN system	• Timely receipts of requests or concerns as appropriate	• Develop and implement communication strategy
<b>Clients</b>	Suppliers/Merchants	• Timely request for supplies • Timely processing of payments for goods and services • Transparent and open procurement system	• Timely supply and replenishing of stock • Supply of high quality goods and services	• Undertake proper budget planning, • Comply with the procurement guidelines
<b>Diplomatic Community</b>	Regional and International Institutions	• Close collaboration and agreed support • Advocate for implementation of their resolutions • Engage constructively and productively	• Communicate in a timely fashion. • Adopt Kenya's Agenda and Positions • Pass on resolutions for adoption and ratification in Kenya.	• Strengthen Partnership and Collaboration • Develop and implement communication strategy, • Clear articulation of Kenya's position

## Chapter 4: STRATEGIC MODEL

### 4.1 Mission Strategic Issues, Objectives and Strategies

The Kenya Mission to the United Nations has a very critical role in promoting Kenya's interest at the multilateral level through engaging the whole membership of the United Nations system. To continue to play this role, the Mission requires a Strategic Plan that sets out strategic objectives, strategies and priorities central to achieve tangible and measurable results. In this regard, through the review of the previous Strategic Plan and the challenges identified in the situation analysis, the Mission has identified four strategic issues with corresponding strategic objectives and specific strategies required to address them.

The four strategic issues include: Coordination of Multilateral policy planning, formulation, articulation and protection; Domestication of global decisions made at multilateral level; Kenya's Interests in the United Nations; Public Diplomacy and Stakeholder's Engagement; and Policy, institutional capacity and Performance Management.

#### 4.1.1 Description of the Strategic Issues, Strategic Objectives and Strategies

##### **Strategic Issue 1: Coordination of Multilateral policy planning, formulation, articulation and protection**

Kenya through KMUN engagement with the UN system participates in international policy making processes. These policies need to be well thought out, disseminated and safeguarded.

##### **Strategic Objective 1: To promote international cooperation, solidarity and rule based multilateral system**

The aim of this objective is to promote respect and observance of laws, rules and systems established at the global level. This objective will employ the following three strategies:-

Strategy		Strategic Thrust
1.	Promotion of multilateralism and	This strategy aims at enhancing application of the rule-based multilateral system through participation

	respect international law for	in summit level meetings of the United Nations General Assembly as well as experts level meetings where critical negotiations of resolutions take place. The Strategy also focuses on Kenya's leadership role at the UN especially in coordination of key UN activities and resolutions. The strategy also focuses on facilitation of visiting Kenyan delegations to the United Nations to ensue effective representation and articulation of Kenya's interests.
2.	Enhance Diplomatic engagement	This strategy focuses on enhancing engagement with the United Nations system Chief Heads as well as Permanent Missions in New York. The Mission will continue to strengthen networking both at the Ambassadorial/Permanent Representative levels and technical levels to secure buy-in and support. The Mission staff will actively participate in the relevant foras established at the UN in order to champion issues of mutual interest and leverage them to secure support on matters of national interest.

## **Strategic Objective 2: To promote peace, security, sovereignty and territorial integrity**

This objective seeks to promote peace, security, sovereignty and territorial integrity at the regional and/or international level by promoting regional peace and stability and ensuring that Kenya's territorial integrity is respected. This objective will employ three strategies as indicated below:-

<b>Strategy</b>		<b>Strategic Thrust</b>
1	Enhance Cooperation in Defence and Security	This strategy will entail promoting cooperation with the UN and the host country on defence and security matters for mutual benefit. The strategy also aims at engaging our partners at the multilateral level to combat evolving and emerging threats including terrorism, transnational organised crime, cybercrime and maritime security threats. It will further entail sharing of intelligence information to enhance decision making and common strategy in addressing common global security challenges.
2.	Promote regional and international peace,	This strategy will focus on ensuring Kenya's representation and effective participation in

	Security and stability	meetings within the United Nations System with a view to enhancing security, strengthening networking and knowledge sharing on best practices.
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**Strategic Objective 3: To promote the strengthening of UN presence and International Organizations in Nairobi**

This objective is aimed at up-scaling the efforts to sustain the UN offices in Nairobi and lobby for more international organisations to be located in Nairobi. This objective will employ strategies indicated below:-

Strategy		Strategic Thrust
1	Strengthen the UN presence and other International organizations in Nairobi	This strategy aims at mobilizing increased support towards the UN Offices in Nairobi. The strategy will further entail lobbying for more offices or services of the United Nations, its Agencies, Funds and Programmes to be located in Nairobi.
2	To promote Nairobi as a Centre for multilateral Diplomacy	This strategy aims at making arrangements which promote activities that encourage international organisations to locate in Nairobi. The Strategy will further entail lobbying and promoting partnerships with the UN, its Agencies, Funds and Programmes and other international organisations to host major meetings and conferences in Nairobi.

**Strategic Issue 2: Domestication of global decisions made at multilateral level**

Kenya is a signatory to many international laws, policies and decisions.. The aspirations of these decisions need to be translated into specific actions at the national level. KMUN plays an important role in disseminating information on the domestication of international laws. This strategic issue has one objective as shown below;

**Strategic Objective 4: To domesticate international treaties, laws, policies and decisions**

This objective seeks to promote the up scaling of the mechanism for domestication of laws adopted at the multilateral level of the United Nations. This objective will employ one strategy as indicated below:-

Strategy		Strategic Thrust
1	Effective follow-up on all treaties and resolutions adopted	This strategy focuses on domesticating international laws through instituting a framework for tracking the implementation of adopted resolutions as well as through the production of periodic reports to inform policy and other processes

### Strategic Issue 3: Kenya's Interests in the United Nations

Kenya's involvement at the international level is to optimise on the benefits accruing at global arena. It is therefore considered important for the Mission to focus on promoting and safeguarding Kenya's Interests in the UN through the following strategies;

Strategic Objective 5: To promote and Safeguard Kenya's Interests in the United Nations system		
This strategic objective aims at advancing and securing Kenya's interests at the UN system through the strategies below;		
Strategy		Strategic Thrust
1	Facilitate Kenya's effective participation in the activities/meetings of the United Nations.	This strategy entails participating effectively in policy organ meetings/activities of the United Nations Systems and enhancing rule-based system. The strategy will also aim at ensuring that Kenya honours its obligations at the United Nations by facilitating timely payment of annual assessed subscriptions.
2	Enhance Kenya's Image and Prestige	The strategy aims at creating awareness of the positive image of Kenya. The strategy further aims at branding the Mission to enhance Kenya's corporate brand and image. This will be realised through the celebration of Kenya's National days especially Jamhuri day and other events such as the annual Permanent Representatives Spouses programme/Bazaar which is geared towards showcasing Kenya's rich cultural diversity and export products.
3	Strengthen Kenya's Engagement and Representation at the United Nations.	This strategy entails strengthening and leveraging Kenya's interests in the United Nations. It will also involve facilitating Kenya to effectively participate in meetings including the

		Mission's participation in various committee meetings to articulate Kenya's Foreign Policy aspirations, including the prioritization of the Big 4 Agenda. The first of its kind, 'Sustainable Blue Economy Conference' that Kenya hosted with its partners Canada and Japan from 26 <sup>th</sup> to 28 <sup>th</sup> November, 2018 presents a good opportunity to leverage its outcomes and commitments in different fora at the UN, including involving the UN Secretariat and UN entities in the follow-up and engagement of activities on the Blue Economy. The SBEC has placed Kenya as a global leader in ocean related matters and it is therefore imperative that Kenya's continues to influence this space both locally and in Missions abroad.
4	Promote Kenya's candidacy and that of Kenyans at the UN	This strategy focuses on enhancing Kenya's candidacy to policy organs of the UN system such as the UN Security Council as well as increasing employment opportunities for Kenyans at the UN system through information sharing and lobbying. Further interests of Kenyans in the UN are safeguarded under this strategy.
5	Strengthen Diaspora Engagement	This strategy seeks to pursue the interest of Kenyans working in the United Nations by establishing a database and regularly updating it. The strategy will also involve organising joint annual networking events with the UN Kenya Diaspora. The Mission will leverage on the large number of the Kenya Diaspora in the UN to champion country's strategic interests.

#### **Strategic Issue 4: Public Diplomacy and Stakeholder's Engagement**

This strategic issue recognizes public diplomacy as a means to effectively engage the world. In promoting, projecting and protecting Kenya's interests, public diplomacy plays a critical role of informing and engaging various audiences. Deliberate efforts will be employed to invest in effective communication technologies and develop tools that will measure the benefits that are accrued as a result of implementing various public diplomacy initiatives

**Strategic Objective 6: To Enhance Public Diplomacy and Stakeholder Engagement.**

This strategic objective aims at maximizing on public diplomacy to support the achievement of Kenya's Foreign Policy objectives in advancing Kenya's interests through effective engagement with Mission's stakeholders.

1.	Strengthen Public Diplomacy	Public diplomacy is a public relations exercise aimed at shaping and influencing positive thinking. The strategy seeks to actively communicate Kenya's Foreign Policy and information on Kenya to shape a positive narrative and as a result generate interest, recognition and boost Kenya's profile and image at the UN. In this regard, the Mission will implement the Ministerial Communication Strategy and adoption of new media such as twitter, Facebook and Instagram to enhance its communication and provision of real time information. The Mission will also enhance use of its website to disseminate information.
2.	Strengthen stakeholder engagement and Collaboration	This strategy aims at building collaborative mechanism with Mission's stakeholders to achieve better outcomes. This will entail cultivating partnerships with member states at the UN as well as the UN Secretariat, international organisation and major groupings in the UN.

**Strategic Issue 5: Policy, Institutional capacity and Performance Management.**

The Mission will enhance its institutional capacity and performance Management through proper budgeting, financial management and asset management as well as enhancing use of ICT solutions. The Mission will also strengthen its human resource management; institutionalize the culture of performance management through implementation of performance management tools such as performance contracting and annual work planning. The Mission will strengthen its policy capacity by mainstreaming policies developed by the Ministry of Foreign Affairs on matters related to Gender, HIV/AIDS, alcohol and drug abuse and disability into its programmes and activities. This focus aims at improving the Mission's overall service delivery.

**Strategic Objective 7: To improve Policy, Institutional capacity and Performance Management.**

This strategic objective aims at enhancing the Mission's operational and institutional

capacity through implementation of various policies as well as training and developing requisite competencies. The objective further aims at institutionalizing the culture of performance management in the Mission.

This objective will employ the strategies indicated below:-

<b>Strategy</b>		<b>Strategic Thrust</b>
1.	Strengthen Protocol Services	The strategy aims at enhancing mission's capacity to facilitate inbound and outbound delegations including accreditation of approved delegations and provision of port courtesies.
2.	Strengthen Budgeting, procurement and Financial Management	This strategy seeks to strengthen preparation and implementation of Mission's annual budget, work plan and procurement plans including preparation of the requisite implementation reports in line with the prevailing Government regulations and circulars. The Mission will liaise with the Ministry headquarters to install Integrated Financial Management Information System (IFMIS).
3.	Strengthen Asset Management	This strategy seeks to improve asset management through proper planning and budgeting to undertake periodic maintenance, repairs and renovations of Mission assets including Government Owned buildings. The strategy will also entail development and implementation of maintenance and service contracts for various Mission's assets such as IT equipment, buildings and motor vehicles among others. The strategy will also involve developing Mission's Asset inventory/register and updating the same annually. The strategy will further facilitate disposal of unserviceable and obsolete assets both at the chancery and residential houses. It will also entail enhancement of security of the Chancery and all government owned residential houses in New York. Installation of smoke detectors in government owned residential houses and first aid kits at the Mission.
4.	Enhance ICT capacity and infrastructure	<p>This strategy seeks to enhance connectivity within the Mission, installation of various systems for information and data management and increase commitment to ICT among staff to enhance service delivery and efficiency at the Mission.</p> <p>The strategy further aims at ensuring that the Mission has an interactive and regularly updated website. It also includes procurement of ICT related equipment, antivirus, telephones, maintenance of a secure Mission internal mailing system and management of staff emails.</p>

5.	Strengthen Human Resource Capacity	This strategy intends to strengthen human resource management and capacity as a prerequisite to achieving the Mission's mandate. The targeted areas of improvement over the plan period include: developing key competencies and skills among staff, institutionalizing team building activities as a tool for staff motivation, staff training and mentoring, staff recognition, staff welfare and review of local staff establishment in liaison with Ministry Headquarters. Institute affirmative action while employing local staff to ensure representation of youth and all gender.
6.	Institutionalize Performance Management	This strategy will ensure achievement of the Mission's vision and strategic objectives, whilst instilling a culture of continuous performance improvement. This will entail preparation and implementation of Mission's performance contract, completion of the online Performance Appraisal System (PAS) by Home Based Officers (HBOs), appraising of the local staff annually and preparation of quarterly and annual progress reports and regular activity reports and briefs.
8.	Strengthen Governance Capacity	This strategy seeks to enhance transparency and accountability in the Mission. This will entail compliance with the national values and principles of governance as enshrined in article 10 and 232 of the Constitution of Kenya by sensitising Staff on the Staff Code of Conduct and Ethics, maintenance of gift register, conflict of interest register, enhance access to information and ensure staff complete the wealth declaration for biennially.
9.	Mainstream Gender, HIV/AIDS Alcohol and Drug Abuse, Disability into Mission activities	This strategy aims at mainstreaming of Gender, HIV/AIDS, alcohol and drug abuse initiatives into Mission's programmes and activities. The Mission will therefore implement the Ministerial Gender Based Work Place Policy, Work Place Policy on Alcohol and Drug Abuse, HIV/AIDs Policy with a view to promoting behaviorial change among staff.
10.	Strengthen Records Management	This strategy focuses on strengthening the management of information through securing all information on multilateral diplomacy, creating a database and constituting a team to manage the matter. It further aims at streamlining the records management system and creating a modern registry to enhance records management. It will further entail streamlining management of both hard copy and soft copy records.

## **Chapter 5: COORDINATION FRAMEWORK AND INSTITUTIONAL CAPACITY**

### **5.1 Background**

The successful implementation of this plan hinges on three things. First, is a proper coordination framework based on the organizational structure of the Mission defining an effective and efficient reporting and feedback channels. Second, is the human resource capacity in appropriate quantity and quality and thirdly is the adequacy of financial resources. Consequently, combination of the above factors coupled with the full involvement commitment and leadership from the Mission top management, staff, stakeholders and Management support from Ministry headquarter will be critical for the Mission to realize the aspirations of this Strategic Plan. In addition, it will require that resources be mobilized and utilised for the achievement of the objectives spelt out in the Plan. Therefore, the political goodwill and management support will be critical in actualizing the priorities outlined in this Plan.

This chapter addresses capacity and resource requirements to support the effective implementation of this strategic plan. In addition to the strategies identified in chapter four under the strategic model, the Mission will focus on the following aspects for successful implementation of this plan.

### **5.2 Continuous Human Resource Development**

To promote continuous human resource development, the Mission will endeavour to develop the necessary staff competencies and skills to deliver quality services. The Mission undertakes to implement the elaborate strategy for capacity development which has been developed by the Ministry Headquarters.

### **5.3 Capacity Assessment and staff training**

The Mission will continuously undertake capacity assessment to determine optimal capacity levels to implement the strategic plan. Already capacity gaps in terms of numbers and training and skills have been identified across all cadres which this strategic plan has proposed to address during its implementation.

Further, the Mission plans to strengthen the skills of its staff through multi-skilling, training and collaboration with research and training institutions. The Mission will also institutionalize team building activities to promote teamwork and enhance performance.

## **5.4 Staff motivation and work environment**

For efficient and effective service delivery, the Mission requires qualified and well-motivated employees working in a conducive environment. The Mission is cognizant of the fact that many factors contribute towards motivation and morale of employees. During the Plan implementation period, the Mission will implement employee recognition and reward scheme to be developed by the Ministry headquarters for the best performing staff to be administered through the performance contract and performance appraisal system frameworks. The Mission will further improve working conditions by, among other things, optimal utilization of the current office space, providing additional office space, and providing residential housing for the Kenya diplomatic mission staff among other things.

## **5.5 Financial Challenges**

Financial constraints in the Ministry and the Government at large remain a major impediment to successful implementation of government programmes and projects. Under this strategic plan we envisage a similar challenge where resource requirements for this Strategic Plan fall short of the resource allocation to the Mission by the Ministry headquarters. To address this, The Mission will engage the Ministry Headquarters to enhance the budgetary ceiling to bridge this gap. In addition, the Mission will continue to exercise prudent financial management and implement austerity measures to limit wastage as appropriate.

## **5.6 Structure of the KMUN work**

The work of KMUN's is structured around the six main committees of the UNGA. The General Assembly allocates the agenda items to each of the Committees . All the staff and other resources in the KMUN are organized to address the work of the six committees as enumerated on Chapter one.. Every annual programme of the United Nations starts its programme of work with a General Debate followed by deliberations on substantive items on its agenda. The various committees are as follows;

- First Committee handles disarmament and related international security issues

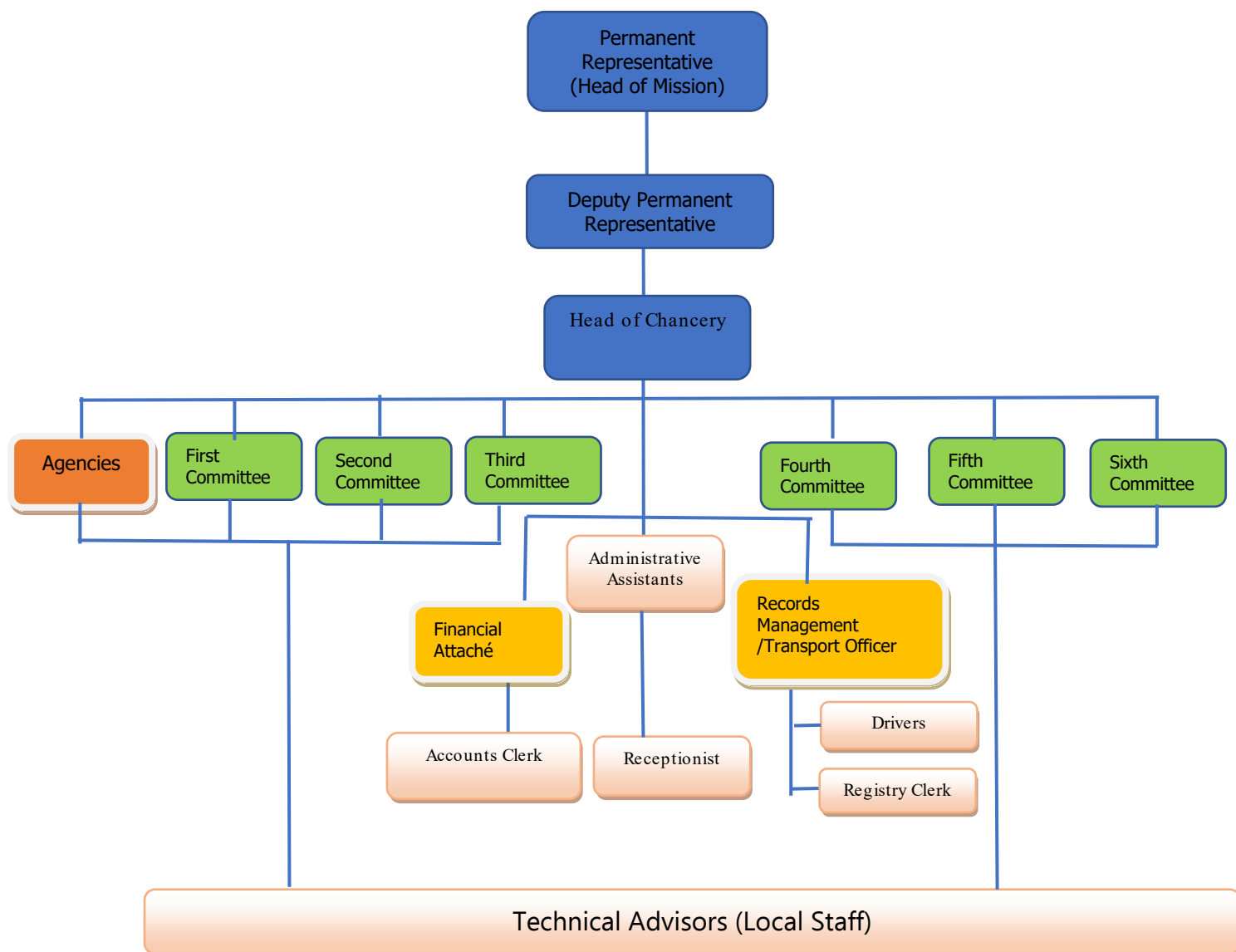
- Second Committee focuses on economic and development matters.
- Third Committee is responsible for the Social, Humanitarian and Cultural affairs
- Fourth Committee deals with Peace-Keeping Operations and Special Political Missions as well as decolonization and the issues of non-self-governing territories.
- Fifth Committee handles the administrative and budgetary matters
- Sixth committee deals with international legal matters.

## **5.7 Mission Staff Establishment**

The Mission's current staff establishment comprises of twenty seven (27) members of staff consisting of eleven ( 12) Home based officers of whom we have one (1) Ambassador, four (4) political Officers, three (3) Officers from the Agencies two (2) Administrative Attachés, one (1) Records Officer and a Finance Attaché as well as and fifteen (15) locally recruited members of staff.

The following is the current organisational structure.

**Figure 3: Current Organizational Structure**



## 5.8 Proposed Staff Establishment in the mission.

In order to effectively implement this Strategic Plan and deliver on its mandate, the Mission requires a total of twenty three (23) Home Based Officers and twenty (29) locally recruited staff totalling to fifty two (58) members of staff as shown in the Table 4 below.

**Table 6. Authorized, in-post and proposed staff establishment in the Mission**

<b>1. Home based staff</b>					
<b>Designation</b>	<b>New Grade</b>	<b>Authorised (a)</b>	<b>In post (b)</b>	<b>Variance (b-a)</b>	<b>Optimal staffing levels</b>
<b>a) Ministry of Foreign Affairs</b>					
Ambassador/Permanent Representative (At CABINET SECRETARY level) - Head of Mission	CSG4	1	1	0	1
Ambassador/Deputy Permanent Representative	CSG4	1	0	-1	2
Minister	CGS5	6	0	-2	4
Minister Counsellor I	CGS6		3		
Minister Counsellor II	n/a		0		
Counsellor I	CGS7		0		4
Counsellor II	CGS8		1		
First Secretary	n/a		0		
Second Secretary	CGS9		0		4
Third Secretary	CGS10		0		
Third Secretary Cadet	CGS11		0		
Secretary/Office Administrative Assistants	CSG10- CSG7	2	2	0	2
Finance Attaché	CSG10- CSG8	1	1	0	1
Records Management Officer	CSG10- CSG8	0	1	+1	1
<b>b) Agencies</b>					
Military/Defense Adviser	CSG6	1	1	0	1
Police Officer	CSG10- CSG7	0	0	0	1
Foreign Service Officer	CSG10-	1	1	0	1

	CSG7				
Education Attaché'	CSG10- CSG7	1	1	0	1
<b>Total</b>		<b>14</b>	<b>12</b>	<b>-2</b>	<b>23</b>

<b>2. Locally Recruited Staff</b>				
<b>Designation</b>	<b>Authorised (a)</b>	<b>In post (b)</b>	<b>Variance (b-a)</b>	<b>Optimal staffing levels</b>
Technical Advisors	6	5	-1	6
Registry Clerk	1	0	-1	1
Accounts Clerk	1	1	0	1
Office Administrative Assistants	2	2	0	2
Typist	2	0	-2	2
Financial/Accounts Assistant	0	0	0	1
ICT Assistant	0	0	0	1
Front Office/Administrative Assistant (Receptionist)	1	0	-1	1
Telephone operator	1	0	-1	1
Administrative Assistant (Accounts)	0	0	0	1
Drivers (PR/DPR/Utility Vehicle)	3	3	0	4
House Keeper (PR and Two DPR)	2	0	-2	3
Chef (PR)	1	1	0	1
Office Assistant	0	0	0	1
<b>Agencies</b>				
Drivers (Defense Advisor)	1	1	0	1
Secretary (Defense Advisor)	1	1	0	1
Visa Clerk (Kenya consulate, New York -operates Under Kenya Embassy, Washington DC)	1	1	0	1
<b>Total</b>	<b>23</b>	<b>15</b>	<b>-8</b>	<b>29</b>

## **Rationale for additional staff**

As noted earlier, diplomacy has evolved and changed dramatically over time to include a full range of human endeavors and increased involvement of many international stakeholders. . The scope and complexity of work of the United Nations has greatly increased as well. Furthermore, Kenya is vying for a non-permanent membership to the UN Security Council for a two-year term from

2021-2022. The elections will be held at the 74<sup>th</sup> session of the United Nations General Assembly in June 2020 in New York. This requires deployment of additional personnel as well.

The United Nations has now to tackle many emerging issues which were not a major concern previously or never existed. Against this backdrop, the Mission is involved in many and critical engagements to ensure that Kenya's interests are effectively secured within the United Nations System including the following;

- Participation in various boards and governing bodies of many of the organizations and agencies based in New York as appropriate,
- Intergovernmental processes on important global matters such as the sustainable development goals (SDGs), United Nations Vision 2030 agenda, Conventions of States Parties, Committees such that of People Living with Disabilities, Peace keeping and Peace building work and related matters of police and anti-terrorism work,
- Facilitation of the numerous visiting high level delegations,
- Attendance to other important events such as early breakfast meetings, lunch hour, side events and election related functions.

In view of the diversity of issues covered in various committees, the Mission has been filling the staff gaps by engaging locally recruited staff on a short term contracts, an option that may not be viable in the long run. In addition, the process of replacement of officers who have finished their tour of duty does not consider the requisite experience in thematic discussions at the United Nations.

It is worth noting that, facilitation of delegations usually occupies staff members in offering protocol, technical, courtesies and logistical support functions thus preventing them from active participation in scheduled meetings. For some of these events attendance is expected at Ambassadorial level since Kenya continues to play an important leadership role and in most times activities run simultaneously.

It is not usually possible for the two Ambassadors at the Mission to cover all the necessary meetings adequately. Attendance by junior officers is taken diplomatically as lack of seriousness by Kenya since it is also an affront on UN protocol and diplomatic requirements. Appropriate staffing would ensure each committee has officers sufficient to cover the permanent agenda items.

In light of the above, out of the proposed two Deputy Permanent Representatives one will serve the Security Council and related matters on peace and security and the other will be responsible for General Assembly and sustainable development matters. Thus the additional staff would be

useful since the Mission would be able to cover as many of these important events and meetings at the appropriate level as possible improving greatly Kenya's involvement and participation hence ensuring that the national interests are advanced and protected.

The Mission also looks forward for deployment of a Police Officer. Further, it is anticipated that more locally recruited Technical members of staff will be brought on board to support the six main Committees.

## **5.6 Functions of Permanent representative, Deputy Permanent Representative and Head of Chancery**

### **5.6.1 Functions of the Permanent Representative**

- He is the Head of Mission and Personal Representative of the Head of State,
- To provide guidance and direction to the Mission on policy, technical and administrative matters,
- To promoting, project and protect Kenya's image and national interest,
- To promote cordial and beneficial relations between Kenya and the United Nations,
- To coordinate the follow-up of decisions made within the United Nations system by the Government,
- To represent and negotiate bilateral and multilateral instruments on behalf of the Government,
- To advice on Kenya's position in relation to negotiations on bilateral and international meetings and conferences,
- To analyse new development on bilateral and regional issues and providing appropriate advice,
- To host official functions including national days and Kenyan dignitaries,
- To develop Missions' annual budget estimates and ensure prudent utilization of funds,
- To facilitate acquisition and maintenance of assets and properties for the Mission,
- To set performance targets, prepare annual work plans for the Mission in line with the overall ministerial targets,
- To facilitate performance management, reporting and appraisal, supervise, guide, mentor and develop Mission staff.

### **5.6.2 Functions of the Deputy Permanent Representative: General Assembly and Agenda 2030**

- To deputize the Head of Mission on related issues,
- To supervise the work of the mission staff on related matters’,
- To interpret, defend, and provide guidance on promoting Kenya’s Foreign Policy,
- To participate in the formulation of Kenya’s position in relation to negotiations on bilateral and International instruments, meetings and conferences,
- To analyse developments in the United Nations and preparing reports,
- To monitor relevant media reports on Kenya and preparing appropriate response,
- To coordinate organization of official functions and schedules for visiting Kenyan dignitaries on related matters, and
- To contribute to the development of performance targets, annual work plans, development of budgets, performance management and development of staff in the Mission.

### **5.6.3 Functions of the Deputy Permanent Representative: United Nations Security Council and Peace and Security**

- To deputize the Head of Mission on related issues,
- To supervise the work of the mission on related matters’,
- To interpret, defend, and provide guidance on promoting Kenya’s Foreign Policy,
- To participate in the formulation of Kenya’s position in relation to negotiations on bilateral and International instruments, meetings and conferences,
- To analyse developments in the United Nations and preparing reports,
- To monitor relevant media reports on Kenya and preparing appropriate response,
- To coordinate organization of official functions and schedules for visiting Kenyan dignitaries on related matters, and
- To contribute to the development of performance targets, annual work plans, development of budgets, performance management and development of staff in the Mission.

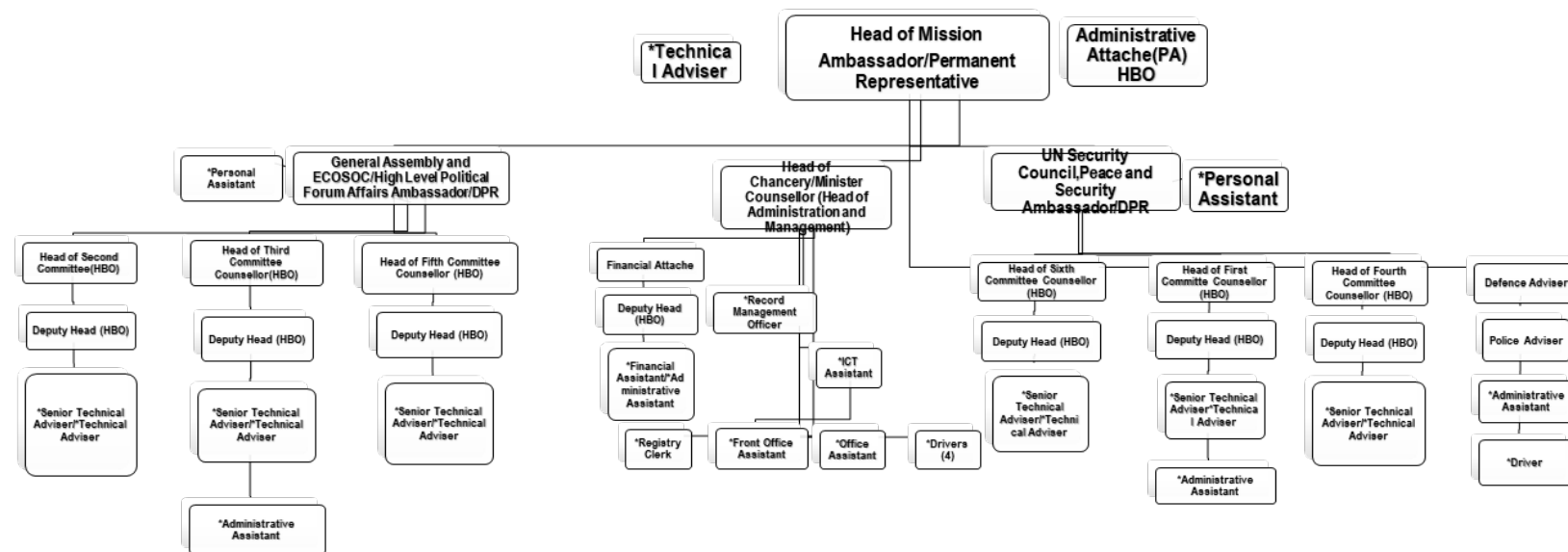
### **5.6.4 Functions of the Head of chancery**

- To provide administrative support services to the Mission,
- To provide guidance on the Foreign Service Regulations,
- To convene and ensure follow-up of internal administrative committees and meetings and advice Head of Mission accordingly,

- To chair administrative committees as may be assigned by the Head of Mission,
- To coordinate all activities relating to preparations to hold National days and all other Missions functions as guided by the Protocol Committee,
- To coordinate facilitation accorded to Kenyan delegations attending meetings at the United Nations,
- Any other duty as may be assigned by the Head of Mission.



**Figure 4. Proposed Organisational Structure**



## 5.9 Strategic Plan Resource Requirements

To successfully implement this strategic plan, the Mission will require at least Kshs 3.6billion for the five-year plan period to be funded through the exchequer.

### 5.9.1 Mission Recurrent and Development Budget: 2014/15-2018/19

This is depicted in Table 5. below which shows the trend of the Mission expenditures over a five year period.

**Table 7. Mission Recurrent and Development expenditure trends: 2014/15- 2018/19**

<b>Expenditure</b>	<b>2014/2015 (in Ksh)</b>	<b>2015/2016 (in Ksh)</b>	<b>2016/2017 (in Ksh)</b>	<b>2017/2018 (in Ksh)</b>	<b>2018/2019 (in Ksh)</b>
<b>Recurrent expenditure</b>	336,439,732	278,945,720	364,890,265	425,923,651	445,923,651
<b>Development expenditure</b>	10,000,000	5,000,000	35,000,000	3,000,000	11,000,000
<b>Total</b>	<b>346,439,732</b>	<b>283,975,720</b>	<b>39,989,026</b>	<b>428,923,651</b>	<b>456,923,651</b>

**Table 8. Mission Recurrent and Development MTEF budget projections: 2018/19- 2022/23**

<b>Expenditure</b>	<b>2018/19 Ksh</b>	<b>2019/20 Ksh</b>	<b>2020/21 Ksh</b>	<b>2021/22 Ksh</b>	<b>2022/23 Ksh</b>
Recurrent expenditure	430,346,877	431,289,775	453,176,644	460,283,028	483,297,179
Development expenditure	300,000,00	200,000,000	112,500,000	112,500,000	112,500,000
<b>Total</b>	<b>430,346,877</b>	<b>631,289,775</b>	<b>565,676,644</b>	<b>572,783,028</b>	<b>595,797,179</b>

**Table 9. Mission's MTEF Budget and Strategic Plan Resource requirements 2018/2019 – 2022/23**

<b>Expenditure</b>	<b>2018/19 Ksh</b>	<b>2019/20 Ksh</b>	<b>2020/21 Ksh</b>	<b>2021/22 Ksh</b>	<b>2022/23 Ksh</b>
Recurrent expenditure	430,346,877	431,289,775	453,176,644	460,283,028	483,297,179
Development expenditure	300,000,00	200,000,000	112,500,000	112,500,000	112,500,000
<b>Total</b>	<b>430,346,877</b>	<b>631,289,775</b>	<b>565,676,644</b>	<b>572,783,028</b>	<b>595,797,179</b>
Strategic Plan Resource requirements	554,180,000	994,180,000	744,180,000	644,180,000	634,180,000
<b>Shortfall</b>	<b>(123,833,123 0</b>	<b>(362,890,225)</b>	<b>(178,503,356)</b>	<b>(71,396,972 )</b>	<b>(38,382,821 )</b>

# CHAPTER 6: MONITORING AND EVALUATION

## 6.1 Introduction

This Strategic Plan defines objectives, strategies and activities to be pursued by the Mission and the key performance indicators to monitor its implementation to ensure that the set goals are achieved. Monitoring and evaluating the implementation of the plan will provide useful feedback on the basis of which informed and evidence based management decisions will be made.

The Plan will be implemented through the development of annual work plans, performance contracts and the performance appraisal system as the main tools through which the Mission will monitor implementation of its activities. In addition, to strengthen tracking of implementation of the capital projects and renovation works at the Mission, the Mission will support the Ministerial Projects management committee that will be constituted at the Ministry Headquarters. This will be geared towards improvement of effectiveness and efficiency in implementation of the projects during the plan period.

The Mission will also undertake a mid-term review of the implementation of the strategic plan. This review will aim to evaluate the cumulative successes achieved by the plan and focus on the half period remaining. The main objective will be to assess whether the Mission would be on track to attain all its targets as set out in the plan or if there would be need to vary the targets accordingly especially to accommodate the changing scenarios in the international arena.

Actual monitoring and evaluating the progress in implementing this plan will be based on the Key Performance Indicators (KPIs) identified in the implementation matrix of this plan. The KPIs will be the basis of measuring the success or failures so far achieved. Responsible sections will use the KPIs to monitor their activities as spelt out in the Strategic Plan and document the successes and/or failures on regular basis as they implement them. However, overall monitoring and evaluation of the implementation of the Strategic Plan and documenting the successes and shortcomings of the plan including the annual review process will be coordinated by the Central Planning and Project Monitoring Department (CPPMD) at the Ministry headquarters.

## **6.2 Responsibility for Monitoring the Strategic Plan**

The ultimate responsibility of monitoring this Strategic Plan will rest with the top management of the KMUN who will lead and guide overall performance of the Mission. The heads of Administrative and United Nations main Committees will take responsibility for the specific targets within their operational areas. The Mission will establish a Strategic Plan Monitoring and Evaluation Committee (SPMEC) which will develop a template for reporting. It will receive implementation updates and will be responsible for outlining when evaluations will take place. The committee will comprise the top management, heads of division and officers responsible for finance and procurement in the Mission. The SPMEC will also maintain a reporting database during the implementation period.



## Annex I: Implementation Matrix

Strategy	Activities	Expected results	Performance Indicators	Targets					Estimate d cost (Ksh Mn)	Responsibl e
				Y1 2018/19	Y1 2019/20	Y2 2020/21	Y3 2021/22	Y4 2022/23		
Strategic Objective 1: To Promote International Cooperation, Solidarity and rule-based multilateral system										
Strategy 1: Promote Multilateralis m and Respect of International Law	Participate in UNGA sessions and meetings	<ul style="list-style-type: none"><li>Collective decision making realized</li><li>Kenya’s Foreign Policy position articulated</li></ul>	<ul style="list-style-type: none"><li>Statements</li><li>Interventions</li><li>Resolutions</li><li>Outcome documents</li><li>SG Reports</li></ul>	20 sessions	20 sessions	20 sessions	20 sessions	20 sessions	20	<ul style="list-style-type: none"><li>PR</li><li>DPR</li><li>All Committe es</li></ul>
	Facilitate delegations to UN systems	<ul style="list-style-type: none"><li>Collective decision making realized</li><li>Kenya’s positions incorporate d</li></ul>	<ul style="list-style-type: none"><li>Statements</li><li>Interventions</li><li>Resolutions</li><li>Outcome documents</li></ul>	15 delegations	15 delegations	15 delegations	15 delegations	15 delegations	40	<ul style="list-style-type: none"><li>PR</li><li>DPR</li><li>Protocol committe e</li></ul>

	Co-Host with Portugal the Second UN Ocean Conference	<ul style="list-style-type: none"> <li>Enhanced multilateralism</li> </ul>	<ul style="list-style-type: none"> <li>Resolution</li> <li>Talking points/Statements</li> </ul>	-	Conference held in June 2020	-	-	-	3	<ul style="list-style-type: none"> <li>PR</li> <li>Second Committee</li> </ul>
	Communicate UN reports, decisions and resolutions to Ministry of Foreign Affairs and other relevant Government ministries	Effective implementation of decisions made within the UN system	<ul style="list-style-type: none"> <li>Correspondence</li> <li>Reports</li> </ul>	Reports	Reports	Reports	Reports	Reports	8	All committees
<b>Strategy 2:</b> Enhance Diplomatic Engagements	Hold meetings with UN Heads of Departments	Continued support for Kenya	<ul style="list-style-type: none"> <li>Briefs</li> <li>Reports</li> </ul>	10 meetings	10 meetings	10 meetings	10 meetings	10 meetings	7	<ul style="list-style-type: none"> <li>PR</li> <li>DPR</li> <li>All Committees</li> </ul>
<b>Strategic Objective 2: Promote Peace, Security, Sovereignty and Territorial Integrity</b>										
<b>Strategy 1:</b> Enhance Cooperation in Defence and Security	Hold meetings and consultations with heads of UN agencies among others DPA and DPKO	Strengthened relations	Reports, Briefs and Agreements.	10meetings	10meetings	10metings	10metings	10metings	7	<ul style="list-style-type: none"> <li>Fourth Committee</li> </ul>

<b>Strategy 2:</b> Promote Regional and international Peace, Security and Stability	Attend relevant meetings	Sustained peace and stability in the region and globally	<ul style="list-style-type: none"><li>• Position Papers</li><li>• Statements</li><li>• Resolutions</li><li>• Reports</li><li>• Briefs</li></ul>	20 meetings	20 meetings	20 meetings	20 meetings	20 meetings	14	<ul style="list-style-type: none"><li>• PR</li><li>• DPR</li><li>• 5<sup>th</sup>/4<sup>th</sup>/1st Committee</li></ul>
	Facilitate resolutions	Sustained peace and stability in the region and globally	<ul style="list-style-type: none"><li>• Position Papers</li><li>• Statements</li><li>• Resolutions</li><li>• Reports</li><li>• Briefs</li></ul>	7 resolutions	7 resolutions	7 resolutions	7 Resolutions	7 Resolutions	11	
	Support peace initiatives within the UN framework	Sustained peace and stability in the region and globally	<ul style="list-style-type: none"><li>• Position Papers</li><li>• Statements</li><li>• Resolutions</li><li>• Reports</li><li>• Briefs</li></ul>	Reports	Reports	Reports	Reports	Reports	14	
<b>Strategic Objective 3: Promote the Strengthening of UN Presence and International Organizations in Nairobi</b>										
<b>Strategy 1:</b> Lobby for Strengthening of UNON, UNEP and UN- Habitat	Participate the negotiations of programmatic and budgetary issues on UNON, UNEP and UN-Habitat	<ul style="list-style-type: none"><li>• Approval of posts</li><li>• Increased budgetary allocation of UNON, UNEP and UN-Habitat</li></ul>	<ul style="list-style-type: none"><li>• Statements</li><li>• Interventions</li><li>• Resolutions</li><li>• Reports</li></ul>	4 resolutions	4 resolutions	4 resolutions	4 resolutions	4 resolutions	20	<ul style="list-style-type: none"><li>• PR</li><li>• DPR</li><li>• Fifth Committee</li></ul>
<b>Strategy 2:</b> To promote Nairobi as	Lobby for international conferences	Nairobi profiled as a centre for	<ul style="list-style-type: none"><li>• Number of meetings held in Nairobi</li></ul>	Meetings held	Meetings held	Meetings held	Meetings held	Meetings held	25	All Committees

centre for multilateral diplomacy	and UN meetings to be held in Nairobi	multilateral diplomacy	<ul style="list-style-type: none"> <li>• Reports</li> </ul>							
<b>Strategic Objective 4: To domesticate international treaties, laws, policies and decisions</b>										
<b>Strategy 1:</b> Effective follow-up on all treaties and resolutions adopted	Follow-up on treaties and resolutions adopted	Effective implementation of adopted international laws, policies and decisions	<ul style="list-style-type: none"> <li>• Reports</li> <li>• Correspondences</li> <li>• Briefs</li> </ul>	Reports	Reports	Reports	Reports	Reports	9	<ul style="list-style-type: none"> <li>• PR</li> <li>• DPR</li> <li>• Sixth Committee</li> </ul>
<b>Strategic Objective 5: Promote and Safeguard Kenya's Interests in the UN System</b>										
<b>Strategy 1:</b> Enhance Kenya's effective influence of global policy making	Participate in UN policy organ meetings	Increased influence in policy making process	<ul style="list-style-type: none"> <li>• Briefs</li> <li>• Reports</li> </ul>	Reports	Reports	Reports	Reports	Reports	60	<ul style="list-style-type: none"> <li>• PR</li> <li>• DPR</li> <li>• All Committees</li> </ul>
	Fulfil financial obligations through payment of assessed contributions	Sustained UN operations	<ul style="list-style-type: none"> <li>• Correspondences</li> <li>• Payment receipts</li> </ul>	• Payment receipts	• Payment receipts	• Payment receipts	• Payment receipts	• Payment receipts	300	<ul style="list-style-type: none"> <li>• PR</li> <li>• DPR</li> <li>• Accounts</li> <li>• 5<sup>th</sup> Committee</li> </ul>

<b>Strategy 2:</b> Enhance Kenya's Image and prestige	Organize National Day Celebrations	Enhanced positive country image	<ul style="list-style-type: none"> <li>• Reports</li> <li>• Improved performance</li> </ul>	1	1	1	1	1	40	<ul style="list-style-type: none"> <li>• PR</li> <li>• Head of Chancery</li> </ul>
<b>Strategy 3:</b> Enhance Kenya's engagement and representation at the UN	Participate in UN meetings and articulate Kenya's interests	Kenya's position incorporated	<ul style="list-style-type: none"> <li>• Resolutions</li> <li>• Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Resolutions</li> <li>• Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Resolutions</li> <li>• Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Resolutions</li> <li>• Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Resolutions</li> <li>• Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Resolutions</li> <li>• Reports</li> </ul>	5	<ul style="list-style-type: none"> <li>• PR</li> <li>• DPR</li> <li>• All Committees</li> </ul>
<b>Strategy 4:</b> Promote Kenya's Candidacy and that of Kenyans at the UN	Lobby for Kenya to be elected to policy organs of the UN system especially the UNSC	Kenya elected to various policy organs	Number of positions lobbied for Kenya	4	4	4	4	4	200	<ul style="list-style-type: none"> <li>• PR</li> <li>• DPR</li> <li>• All Committees</li> </ul>
	Lobby for recruitment of Kenyans to senior level positions in the UN system (ASG & USG)	Kenya elected to various policy organs	Number of positions lobbied for Kenya	2	2	2	2	2	100	<ul style="list-style-type: none"> <li>• PR</li> <li>• DPR</li> <li>• Elections officer</li> <li>• Protocol Committee</li> </ul>

<b>Strategy 5:</b> Strengthen Diaspora engagement	Develop database of Kenyans in the UN	Effective engagement with the Diaspora	Database	Database Developed	Database maintained	Database maintained	Database maintained	Database maintained	2	<ul style="list-style-type: none"> <li>• PR</li> <li>• DPR</li> <li>• All mission staff</li> </ul>
	Participate in the meetings and events of the Kenya UN Club	Effective engagement of Kenyans in the UN	Number of events held and participated	2	2	2	2	2	0	<ul style="list-style-type: none"> <li>• All Staff</li> </ul>
<b>Strategic Objective 6: Enhance Public Diplomacy and Stakeholder Engagement</b>										
<b>Strategy 1:</b> <b>Strengthen Public Diplomacy</b>	Establish interactive social media platforms (Facebook, Twitter and Instagram)	Effective stakeholder engagement	<ul style="list-style-type: none"> <li>• Interactive social media platforms</li> </ul>	Active face book and twitter accounts	Active face book, twitter and Instagram accounts	Active face book, twitter and Instagram accounts	Active face book, twitter and Instagram accounts	Active face book, twitter and Instagram accounts	30	<ul style="list-style-type: none"> <li>• PR</li> <li>• DPR</li> <li>• Informati on committe e</li> </ul>
	Prepare quarterly Mission e- Newsletter	Positive Kenya's image	Newsletter prepared	4	4	4	4	4	8	<ul style="list-style-type: none"> <li>• PR</li> <li>• Publicity committe e</li> </ul>
	Review and Implement service Delivery Charter	<ul style="list-style-type: none"> <li>• Positive Kenya's image</li> <li>• Improved service</li> </ul>	Reviewed Service Delivery Charter	Review Service charter	Implement service charter	Implement service charter	Implement service charter	Implemen t service charter	10	<ul style="list-style-type: none"> <li>• PR</li> <li>• All committe es</li> </ul>

		delivery								
<b>Strategy 2: Strengthen stakeholder engagement and collaboration</b>	Attend diplomatic functions hosted by diplomatic community in New York	Enhanced engagement and collaboration	Invitations and read outs	50	50	50	50	50	4	<ul style="list-style-type: none"> <li>All committees</li> </ul>
<b>Strategic Objective 7: Improve Policy, institutional capacity and Performance Management</b>										
<b>Strategy1</b> Strengthen Protocol services	<ul style="list-style-type: none"> <li>Provide courtesies and facilitation to visiting delegations</li> </ul>	Enhanced facilitation	<ul style="list-style-type: none"> <li>Delegations facilitated</li> </ul>	20	20	20	20	20	40	<ul style="list-style-type: none"> <li>PR</li> <li>DPR</li> <li>All Committees</li> </ul>
	•		•							•
<b>Strategy 3:</b> Strengthen Budget Procurement and Financial Management	Prepare Annual budget	Budget prepared	Enhanced resources	<ul style="list-style-type: none"> <li>Budget prepared</li> </ul>	<ul style="list-style-type: none"> <li>Budget prepared</li> </ul>	<ul style="list-style-type: none"> <li>Budget prepared</li> </ul>	Budget prepared	Budget prepared	2	<ul style="list-style-type: none"> <li>PR</li> <li>DPR</li> <li>HOC</li> <li>Accounts</li> </ul>
	Effectively implement financial and	Prudent financial management	Reduced number of audit queries	Procurement committee minutes	Procurement committee minutes	Procurement committee minutes	Procurement committee	Procurement committee	4	<ul style="list-style-type: none"> <li>PR</li> <li>DPR</li> <li>HOC</li> </ul>

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procurement regulations						minutes	e minutes		• Accounts Department
Develop and Implement annual work Plan	Enhanced compliance	Annual Work Plan developed	Approved annual work plan	Approved annual work plan	Approved annual work plan	Approved annual work plan	Approved annual work plan	4	• HOC • Accounts Department
Develop and Implement annual Procurement Plan	Enhanced compliance with procurement regulations	<ul style="list-style-type: none"> <li>• Approved Annual Procurement Plan</li> <li>• Procurement committee minutes</li> </ul>	Implement	Implement	Implement	Implement	Implement	4	• HOC • Accounts Department
Engage Ministry Headquarters to install IFIMIS	Prudent financial management	Reduced number of audit queries	Initiate consultation with MFA&IT on installation of IFIMIS, Undertake training on budgeting		maintain	Implement IFIMIS	Implement IFIMIS	5	<ul style="list-style-type: none"> <li>• PR</li> <li>• DPR</li> <li>• Accountant</li> </ul>

<b>Strategy 4:</b> Strengthen Asset Management and Disposal	Prepare and implement maintenance and service contracts for immovable assets	Enhanced asset management	<ul style="list-style-type: none"> <li>Maintenance and service contracts</li> <li>Asset Inventory</li> </ul>	Implement	Implement	Implement	Implement	Implement	60	<ul style="list-style-type: none"> <li>PR</li> <li>DPR</li> <li>HOC</li> <li>Accounts Department</li> </ul>
	Partition the chancery	<ul style="list-style-type: none"> <li>Efficiency in work and Welfare of staff improved</li> </ul>	<ul style="list-style-type: none"> <li>Number of new office spaces</li> </ul>	Initiate procurement	Initiate construction	Construction	Commission and handover	-	300	<ul style="list-style-type: none"> <li>MFA&amp;IT PR</li> </ul>
	Renovate Kenya House (Ambassador's Residence)	<ul style="list-style-type: none"> <li>Enhanced welfare</li> </ul>	<ul style="list-style-type: none"> <li>Residence renovated</li> </ul>	-	Source for funding	Initiate construction	Construction	Commission and handover	100	<ul style="list-style-type: none"> <li>MFA&amp;IT PR</li> </ul>
	Develop and annually update Assets Inventory/Register	<ul style="list-style-type: none"> <li>Improved Assets management</li> </ul>	<ul style="list-style-type: none"> <li>Updated Assets inventory</li> </ul>	Develop	Update	Update	Update	Update	2	<ul style="list-style-type: none"> <li>Head of Chancery</li> <li>FA</li> </ul>
	Identify unserviceable and obsolete assets	<ul style="list-style-type: none"> <li>Compliance with government regulations</li> </ul>	<ul style="list-style-type: none"> <li>List of bonded items</li> </ul>	Report	Report	Report	Report	Report	2	<ul style="list-style-type: none"> <li>PR</li> <li>DPR</li> <li>Finance Attaché</li> </ul>
	Undertake board of survey and carry out	<ul style="list-style-type: none"> <li>Compliance with government</li> </ul>	<ul style="list-style-type: none"> <li>List of disposed assets</li> </ul>	Disposal Report	Disposal Report	Disposal Report	Disposal Report	Disposal Report	5	<ul style="list-style-type: none"> <li>PR</li> <li>DPR</li> <li>Finance</li> </ul>

disposal	regulations								Officer
Undertake emergency repairs as they arise	<ul style="list-style-type: none"> <li>• Compliance with government regulations</li> <li>• Effective service delivery</li> </ul>	Operational equipment and machines	Report	Report	Report	Report	Report	50	<ul style="list-style-type: none"> <li>• PR</li> <li>• DPR Finance Officer</li> </ul>
Insure Government owned Residential Houses and Chancery	Enhanced safety	Chancery and 3 Residential Houses insured	Insurance Contracts	Insurance Contracts	Insurance Contracts	Insurance Contracts	Insurance Contracts	300	<ul style="list-style-type: none"> <li>• PR</li> <li>• DPR</li> <li>• Head of Chancery</li> </ul>
Install electronic security access system at the Chancery	Improved Security	Installed electronic security access system	Install	Maintain	Maintain	Maintain	Maintain	5	<ul style="list-style-type: none"> <li>• PR</li> <li>• DPR</li> <li>• Head of Chancery</li> <li>• DA</li> </ul>
Install smoke detectors in the three Government owned residential houses	Improved Security	Smoke detectors install	-[	-	Install	Maintain	Maintain	10	<ul style="list-style-type: none"> <li>• PR</li> <li>• DPR</li> <li>• Head of Chancery</li> </ul>
Install first aid	Improved	First aid kit	-	Install	Replenish	Replenish	Replenish	5	<ul style="list-style-type: none"> <li>• PR</li> </ul>

	kits at the Chancery	safety								<ul style="list-style-type: none"> <li>DPR</li> <li>Head of Chancery</li> </ul>
	Install CCTV cameras in the three Government owned residential houses	Improved Security	CCTV system	-[	-	Install	Maintain	Maintain	15	<ul style="list-style-type: none"> <li></li> </ul>
<b>Strategy 3:</b> Enhance ICT Capacity	Regularly update the Mission website	Informative website	User-friendly website	Updated website	Updated website	Updated website	Updated website	Updated website	5	<ul style="list-style-type: none"> <li>PR</li> <li>DPR</li> <li>Head of Chancery</li> </ul>
	Establish intranet	Efficiency in performance	Effective service delivery	Establish intranet		Maintain intranet	Maintain intranet	Maintain intranet	2	<ul style="list-style-type: none"> <li>PR</li> <li>DPR</li> <li>Head of Chancery</li> </ul>
	Procure ICT related equipment, antivirus, telephones	<ul style="list-style-type: none"> <li>Availability of ICT equipment</li> <li>Secured information and data</li> <li>Effective communication</li> </ul>	Procurement documents	Procure ICT equipment and accessories	Procure ICT equipment and accessories	Procure ICT equipment and accessories	Procure ICT equipment and accessories	Procure ICT equipment and accessories	100	<ul style="list-style-type: none"> <li>PR,</li> <li>DPR,</li> <li>MFA&amp;IT</li> </ul>

	Maintain an internal centralised mailing system	Effective communication	Centralised mailing system	Mailing system maintained	Mailing system maintained	Mailing system maintained	Mailing system maintained	Mailing system maintained	10	<ul style="list-style-type: none"> <li>• PR</li> <li>• HOC</li> <li>• Accounts</li> </ul>
<b>Strategy 5:</b> Strengthen Human Resource Capacity	<ul style="list-style-type: none"> <li>• Implement Mission's organisational structure</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced performance</li> <li>• Optimal staffing levels</li> </ul>	<ul style="list-style-type: none"> <li>• New Organisational structure</li> <li>• HBOs staff establishment</li> <li>• Local Staff Establishment</li> </ul>	Implement	Implement	Implement	Implement	Implement	1,443.9	<ul style="list-style-type: none"> <li>• PR</li> <li>• DPR</li> <li>• HOC</li> <li>• Accounts</li> </ul>
	<ul style="list-style-type: none"> <li>• Undertake team-building, staff recognition and reward</li> </ul>	<ul style="list-style-type: none"> <li>• Competent staff</li> <li>• Improved staff motivation</li> </ul>	<ul style="list-style-type: none"> <li>• Certificates</li> <li>• correspondence s</li> </ul>	Team building initiatives	Team building initiatives	Team building initiatives	Team building initiatives	Team building initiatives	25	<ul style="list-style-type: none"> <li>• PR</li> <li>• DPR</li> <li>• Head of Chancery</li> </ul>
<b>Strategy 6:</b> Institutionalize Performance Management	<ul style="list-style-type: none"> <li>• Prepare and implement Performance Contract</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced performance</li> </ul>	<ul style="list-style-type: none"> <li>Signed Performance contract</li> <li>• Implementation reports</li> </ul>	Implement	Implement	Implement	Implement	Implement	20	<ul style="list-style-type: none"> <li>• PR</li> <li>• DPR</li> <li>• Head of Chancery</li> </ul>
	<ul style="list-style-type: none"> <li>• Complete online Performance Appraisal System (PAS)</li> <li>• for HBOS</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced performance</li> </ul>	<ul style="list-style-type: none"> <li>• Online HBOs PAS</li> </ul>	Online HBOs PAS	Online HBOs PAS	Online HBOs PAS	Online HBOs PAS	Online HBOs PAS	5	All HBOS

	<ul style="list-style-type: none"> <li>Appraise Local Staff annually</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced performance</li> </ul>	<ul style="list-style-type: none"> <li>Annual Appraisal reports</li> </ul>	Appraisal reports	Appraisal reports	Appraisal reports	Appraisal reports	Appraisal reports	5	<ul style="list-style-type: none"> <li>Head of Chancery</li> <li>Head of Local Staff</li> <li>All Committees</li> </ul>
	<ul style="list-style-type: none"> <li>Convene Mission functional Committees</li> </ul>	<ul style="list-style-type: none"> <li>Improved reporting</li> </ul>	<ul style="list-style-type: none"> <li>Minutes of the Mission Weekly HBOS and Technical, Human Resource and Local staff Management Committees</li> </ul>	Minutes and reports	Minutes and reports	Minutes and reports	Minutes and reports	Minutes and reports	5	<ul style="list-style-type: none"> <li>PR</li> <li>DPR</li> <li>Head of Chancery</li> </ul>
<b>Strategy 7:</b> Strengthen Government Capacity	<ul style="list-style-type: none"> <li>Sensitize staff on the Staff Code of Conduct and Ethics</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced compliance</li> </ul>	Sensitisation reports	<ul style="list-style-type: none"> <li>-</li> </ul>	Sensitise		Sensitise		10	All Members of Staff
	<ul style="list-style-type: none"> <li>Open and maintenance of gift register</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced compliance</li> </ul>	Gift register	-	Open/maintain	Maintain	Maintain	Maintain	1	DPR/HoC
	<ul style="list-style-type: none"> <li>Enhance access to information through the Mission</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced compliance</li> </ul>	Mission website	-	Uploaded information	Uploaded information	Uploaded information	Uploaded information	1	DPR/HoC

	website									
	<ul style="list-style-type: none"> <li>Ensure staff complete the wealth declaration for biennially.</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced compliance</li> </ul>	Completed the wealth declaration for biennially.	--	Completed forms	-	Completed forms	-	1	All Members of Staff
<b>Strategy 8:</b> Mainstream Gender, HIV/AIDS, Alcohol Drug Abuse, Disability into the Mission activities	<ul style="list-style-type: none"> <li>Implement policies on gender, alcohol and drug abuse, HIV/AIDS</li> <li>Sensitise officers on relevant government policies</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with relevant policies</li> </ul>	<ul style="list-style-type: none"> <li>Briefs</li> <li>reports</li> </ul>	Implement	Implement	Implement	Implement	Implement	17	All members of staff
<b>Strategy 9:</b> Streamline Information Management	<ul style="list-style-type: none"> <li>Create and equip a Modern registry</li> </ul>	Improved records management	Operational registry	Operational registry	Operational registry	Operational registry	Operational registry	Operational registry	20	<ul style="list-style-type: none"> <li>PR</li> <li>DPR</li> <li>HOC</li> <li>RMO</li> </ul>
	<ul style="list-style-type: none"> <li>Update file classification and indexing</li> </ul>	Enhanced records traceability and retrievability	Updated file classification and indexing	Updated file classification and indexing	Updated file classification and indexing	Updated file classification and indexing	Updated file classification and indexing	Updated file classification and indexing	5	<ul style="list-style-type: none"> <li>PR</li> <li>DPR</li> <li>HOC</li> <li>RMO</li> </ul>
	<ul style="list-style-type: none"> <li>Carry out</li> </ul>	Improved	Records appraisal	Records	-	Records	-	Records	10	<ul style="list-style-type: none"> <li>PR</li> </ul>

	records appraisal	records management	report	appraisal report		appraisal report		appraisal report		<ul style="list-style-type: none"> <li>• DPR</li> <li>• HOC</li> <li>• RMO</li> </ul>
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## List of Officials Previous who have served in the Mission as Permanent Representatives

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1. H.E. Mr. Lazarus O. Amayo : May, 2018 - to date
2. H.E. Mr. Macharia Kamau : January, 2011 – February, 2018
3. H.E. Mr. Zachary Muburi-Muita : September 6, 2006 - September 29, 2010
4. H.E. Prof. Judith M. Bahemuka : September 2, 2003 – August 20, 2006
5. H.E. Mr. Fares M. Kuindwa, EGH, EBS: September 7, 1999 – January 2, 2001
6. H.E. Mr. Njuguna M. Mahugu, OGW: September 19, 1996 – August 4, 1999
7. H.E. Mr. Francis K. Muthaura : September 15, 1993 – April 12 1996
8. H.E. Mr. Ochieng Adala : February 6, 1992 – August 1, 1993
9. H.E. Mr. Michael G. Okeyo : March 23, 1988 – December 30, 1991
10. H.E. Mr. Raphael M. Kiil : February 29, 1984 – March 7, 1988
11. H.E. Mr. Wafula Wabuge : September 12, 1982 – January 20, 1984
12. H.E. Mr. Charles G. Maina : April 30, 1974 – September 10, 1982
13. H.E. Dr. Joseph G. Odera-Jowi : October 6, 1970 – December 15, 1973
14. H.E. Mr. Burudi Nabwera : December 17, 1963 – September 30, 1970



**A picture of the Kenya owned House built in 1979 located at:  
5275 Arlington Avenue, 5275 Arlington Avenue,  
Bronx, NY, 10471**



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