REPUBLIC OF KENYA

EMBASSY/PERMANENT MISSION OF THE REPUBLIC OF KENYA TO THE UNITED NATIONS AND INTERNATIONAL ORGANIZATIONS IN VIENNA, AUSTRIA

STRATEGIC PLAN

2018/19 - 2022/23

Theme: Building Bridges for Peace, International Cooperation, Global Competitiveness and Shared National Prosperity

FOREWORD

This Strategic Plan provides an overview of the mandate, functions, key objectives and strategic engagements in advancing Kenya's Foreign Policy in Austria, Slovak Republic, Hungary and the United Nations agencies and International Organizations based in Vienna; with an overarching objective of projecting, promoting and protecting Kenya's national interests.

The Plan sets out the framework to operationalize the foreign policy goals articulated in Kenya's development agenda and the aspirations of Vision 2030, the Third Medium Term Plan and the "Big Four" Agenda, all which target to ensure Kenya's competitiveness and prosperity through effective diplomatic engagement for sustainable development.

The plan is anchored on the Strategic Plan (2018/19 to 2022/23) of the Ministry of Foreign Affairs of Kenya, and focuses on the strategic priorities and objectives geared towards the attainment of Kenya's Foreign Policy objectives. It draws together and helps reinforce Kenya's development, political, economic, social and diplomatic objectives, which will help Kenya have an edge internationally through creating strong, trusted and productive partnerships.

Through the outlined seven key priority areas, the Mission will enhance and contribute towards the realization of the Ministry's strategic objectives in our countries of accreditation and in the United Nations Organizations and International Agencies based in Vienna. The Mission will continue to engage and strengthen Kenya's relations with these institutions, while interacting with relevant actors in trade and investment, tourism, public and cultural diplomacy, in order to realize the objectives set out in this strategic plan.

The success of the strategic plan cannot be achieved without the involvement of Kenya's Diaspora, since they constitute an integral part of Kenya's development agenda. Through regular engagements, the Mission will continue to incorporate them into the national agenda activities.

The Mission is thankful to the leadership and guidance given by the Ministry of Foreign Affairs and other stakeholders who contributed to the shaping and development of this plan.

The Mission is committed to the full realization of this Strategic Plan, and looks forward to working with all the relevant stakeholders to ensure successful implementation.

Amb. Robinson Njeru Githae, EGH
AMBASSADOR /PERMANENT REPRESENTATIVE

ACKNOWLEDGEMENT

This Strategic Plan is rooted on the Ministry's Strategic Plan, and sets out a road map to guide effective implementation of the strategic objectives of the Embassy/Permanent Mission of the Republic of Kenya in Austria, Hungary and Slovakia, and at the United Nations and international Organizations in Vienna. The Strategic Plan covers a five-year period 2018/2019 – 2022/2023 serving as a forward looking and action-oriented strategy for the Permanent Mission in the execution of its diplomatic functions.

The Plan highlights the mandate and objectives to be achieved by the Mission in pursuit of Kenya's strategic interests as envisioned in the country's development agenda and aspirations, particularly of Vision 2030, Medium Term Plans and the "Big Four" Agenda. The Mission will collaborate with all stakeholders to ensure the delivery of its mandate through effective and innovative diplomatic engagement.

The plan incorporates stakeholders engagement. This includes the host country Austria, the United Nations and International organizations in Vienna and the Diaspora. , whom the Mission will engage with a view to contribute effectively to the Mission's desired targets, for Kenya's sustainable economic growth and development.

I would like to acknowledge and thank Ambassador Robinson Njeru Githae, Head of Mission for providing guidance in the process of preparing the Plan. I also take cognizance of the hard work, commitment and teamwork and the contribution of all Home-Based officers who were involved in the preparation of this Strategic plan, and in particular Mr. Humphrey Kanana, Ms. Jane Makori. Mr. Glenns Etyang, Mr. Humphrey Rutto, and Mrs. Catherine Kalali.

I convey special thanks to the Cabinet Secretary for Foreign Affairs, Amb. Raychelle Omamo and the Principal Secretary for Foreign Affairs, Amb. Macharia Kamau for their invaluable guidance and support.

Lastly, I would like to express my gratitude to all colleagues in the Ministry of Foreign Affairs, particularly the Central Planning and Project Monitoring Division (CPPMD) for their efforts and technical guidance through the entire preparatory process.

Amb. Stella Mokaya Orina
AMBASSADOR /DEPUTY PERMANENT REPRESENTATIVE

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KENYA COUNTIES MAP

KENYA COUNTRY FACT SHEET

Official Name	Republic of Kenya
Political System	Multiparty Democracy
Capital City	Nairobi
Independence	12th December 1963
Official Language	Kiswahili and English
Official Currency	Kenya Shillings
Geographical location	Located in East Africa
Surface Area	582,646 km2 of which Water – 11,230km2, National Parks- 25,334km2, and others 546,082 km2
Religions	Christian, Islam, 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+

KEY ECONOMIC & SOCIAL INDICATORS

Indicator	2011	2012	2013	2014	2015	2016	2017	2018*[1]
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 pa 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

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[1] * Provisional Figures

HOST COUNTRY FACT SHEET

Official Name	Republic of Austria
Political System	Austria is a parliamentary republic, founded on democratic principles and the separation of powers. The highest state representative is the Federal President, whose term of office lasts for 6 years. The two parliamentary chambers are the National Council (lower house) and the Federal Council (upper house) and these are the legislative bodies. The Federal Chancellor is the head of the Federal Government.
Capital City	Vienna
Independence	The "Double-monarchy" of Austria and Hungary was established in 1867 as a union of two independent states under a common ruler (Franz Joseph I.). The end of the First World War saw the declaration of the First Republic in 1918 and the end of the monarchy. In 1938 Austria was renamed "Ostmark", when it became a part of National Socialist Germany and stopped being an independent state. Austria was occupied by the Allies after the Second World War, regaining its sovereignty with the State Treaty of 1955.
Official Languages	German
Official Currency	Euro
Geographical location	Austria is a landlocked country of approximately 8.7 million inhabitants in Central Europe. It is bordered by the Czech Republic and Germany to the north, Slovakia and Hungary to the east, Slovenia and Italy to the south, and Switzerland and Liechtenstein to the west.
Surface Area	Austria has an area of 83,871 km² and a population of around 8.7 million people.
Religions	Freedom of religion is a statutorily guaranteed right in Austria. Catholics-56.9%, Evangelicals 4.7%, Muslims 7.9%
Administrative structure	Austria is a parliamentary representative democracy.

Economy	Austria is one of the wealthiest countries in the world, with a nominal per capita GDP of $46,972 (2018 est.). The country has developed a high standard of living and in 2018 was ranked 24th in the world for its Human Development Index. Austria is a highly developed industrialized country with an important service sector. The most important industries are food and luxury commodities, mechanical engineering and steel construction, chemicals, and vehicle manufacturing.
Main sub-sectors of the economy	Austria is a highly developed industrialized country with an important service sector. The most important industries are food and luxury commodities, mechanical engineering and steel construction, chemicals, and vehicle manufacturing.
Commerce	Austria's industrial and commercial sectors are characterized by a high proportion of medium-sized companies. Austrian industry covers every branch of manufacturing, from basic goods to the labor-intensive production of highly processed products. The construction of plants and systems (encompassing the planning, delivery, and assembly of turn-key production facilities, including the required know-how and operational expertise) is making up an increasingly important share. This field is strongly export-oriented, as is the electronics sector (including, for instance, the production of integrated circuits). Austria is world-famous for its arts and crafts, most notably fine hand-crafted items, costumized jewellery, ceramics, and glassware. Tourism is an essential pillar of the Austrian economy. Austria is a mountainous country with one of the largest natural land reserves in central Europe.
Natural resources	Austria has natural resources such as iron ore, non-ferrous metals, important minerals and earths. It also has its own resources of petroleum and natural gas.
S & P's Rating	AA+

ACRONYMS AND ABBREVIATIONS

CTBTO   Comprehensive Nuclear-Test Ban Treaty Organization

HBO   Home Based Officers

IACA   International Anti-Corruption Academy

IAEA   International Atomic Energy Agency

OFID   OPEC Fund for International Development

OPEC   Organization for Petroleum Exporting Countries

SEforALL   Sustainable Energy for All Initiative

UNCAC   United Nations Commission Against Corruption

UNCITRAL   United Nations Commission on International Trade Law

UNIDO   United Nations Industrial Development Organization

UNODC   United Nations Office on Drugs and Crime

UNOOSA   United Nations Office for Outer Space Affairs

UNOV   United Nations Office in Vienna

EXECUTIVE SUMMARY

This Strategic Plan provides an overview of the Mission's mandate and functions outlining key objectives and strategies to be pursued. It sets out the framework within which the Mission will discharge its functions in line with its Vision and Mission.

The Strategic Plan is anchored on the Strategic Plan (2018/19 to 2022/23) of the Ministry of Foreign Affairs of the Republic of Kenya, and focuses on the strategic priorities of Kenya Embassy/Permanent Mission in Vienna, as informed by the country's Foreign Policy. The Kenya Foreign Policy is focused on the projection and protection of Kenya's national interest and image globally. Arising from this overall strategic policy objective are foreign policy priorities namely the promotion of economic interests, the Diaspora agenda, environmental issues, peace and security, good governance and democracy.

Further, the Strategic Plan is aligned to the country's national development agenda, Vision 2030, which aims to transform Kenya into a middle-income country by 2030. Under the Vision, economic relations for promotion of Kenya's trade, investment, tourism, education and technology are so central in shaping and articulating the country's modern diplomacy. In addition, the plan also incorporates H.E President Uhuru Kenyatta's Big Four Agenda launched in December 2017, which targets to fast-track the implementation of the government priorities to enhance **Manufacturing** from 9.2% to 20% by 2022; create **Affordable Housing** for all; ensuring **Universal Health Coverage**; and attain **Food Security and nutrition** for all citizens.

The Strategic Plan at the same time identiies our stakeholders, and outlines how the Mission intends to attain its vision. The Mission's Mandate, Vision and Mission Statement have been incorporated into the Strategic Plan. The five strategic objectives the Mission will focus on are as follows:

Firstly, the Mission will seek to promote peace and security. This will be through active engagement, negotiations and participation in meetings and deliberations that are geared towards enhancing and ensuring peace and security in the region, the continent of Africa and the world.

Secondly, the Mission will focus on promoting economic cooperation, international trade and investment. This will be done through initiating, negotiating, and strengthening bilateral relations and diplomatic engagement, regional and multilateral trade and investment, promotion of trade and investment holding of trade fairs and exhibitions, and application of reciprocal treatment by identifying and implementing areas of strategic intervention.

Thirdly, the Mission will focus on promoting and safeguarding Kenya's interests abroad through fulfillment of Kenya's obligations at the UN and international organizations resident in Vienna, enhancement of Kenya's image and prestige, and strengthening Kenya's engagement and representation bilaterally and multilaterally.

The fourth area of focus is enhancing Diaspora engagement and consular services through the development of structures of engagement in order to harness the skills

and expertise of Kenyan Diaspora to contribute to the national development agenda as well as strengthening diaspora engagement and enhancement of the Mission's Consular capacity.

The fifth area of focus is to enhance the Mission's institutional capacity by strengthening protocol services, budgeting and financial management, asset management, human resource management, enhancing ICT capacity, public diplomacy and stakeholder engagement among other activities. This focus aims at improving the Mission's overall service delivery and improve visibility regionally and globally.

The Strategic Plan, therefore, amalgmates Kenya's development agendas, the role of the Mission in implementing Kenya's foreign policy priorities, its strategies, coordination framework, capacity, scope, resources, monitoring and evaluation for the period 2018/2019 to 2022/2023.

CHAPTER 1: INTRODUCTION

1.1. Background

The Embassy/Permanent Mission of the Republic of Kenya in Vienna, Austria covers both bilateral and multilateral diplomatic relations.

Currently, the Chancery is located at the Andromeda Tower, Donau-City Strasse 6, A-1220 in Vienna.

1.1.1. Bilateral Relations

The Embassy/Permanent Mission of the Republic of Kenya, Vienna is accredited to the host country Austria, Hungary and the Slovak Republic.

The overarching role of the Embassy Mission is to promote and protect Kenya's interests in the countries of accreditation, thus the Mission covers bilateral issues in a wide array of areas of cooperation; including trade and investment, tourism, education.

1.1.1.1. The Republic of Austria

Official ties between Kenya and Austria started in 1908 when Austria-Hungary opened an Honorary Consulate in the coastal city of Mombasa. It ended up being closed at the onset of WWI in 1914. Austria was amongst the first countries to recognize Kenya's independence in 1963.

Kenya's Mission in Vienna was opened in 1994 It operated under a Charge D'Affaires until 2003 when a substantive Ambassador was appointed Austria has an Embassy in Nairobi opened in 1965. Kenya and Austria enjoy strong diplomatic relations. Key areas of bilateral engagement include in trade, tourism, agriculture, education and exchange of technological experts. Kenya's **exports** to Austria include coffee, tea, flowers, handicrafts, raw materials, preserved fruits and vegetables and **imports** pharmaceuticals, paper and non-paper products, insecticides, non-alcoholic beverages, musical instruments and accessories. On Education, Austria provides scholarships for Kenyan students pursuing the Masters and PhD especially in the field of natural/life sciences as well as executive training for Kenyan junior diplomats at the Diplomatic Academy, Vienna.

Austria is one of the wealthiest countries in the world, with a nominal per capita GDP of $46,972 (2018 est.). The country has developed a high standard of living and in 2018 was ranked 24th in the world for its Human Development Index.

Austria is a highly developed industrialized country with an important service sector. The most important industries are food and luxury commodities, mechanical engineering and steel construction, chemicals, and vehicle manufacturing.

1.1.1.2. Hungary

Kenya's Mission in Vienna is accredited to Hungary. However, Hungary has an Embassy in Nairobi, one of the few countries in Africa where Hungary maintains diplomatic missions. Key areas of bilateral engagement include in trade, industry, agriculture, ICT and education. Currently, majority of the Kenyan students studying in Hungary are under government scholarships in Medicine, engineering, international relations, economics, marketing and political science.

Kenya and Hungary have a strong Parliamentary Group Partnership, where the Speakers and Members of Parliament alternate visits to each other's National Assembly. The last visit was in April 2019 to Budapest, Hungary.

Hungary has a population of 9.8 million people, GDP is $ 289 billion, $ 28, 474 per capita and a growth rate of 4% per annum. Unemployment is relatively low, 4.2% while inflation is at 2.4%. Economic growth is led by exports, domestic demand, and the construction industry.

The combined value of exports and imports is equal to 172.4 percent of GDP. The average applied tariff rate is 2.0 percent. Hungary implements a number of EU-directed nontariff trade barriers including technical and product-specific regulations, subsidies, and quotas. Hungary's economic freedom score is 65.0, making its economy the 64th freest in the 2019 Index. Its overall score has decreased by 1.7 points, with declines in scores for judicial effectiveness, monetary freedom, and labour freedom overwhelming increases in fiscal health and government spending.

1.1.1.3. The Slovak Republic

Kenya's Mission in Vienna is also accredited to the Slovak Republic. Kenya is one of the three countries in Sub-Saharan Africa where Slovakia maintains diplomatic missions; others are South Africa and Nigeria.

Key areas of bilateral engagement include in trade, industry, agriculture, ICT, education and tourism. Currently, Kenyan students studying in Slovakia are under government scholarships in Medicine, engineering, marketing and political science.

The Slovak Republic is a high-income advanced economy with one of the fastest growth rates in the European Union. According to the 2018 estimates, the country's GDP is 138.277 billion U.S. dollars while the GDP per capita stands at 25,525 dollars.

The economy has mainly been driven by Foreign Direct Investments (FDI). Major industries in Slovakia include metal and metal products, paper and printing, food and beverages, electricity, gas, oil, nuclear fuel, transport vehicles, textiles, electrical and optical apparatus, rubber, and machinery.

1.1.2. Multilateral Relations

The Embassy/Permanent Mission is accredited to the United Nations and International Organizations based in Vienna. These include the:

  i.   International Atomic Energy Agency (IAEA)

  ii.   United Nations Office in Vienna (UNOV)

  iii.   United Nations Office on Drugs and Crime (UNODC)

     ✓ Commission on Narcotics Drugs (CND)

     ✓ UN Convention against Transnational Organized Crimes (UNTOC)

     ✓ UN Convention Against Corruption (UNCAC)

     ✓ Congress on Crime Prevention and criminal Justice (CCPCJ)

  iv.   United Nations Industrial Development Organization (UNIDO)

v.	Comprehensive Nuclear-Test Ban Treaty Organization (CTBTO)
vi.	United Nations Commission on International Trade Law (UNCITRAL)
vii.	United Nations Office for Outer Space Affairs (UNOOSA)
viii.	Sustainable Energy for All Initiative (SE4ALL)
ix.	United Nations Convention against Corruption (UNCAC)
x.	OPEC Fund for International Development (OFID)

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 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 the region. The Environmental diplomacy pillar recognizes Kenya's enormous stake in the sustainable management of its 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 that foreign policy process is dynamic, Kenya's Foreign Policy will continue to focus on our immediate neighbours, the sub-region and Africa while recognizing Kenya's role and responsibility in the international community. The Kenya Foreign Policy lays the foundation for achievement of the goals and aspirations of the Kenya Vision 2030 development blueprint and the five Medium Term Plans.

1.3. Mission's Mandate

To promote, project and protect Kenya's interests and image in the countries of accreditation, the United Nations and Other International Organizations in Vienna through innovative diplomacy for the benefit of the people of Kenya.

1.4. Vision Statement

To be a model institution in the promotion of relations and the advancement of Kenya's interests in the Countries of accreditation, the United Nations and Other International Organizations in Vienna.

1.5. Mission Statement

To project, promote and protect Kenya's interests and image in the countries of accreditation, the UN, and International Organizations based in Vienna through innovative diplomacy for the benefit of the people of Kenya.

1.6. Rationale

The imperative for preparing this Mission Strategic Plan emanates from a number of factors key among them being the commitment of the Mission to institutionalize strategic planning and coherence in responding to the growing demands on the Mission arising from its broad and multifaceted mandate. It 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, stimulating strategic thinking, providing a basis for resource mobilization, and allocation as well as contributing to the attainment of the Kenya Foreign Policy objectives, the Kenya Vision 2030, the Third Medium Term Plan, as well as the Big Four Agenda.

1.7. Methodology

The Strategic Plan draws on the deliberations and work which constitutes the key mandate of the Mission staff. The major data source comprised of briefs and reports of meetings, Mission's activities, and functions and events attended by staff, as well as desktop research. The aim of this consultative method was to create ownership of the Strategic Plan hence ensure its success in implementation. Requisite data and material were also sourced from the countries of accreditation, the United Nations and International Organizations in Vienna.

Reference was also made to key policy documents which include: The Constitution of Kenya, the Kenya Foreign Policy, the Kenya Diaspora Policy, the Kenya Vision 2030, the Second Medium Term Plan, the Jubilee Manifesto, the Ministry's Strategic Plan and other government policy documents, with requisite technical backstopping from the Ministrys Central Planning and Project Monitoring Division.

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 term and medium 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 as well as putting 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 the Kenya Vision 2030 and its five-year medium-term plans; the ruling party Manifesto 2017; the "Big Four" 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 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, the Ministry of Foreign Affairs included.

The overriding goal of the Kenya Vision 2030 is to transform Kenya into a newly industrialized middle-income country providing a high quality of life to all its citizens by the year 2030. The policies and strategies in the Vision aim to address the economic, social and political challenges facing the country categorized in three pillars which are similar to the Ministry's programmes and activities focusing 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; promoting and safeguarding Kenya's interests abroad and enhancement of Diaspora engagement and participation in national development. The mandate of the Ministry therefore cuts across the three pillars of the Vision and therefore addresses itself to these same objectives as the Vision.

The country has so far implemented two five-year Medium-Term Plans 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 Persons living with Disabilities (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 the 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 Plan 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, foster job creation and reduction of poverty and inequality. Strategies, programmes and projects have been identified in Chapter 4 of this Plan to enhance the Ministry's contribution towards the realization of the Government priorities under the "Big Four" Agenda.

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

constitutes the strategic framework for socio-economic transformation of the African continent in the next 45 years.

2.3. Role of the Mission

The Mission will strive to contribute to the attainment of the country's development agenda through the following: -

i. Promotion of Economic Cooperation, International Trade and Investments through organizing, coordinating and participating in inbound and outbound trade and investment fairs and exhibitions; as well as link Kenyan exporters with importers in countries of accreditation;

ii. Promotion of Kenya's Tourism through marketing Kenya as a premier tourist destination and Nairobi as a hub for business, international conferences and meetings. Disseminate information on Kenya's tourism products in countries of accreditation, and participate in tourism related activities;

iii. Promotion of Peace, Security and Stability through effective participation in convened meetings and events of all the United Nations and other international organizations based in Vienna, and those organized by countries of accreditation, aimed at ensuring sustainable peace and security in the world;

iv. Strengthening the Institutional Capacity of the country through the dissemination of job opportunities and candidatures available in the international organizations to Kenyans in Vienna and the countries of accreditation;

v. Enhancing the country's cultural heritage and sports prowess through Public and Cultural Diplomacy, and stakeholder's engagement in the countries of accreditation by celebrating the country's National day; Promotion of Kenya's art and culture; and facilitating the participation of Kenyan athletes and sports teams in sports events in the countries of accreditation.

CHAPTER 3: SITUATION ANALYSIS

This section presents a situational analysis. It is a systematic assessment of a Mission's past and present, milestones and achievements, as well as internal and external factors that affected its performance, capabilities, stakeholders and the operating environment under the last Strategic Plan 2015/2016 - 2017/2018 targets.

3.1. BILATERAL AND TRADE RELATIONS

3.1.1. Republic of Austria

Kenya and Austria continue to enjoy cordial relations and engagement at High-Levels.

In October 2016, Austrian Foreign Minister Sebastian Kurz undertook an official visit to Kenya, aimed at strengthening economic cooperation.

Accompanied by a delegation of 23 representatives of Austrian companies, Minister Kurz held meetings with key trade and industry stakeholders and local investors to tap in on the dynamic economic growth and huge opportunities for trade partnerships.

Foreign Minister Sebastian Kurz also visited some of the projects supported by Austria and officiated the official opening of the Austrian Commercial Office in Nairobi.

On 3rd March 2015, Dr. (Eng.) Karanja Kibicho, Principal Secretary of the Ministry of Foreign Affairs and International Trade met with Dr. Michael Linhart, the Secretary General of the Austrian Federal Ministry for Europe, Integration and Foreign Affairs at the Ministry headquarters in Vienna.

3.1.2. Slovak Republic

Kenya and Slovak Republic have continued to enjoy cordial relations, with Kenya's Mission in Vienna accredited to Bratislava, while Slovakia has an Embassy in Nairobi. Key areas of bilateral engagement include in political consultations, trade, industry, agriculture, ICT and education.

On 13th – 16th February 2017, Slovak's President Andrej Kiska undertook a State visit to Kenya, being the first time a sitting Slovak President had visited Kenya.

During the visit, President Kiska pledged to Import tea and flowers from Kenya, and enhance economic cooperation in the areas of ICT, energy and agriculture with a view to bridge the trade gap; and Provide scholarships to Kenyans, especially to the underprivileged.

On 24th November 2014, the Deputy Prime Minister and Minister of Foreign and European Affairs of the Slovak Republic Mr. Miroslav Lajčák undertook an official visit to the Republic of Kenya. During the visit, Minister Lajčák held meetings with Kenyan Deputy President H.E. William Ruto, Cabinet Secretary Ministry of Foreign Affairs and International Trade Amb. Amina Mohamed, and the Speaker of Parliament Hon. Justin Muturi.

Kenya is one of three priority countries for the Slovak official development aid, which include SlovakAid programs that focus on healthcare, education, agriculture and public administration. Currently, 20 development projects supported by Slovakia involving some €2 million are going, while development organizations and academic institutions are carrying out others out of their own resources – making Kenya the biggest receiver of Slovak development aid.

On 16th July 2016, the State Secretary of the Slovak Foreign and European Affairs Ministry Peter Burian received a delegation of the Kenyan National Chamber of Commerce and Industry (KNCCI) led by its Chairman Kiprono Kittony. The delegation comprised of Board Chairman of the East African Chamber of Commerce, Industry and Agriculture, representatives of the Kenyan Ministries of Foreign Affairs and that of Regional Development and representatives of newly created regions, an investment agency and business entities. The two delegations agreed that mutual visits focused on developing investment and trade opportunities will continue, and firmed up an official visit scheduled for October 2013 when the Kenyan Minister of Foreign Affairs Amina Mohamed is to visit Slovakia on the occasion of the 10th anniversary of the Slovak Aid program.

3.1.3. Multilateral Relations

3.1.3.1. International Atomic Energy Agency (IAEA)

Kenya has been a member of the International Atomic Energy Agency (IAEA) since 1965. The Mission has continued to play an important role in promoting, projecting and protecting Kenya's national interests at the IAEA. The Mission continues to strengthen ties between Kenya and the IAEA. The Mission promotes multilateralism, international cooperation and solidarity in international decision-making at the IAEA that is a national objective in Kenya's foreign policy.

The Mission has continued to play an integral role in enhancing technical cooperation and assistance to Kenya in the peaceful uses of nuclear energy, in such areas as

human health, food and agriculture, water resources management energy planning and radiation safety.

Kenya is an active member of the *Africa Regional Cooperative Agreement for Research, Development and Training related to Nuclear Science and Technology (AFRA),* an intergovernmental Agreement established by African Member States to further strengthen and enlarge the contribution of nuclear science and technology to socio-economic development on the African Continent. Through facilitation of the Mission, Kenyans and institutions based in Kenya have continued to benefit from capacity building and technical assistance initiatives from the IAEA. During the period, Kenya has hosted AFRA technical cooperation activities for the Africa region through facilitation of the Mission.

Membership of Kenya to the IAEA Board of Governors

Kenya is a member of the 35-member Board of Governors of the International Atomic Energy Agency (IAEA) for the period 2015-2020. The Board of Governors is a key policy making organ of the IAEA and membership to the Board is designated and elected by the IAEA General Conference. According to the Statute of the IAEA, a significant membership to the Board is reserved for those Member States most advanced in the technology of atomic energy. Membership brings leverage for the Country in promoting and projecting Kenya at the multilateral level.

The Mission has enhanced Kenya's influence in the decision-making organs of the IAEA i.e. the Board of Governors and the General Conference.

Kenya-IAEA Technical Cooperation

Kenya accrues immense benefits from the Technical cooperation with the IAEA. For the period 2017-2022, Kenya Country Programme Framework focuses on food and agriculture, human health and nutrition, water resources management, industrial applications, sustainable energy development, environmental management, human resource capacity in nuclear science and technology and strengthening national radiation safety and nuclear security.

Kenya continues to benefit from various IAEA's capacity building programmes. IAEA is supporting through the milestone approach to enhance planning capabilities for the establishment of a nuclear power programme and in implementing the recommendations of the Integrated Nuclear Infrastructure Review Mission (INIR). The Agency is also supporting Kenya's endeavor to include nuclear power in the energy mix as a potential priority in the long-term electricity generation.

Regarding cancer treatment, the Agency is helping Kenya in the expansion of radiotherapy infrastructure for the provision of a broad spectrum of radiotherapy services to deliver effective cancer treatment. The Agency is currently supporting KNH in establishing training programmes for radiation oncologists, medical physicists and oncology nurses for sustainable expansion of radiotherapy services. It is also supporting MTRH in the procurement of radiotherapy equipment including training of another medical physicist.

The technical cooperation assistance provided to Kenya in 2018 amounted to **€595 497** and additional €274 572 under regional and interregional projects, totaling to

€870 070 at an implementation rate of 64.70%.

Mr. Dazhu Yang, IAEA Deputy Director General and Head of the Department of Technical Cooperation on behalf of the IAEA and Mr. Joseph Njoroge, CBS Principal Secretary in the Ministry of Energy and Petroleum on behalf of the Government of Kenya signing the Country Program Framework (CPF) for the period 2017-2022 on 31 May 2017 at IAEA, headquarters, Vienna.

On 30 May 2017, Mr. Yukiya Amano, Director General of the International Atomic Energy Agency (IAEA) met with Mr. Joseph Njoroge, CBS, Principal Secretary in the Ministry of Energy and Petroleum during a bilateral meeting on the sidelines of the International Conference on the IAEA Technical Cooperation Programme in Vienna

3.1.3.2.   United Nations Industrial Development Organization (UNIDO)

Kenya became a member of the United Nations Industrial Development Organization (UNIDO) in 1981. UNIDO's first technical cooperation (TC) project was initiated 1984. The national projects are designed with the technical support of UNIDO but in line with the Government priorities and needs with participation and ownership of the MDAs.

The Mission covers UNIDO in Vienna, and is a member of the 27-member Program and Budget Committee and the Industrial Development Board. Kenya has also presented her candidature for re-election to the Board for the period 2019-2023.

The Kenya had demonstrated strong support for UNIDO: H.E. the President is one of the Africa Heads of State/Governments who are Champions of the third industrial development decade for Africa (IDDA III); Kenya has no outstanding financial obligations; and Kenya promotes multilateralism through active participation in UNIDO policy making organs' meetings and other activities.

Further, the Mission facilitates implementing Ministries working with UNIDO and other UN Agencies and international organizations for technical support towards projects at the national level. The list of the on-going and future projects can be accessed on the UNIDO extranet.

The Government also works closely with UNIDO country office to ensure Kenya meets all her obligations as the host country of Nairobi office responsible for Kenya, South Sudan, Eritrea and Seychelles.

3.1.3.3.   United Nations Office on Drugs and Crime UNODC

United Nations Office on Drugs and Crime (UNODC), as the guardian of crime prevention and criminal justice standards and norms, the UN Convention against Transnational Organized Crime (UNTOC) and its related Protocols, the UN Convention against Corruption (UNCAC), as well as the various international instruments on drug control and counter-terrorism, has unique expertise in addressing illicit trafficking and organized crime, as well as their linkages to corruption and terrorism. Through its Regional Office in Eastern Africa, UNODC has developed extensive knowledge of the drug and crime situation in the region, and has strong cooperation links with relevant national authorities and partner organizations.

UNODC has two Commissions: Commission on Drugs and Narcotics (CND) and Commission on Crime Prevention and Criminal Justice (CCPCJ).

Kenya is a member of the Commission on Narcotic Drugs (CND) and the Commission on Crime Prevention and Criminal Justice (CCPCJ) are policymaking bodies within the United Nations system and guide international action against drugs and crime. The Mission promotes Kenya's interest through participation in the Commissions' meetings as well as other UNODC activities.

Further, Kenya hosts the UNODC "Regional Office for Eastern Africa" which was established in 1988 in Nairobi. The office Kenya, Burundi, Comoros, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Mauritius, Rwanda, Seychelles, Somalia, Tanzania and Uganda. The Regional Office continues to strengthen its partnerships with East African Governments and is assisting and supporting them in tackling their drug, crime, justice, health and terrorism challenges in a more comprehensive and focused manner.

3.1.3.4.   UN OFFICE FOR OUTER SPACE AFFAIRS (UNOOSA)

Kenya has become a regional focal point for space activities and the Government enacted a National Space Policy and Legislation to regulate space activities under its jurisdiction. This enactment will lead to the transformation of the National Space Secretariat into the Kenya Space Agency by 2019 to co-ordinate Kenya's space related activities.

Kenya continued to enhance its engagement with the UN Office for Outer Space Affairs (UNOOSA) and with space actors as it looked at further enhancing its capacity in space applications. The Mission covers UNOOSA in Vienna and continues to strengthen ties between Kenya and UNOOSA, and has promoted multilateralism, international cooperation and solidarity in international decision-making at UNOOSA, which is a national objective in Kenya's foreign policy.
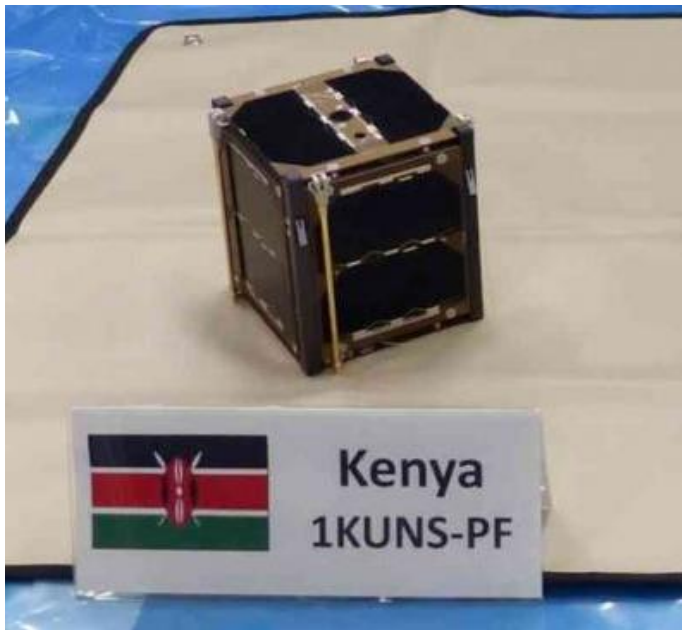
On 11th May 2018, Kenya's launched its first satellite Kenya University Nano Satellite-Precursor Flight dubbed **"1KUNS-PF"** into outer space. This milestone solidified Kenya, Japan and UNOOSA partnership under the PNST Progamme, which saw the satellite developed by a team at the University of Nairobi. It was also the first cube satellite (CubeSat) developed under the KiboCUBE programme UNOOSA and Japan's Aerospace Exploration Agency (JAXA); and also the first to be deployed from the International Space Station (ISS). The deployment took place from the Japanese Experiment Module (Kibo) of the ISS with the Kibo robotic arm.

3.1.3.5. Comprehensive Nuclear Test Ban Treaty (CTBTO)

Kenya signed the Comprehensive Nuclear Test Ban Treaty (CTBT) Agreement on **14th November 1996**, and ratified the same on **30th November 2000**, becoming the 68th State to ratify the CTBT.

The country also hosts two CTBTO monitoring facilities since signing a host agreement on 29th October 1999. One facility is in **Nairobi,** which hosts the infrasound Station under treaty code IS32; and in **Kilimambogo,** which hosts the Primary Seismic Sound under treaty code PS24. Both facilities are certified.

The country continued to be active at the CTBTO, with Mission covering the CTBTO in Vienna, and staff attending meetings while experts from line Ministries attended seminars and workshops sponsored by the CTBTO to build capacity of developing Member States; all geared towards strengthening of ties between Kenya and the CTBTO, thus promoting multilateralism, international cooperation and solidarity in international decision-making at CTBTO, which is a national objective in Kenya's foreign policy.

Kenya scientists continue to benefit from training by the CTBTO in diverse fields, thus building the capacity for the country in the field of nuclear testing, detection and verification capabilities. Apart from participation in the Working Groups, Preparatory Commission and Seminars, the Mission staff also joined the Kenya Delegation in participating in the 2017 Science and Technology Conference (SnT2017) which took place at the Hofburg Palace in Vienna, Austria from the 26th to 30th June 2017. SnT2019 was the sixth in a series of biennial multidisciplinary conferences that provides a forum for scientists, industry leaders and policymakers from around the

world to exchange and share advances in the monitoring and verification technologies relevant to the Comprehensive Nuclear-Test Ban Treaty (CTBT).

3.1.4. Diaspora Engagement

The Mission has put in place various mechanisms to continuously engage the Kenyan diaspora in the countries of accreditation namely Austria, Hungary and Slovakia.

The Kenyan Diaspora continuously gets invited to participate and be part of the Jamhuri Day celebrations, and also in supporting the Kenyan athletes who come to compete in the Austrian marathons.

The Mission has continued to encourage and support the diaspora and urge them to invest in Kenya in order to participate in the economic development of the Country.

3.1.5. Cultural Diplomacy

Marathons in Austria

Kenyan athletes continued to dominate marathons in Austria in 2015/2016 - 2017/2018 reporting period. The marathons, which are part of the international events calendar, continue to attract both elite and amateur athletes from Kenya.

Kenyan athletes continue to participate in the **Vienna City Marathon**; Linz City Marathon and the Salzburg City marathon, registering wins in all the years of participation

At the 35th Edition which took place on Sunday 22nd April 2018, Kenyan Nancy Kiprop won the women's race for a second consecutive year, having won the Women's race in 2017.

Wesley Kemboi and Issac Kosgei ensured a one-two finish and Kenya's dominance at the 2018 **Salzburg Marathon** held on 6th May 2018.

This Strategic Plan, therefore, builds on the successes and lessons learnt from the implementation of the 2015/16-2017/18 Strategic Plan, as well as on policies, programs and projects of the Sustainable Development Goals (SDGs) and the African Union Agenda 2063 and EAC Vision 2050.

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 2015/2016 – 2017/2018 Strategic plan. The lessons learnt during the plan's implementation period include:

i. The importance of aligning the Mission's Strategic plan with the Ministry's Strategic plan and performance management tools.

ii. Inadequate funding was a big challenge in the implementation of the targets. It was clear that the Financial Year's which the exchequer was received on time, more targets were achieved and deliverables were tangible.

iii. Monitoring and evaluation of the implementation of the Plan on a regular basis plays a critical role in ensuring that programmes and priorities envisaged in the plan are fully implemented.

iv. Foreign language barrier was an issue, particularly for bilateral engagements. This affected delivery of set targets.

v. The Mission covers both bilateral (Austria, Hungary and Slovak Republic) and multilateral issues (UN Agencies and International Organizations in Vienna), and it was clear that there was more focus on the United Nations work.

vi. Consistency of the monthly Home-Based Officers Meetings creates a platform that informs on the key activities for the reporting period. This helps in reviewing progress on agreed targets and consolidate text for the Strategic Plan review document.

3.3. Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

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

The following is a summary of SWOT analysis of the Mission:

Table 3.1: Summary of SWOT Analysis.

Strengths	Opportunities
i. Qualified and multi-skilled members of staff ii. Existence of policies and guidelines iii. Physical location in close proximity to the UN premises iv. Presence of UN Agencies/International Organizations which have great relevance to Kenya namely: International Atomic Energy Agency (IAEA), United	i. Kenya's good reputation in the Countries of accreditation and in the UN and International organizations based in Vienna. ii. Kenya recognized a leadership role in Africa iii. Constitution of Kenya, Vision 2030, and Big Four agenda which guide the Mission in its activities

Nations Office on Drugs & Crime (UNODC), United Nations Industrial Development Organization (UNIDO), Comprehensive Nuclear Test-Ban Treaty (CTBTO) and UN Office for Outer Space Affairs. v. Cordial bilateral relations with the countries of accreditation i.e. Austria, Hungary and Slovakia.	iv. Political goodwill v. Evolving strategic geopolitical situation vi. Existence of Kenyan diaspora in the countries of accreditation. vii. Presence of UN and Key International Organizations in Vienna viii. Use of ICT and social media ix. Unique culture and heritage and tourism promotion x. Well-developed and ready markets for Kenya products in our countries of accreditation
Weaknesses	**Threats**
i. Inadequate funding ii. Inadequate human resource iii. Inadequate office equipment iv. Poor management of the communication system v. Slow adoption of ICT vi. Poor management of institutional memory vii. Foreign language barrier	i. Cyber crime ii. Terrorism iii. Limited stakeholders with knowledge on Kenya's foreign policy iv. Global ideological shifts

3.4. Summary of PESTEL Analysis

This analysis assesses the political, economic, social, technological, environmental and legal factors that will either support or impede the implementation of the strategic plan. These are factors in the external environment that can either impact favorably or unfavorably on the operations of the Mission.

The table below presents a summary of the PESTEL analysis.

Table 3.2: Summary of PESTEL Analysis

Category	Issues	Effect
Political Factors	Membership to United Nations and international organizations based in Austria.	Kenya's membership to the United Nations and International Organizations based in Austria, Vienna which shapes its political space and influences the country's position on international issues. Activities and decisions taken at these organizations will impact positively on the implementation of the Mission's strategic plan.
	International peace and security.	International peace and security are key to Kenya's development agenda. The Mission is situated in Vienna, which hosts the IAEA, CTBTO and UNODC organizations and agencies which target to enhance peace and security.

Economic Factors	International Economic cooperation	Kenya is a member of the United Nations and the World Trade Organization. Forthcoming international trade meetings and negotiations, e.g. the Post Cotonou Negotiations on Economic Partnership Agreements (EPAS) etc should be able to address issues of trade barriers and phytosanitary requirements to enable Kenyan products to freely access the countries of accreditation markets, thus enable Mission realize targets of the Strategic plan.
Social Factors	Refugees crisis and xenophobic tendencies	The relatively high number of refugees from the Middle East is likely to increase unemployment in the Countries of accreditation. This is also viewed as a major threat to the European's integration process and the free movement of persons the EU countries have been enjoying freely.
Environmental factors	Countries of accreditation are fairly developed	The Mission will monitor the developments especially in arrears of clean energy that form part of Kenya's development agenda.
Technological factors	Communication and interaction of people	The adoption of use of ICT at the Mission is likely to increase efficiency and productivity of mission staff, which shall greatly enhance realization of the Mission strategic plan. However, a relative increase in technology related crimes might present a challenge in the usage of electronic mode of communication.
Legal Factors	Legislation and policy framework	Timely conclusion of the revised Foreign Service Regulations and Proposed Foreign Service Bill, 2014, will provide certainty to Mission staff.

3.5. 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 whereas satisfying our internal stakeholders is crucial because winning their commitment is critical in the provision of efficient and quality services.

An analysis of stakeholders was carried out which identified the following key stakeholders and their expectations and strategies for obtaining their support.

Table 3.3 Summary of Stakeholder Analysis

Category	Stakeholder	Stakeholders' expectation	Mission's expectation	Potential strategies
Government	Political, economic and administrative Directorates	• Regular and comprehensive briefs and reports • Regular consultations • Timely transmission of correspondence	• Prompt and adequate feedback • Timely advice and instructions • Provision of adequate resources	• Optimal utilization of ICT and media • Strengthen performance management systems

Category	Stakeholder	Stakeholders' expectation	Mission's expectation	Potential strategies
			• Positive response	
	Mission Staff	• Conducive work Environment • Personal development, training, mentorship and career progression • Equity and Fairness • Adequate compensation	• Professionally competent, committed, result oriented and motivated staff • Adherence to the Mission's core values	• Capacity building and training of both Home based and local staff • Strengthen performance Management system • Equal opportunity to all staff
Diaspora	Diaspora associations and individuals in the countries of accreditation	• Timely and efficient delivery of services • Timely and efficient consular services • Regular updates or information about Kenya, investments and other matters of national importance	• Collaboration and support • Timely submission of requests	• Develop interactive website • Effective use of ICT • Develop a communication strategy • Regular diaspora engagement and forums
Diplomatic Community	Austria, Hungary, Slovakia, The UN and International Organizations in Vienna	• Timely response to correspondences • Coordinating implementation of bilateral and multilateral engagements and decisions • Enhanced cooperation • Consolidated relations with Kenya	• Enhanced cooperation • Kenya national interests projected, promoted and protected • Mission Contributes towards the achievement of Vision 2030	• Collaboration • Effective participation in meetings • Initiation of JCC • Constantly engage host Government of issues of mutual interest
Suppliers	Service and goods providers	• Prompt payment for services rendered and	• Prompt delivery of goods and services	• Preparation and signing of

Category	Stakeholder	Stakeholders' expectation	Mission's expectation	Potential strategies
		goods delivered to the Mission • Equity and fairness • Compliance with agreements • Cooperation from the Mission	• Provision of quality goods and services • Adherence of the Missions core values	contracts and agreements • Adequate budgetary provisions

3.6. Strategic Plan Implementation Risks and Mitigation Measures

Specific Risk	Description	Risk Mitigation Measures
Political risks		
Global Ideological shifts	Shifting strengths of cooperation between traditional and non-traditional partners in international peace and security.	Manage Kenya's membership to the United Nations and International Organizations based in Vienna which shapes political space and influences the country's position on international peace and security while balancing relations with traditional and non-traditional partners.
Environmental risks		
Climate change and natural disasters	The negative effects of climate change globally and natural disasters lead to the destruction of infrastructure, loss of life etc.	The Mission will factor strategies for engagement in climate change in planning and programming.
Technological risks		
Increased technological innovations related crimes (cybercrime)	The rapid developments in technological innovations pose a threat to the safety of the Mission's information.	The Mission will apply effective ICT management techniques and secure work Keep abreast with the technological advancements and develop innovations that will aptly protect the information
International security risks		
Trans-national crime (terrorism, drugs and human trafficking, organised crime, money laundering and youth radicalization)	Kenya has been mapped as a transit route for trans-national crime, and this has implications that dent the country's image.	Work with relevant international as well as MDAs through the Ministry in enhancing this risk by engaging stakeholders for capacity building, information sharing and expertise exchanges.
Economic risks		
Increased competition at the global market for Kenyan products and tourism	Markets are becoming more saturated with products from competitor countries.	Explore new and emerging markets frontiers for Kenyan goods and diversity export products, with a focus on value addition.
Financial risks		

Inadequate budgetary allocations	Inadequate funding for the Mission.	Prioritise programmes, meetings and projects.
Delayed exchequer release	Delay in exchequer release means that implementation of mission activities delays thus increasing project costs.	Request Ministry to engage The National treasury for timely release of exchequer
Socio-cultural risks		
Refugees crisis	The relatively high numbers of refugees from the Middle East is likely to increase in unemployed people and social concerns in Countries of accreditation. This is also viewed as a major threat to the European's integration process and the free movement of persons the EU countries have been enjoying freely.	Monitor trends and gather intelligence on volatile trends which have potential to affect the Kenyans in Diaspora.

CHAPTER 4: STRATEGIC MODEL

4.1   Mission Strategic Objectives and Strategies

To continue to play an enhanced role, the Mission requires a Strategic Plan that sets out the objectives; strategies and priorities that it intends to pursue to achieve tangible and measurable results. In this regard, the Mission has identified five strategic objectives and specific strategies to operationalize these objectives and achieve the desired outcomes. The six strategic objectives are to: Protect Kenya's Sovereignty and Territorial Integrity, Promote International Peace and Security; Promote Economic Cooperation, International Trade and Investment; Enhance Diaspora Engagement and Consular Services; Enhance Public Diplomacy and Stakeholder Engagement; and Enhance Policy, Legal and Institutional Capacity.

4.1.1 Description of the Strategic Objectives and Strategies

Strategic Objective 1: To Protect Kenya's Sovereignty and Territorial Integrity

This objective aims to protect the country's Sovereignty and Territorial Integrity in the countries of accreditation and at the international level by participating actively in all meetings of the UN and the International organizations based in Vienna. The objective will also focus on strengthening collaboration and partnership with countries of accreditation, the UN and International organizations in Vienna by participating in regular briefings.

This objective will employ 4 strategies indicated below: -

Strategy		Strategic Thrust
1	Enhance Cooperation and engagement at bilateral and multilateral levels	This strategy aims at enhancing cooperation at international level through the UN agencies based in Vienna.
		It will entail promoting cooperation with the countries of accreditation and the UN agencies on arising matters on Sovereignty and Territorial Integrity for mutual benefit. It will further entail sharing of intelligence information to enhance decision making and common strategy in addressing country specific, regional, continental and any emerging threats. This will further entail lobbying UN Agencies and International Organizations based in Vienna to host meetings in Nairobi in order to promote its profile as a center for international conferences and meetings.
2.	Strengthen co-operation with the UN agencies	This strategy will focus on the enhancement of Bilateral and multilateral relations through

	holding and participation in bilateral and multilateral meetings and events to project Kenya's interest geared towards protecting the country's sovereignty and territorial integrity.

Strategic Objective 2: To Promote International Peace, Security and Stability

This objective aims to promote peace and security in the countries of accreditation and at international level by participating actively in all meetings of the UN and the International organizations based in Vienna. The objective will also focus on strengthening collaboration and partnership with countries of accreditation, the UN and International organizations in Vienna by participating in regular briefings.

This objective will employ 3 strategies indicated below: -

	Strategy	Strategic Thrust
1	Enhance Cooperation at multilateral level and Security through the relevant UN agencies	This strategy aims at enhancing cooperation at international level through the UN agencies based in Vienna. It will entail promoting cooperation with the countries of accreditation and the UN agencies on defense and security matters for mutual benefit. It will further entail sharing of intelligence information to enhance decision making and common strategy in addressing country specific, regional, continental and any emerging security challenges
2.	Strengthen Peace and Security	This strategy is geared towards enhancement of Bilateral and multilateral relations through Hold briefings with Ambassadors accredited to Vienna and Heads of Missions and also the Heads of international organizations in Vienna. The strategy will also focus on ensuring Kenya's representation and effective participation in meetings of UN and other international organizations with a view to enhancing security, strengthening networking and knowledge sharing on best practices.

Strategic Objective 3: To Promote and Safeguard Kenya's Interest

This strategic Objective aims at advancing and securing Kenya's interest abroad through participation in meetings and other activities at bilateral level in countries of accreditation as well as at multilateral level.

It will achieve this through 3 strategies indicated below:

Strategy		Strategic Thrust
1.	Strengthening Kenya's Engagement and Representation bilaterally and multilaterally	This strategy entails strengthening and leveraging Kenya's interests in the countries of accreditation, the UN and International organizations in Vienna. It will also involve Mission's participation in scheduled meetings to articulate Kenya's Foreign Policy.
2	Promote international cooperation and a rule based multilateral system	This strategy aims at ensuring the country supports the strengthening of cooperations and partnerships for a stronger rule based multilateral systems.
3	Strengthen Kenya's presence and influence in international organizations	This strategy aims at enhancing the country's presence and influence in international organizations through lobbying for election or appointments of Kenyans.
4	Fulfill Kenya's Obligation at the UN and the International Organizations in Vienna	Participating effectively in policy organ meetings of the UN agencies and International Organizations in Vienna and increasing international cooperation, solidarity and enhancing a rule-based system. Ensuring that Kenya honors its obligations at the UN and the International Organizations through facilitating payment of assessed contributions and annual subscriptions.
5	Enhance Kenya's Image and Prestige	The strategy aims to create awareness on the positive image of Kenya through holding strategy briefings and promotional events with a view to enhancing Kenya's image and prestige.

Strategic Objective 4: To Promote Economic Cooperation, International Trade and Investment

This strategic objective aims to advance Kenya's economic interest through robust engagement in bilateral and multilateral activities. Under this strategic objective, the Mission will focus on promoting economic cooperation, international trade and investment. This will be done through initiating, negotiating, strengthening bilateral relations and diplomatic engagement, regional and multilateral trade and investment, promotion of trade and investment, holding trade fairs and exhibitions, application of reciprocal treatment by identifying and implementing areas of strategic intervention.

This objective will employ the following 5 strategies indicated below:

	Strategy	Strategic Thrust
1	Strengthen Economic Relations	This strategy aims at strengthening economic relations with the countries of accreditation This will be achieved through Participating in meetings and functions at bilateral and multilateral levels related to Economic Cooperation, International Trade and Investment.
2	Promote bilateral Trade	This strategy will involve broadening understanding on Trade market opportunities in Austria, Hungary and Slovakia for Kenyan products, facilitating Kenyan exporters to secure market in the host country, conducting market surveys for Kenyan products and creating awareness among Kenyan exporters on opportunities that exists. The strategy will also entail organizing and participating in trade fairs and exhibitions; conducting market surveys to promote Kenyan products. It will also involve holding bilateral meetings with specific players to establish barrier to trade and modalities of addressing them.
3	Promote Investment	This strategy will aim at increased exposure of potential investors from Austria, Hungary and Slovakia and the Kenyan Diaspora on investment opportunities. It will focus on organizing inbound and outbound Investment Missions
4	Promote Tourism	This strategy aims to increase awareness on Kenyan tourism products to potential tourists by publicizing Kenya tourism products and holding bilateral meetings and organizing and participating in tourism fairs and events.

Strategic Objective 5: To enhance Diaspora Engagement and Consular Services

This strategic objective will focus on Diaspora engagement and consular services through promoting, utilizing and enhancing the Kenyan Diaspora contribution to national development and improving the delivery of consular services.

To achieve this, the Mission will employ 3 strategies:

Strategy	Strategic thrust

1	Strengthen Diaspora Engagement	This strategy seeks to enhance participation of Kenyans living in the countries of accreditation, the UN and international bodies in Vienna in national development by leveraging on their expertise, holding regular consultative sessions, regular update of the database of Kenyans in the aforementioned areas as well as disseminating information to Diaspora on investment opportunities that exist in Kenya. The strategy will further entail the implementation of the Kenya Diaspora Policy.
2.	Strengthen Mission's consular Capacity	This strategy seeks to enhance the delivery of consular services to Kenyans in the three countries of accreditation and those employed at the UN and International organizations. This will be achieved through the use of ICT, enhanced services delivery through the Mission's website by making it more interactive and simplification of your consular procedures.

Strategic Objective 6: To Enhance Public Diplomacy and Stakeholder Engagement

This strategic Objective aims at advancing public diplomacy and stakeholder engagement to support the achievement of Kenya's Foreign Policy objectives.

It will achieve this through 2 strategies indicated below:

Strategy		Strategic Thrust
1	Strengthen Public Diplomacy	This strategy seeks to enhance information flow to key stakeholders of the Mission through clear channels of communication and engagement. In this regard, the Mission will implement Ministerial Communication Strategy and adoption of new media (twitter, Instagram and Facebook) to enhance service delivery and provision of real time services.
2	Stakeholders Engagement	The strategy will also involve engaging Mission's stakeholders to better understand their needs and expectations and build a collaborative mechanism with them to achieve better results for the Ministry. Through this strategy, the Mission will host and attend diplomatic functions, host National day

		celebrations and contribute to the Newsletter, implement service delivery charter, conduct lectures on Kenya, establish contact points in line ministries and implementing agencies, hold regular meetings with desk officer in the countries of accreditation and the multilateral system to deepen working relationship, strengthen networking during national days and carry out corporate social responsibility activities.
3	Print and procure Publicity tools and branded materials	This strategy will involve the Mission having a provision of branded materials (pens, notebooks, folders, roll-up banners, tea, coffee etc.) which will be used to project the country's image to the stakeholders and the general public. Through this strategy, the Mission will work closely with Brand Kenya, the Kenya Tourist Board (KTB), the Agriculture, Fisheries and Food Authority (AFFA).
4	Celebrate Kenya's National Day and other diplomatic engagements	Through this strategy, the Mission will host and attend diplomatic functions organized by other missions in Vienna and host Jamhuri day celebrations.

Strategic Objective 7: To enhance Policy and Institutional Capacity

The Mission will enhance institutional capacity by strengthening protocol services, budgeting and financial management and asset management as well as enhancing ICT capacity. The Mission will also strengthen its human resource management, institutionalize the culture of performance management. The Mission will further mainstream 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 and improving its visibility regionally and continentally.

This objective will employ 8 strategies indicated below:

Strategy		Strategic Thrust
1.	Strengthen Protocol Services	This strategy aims to develop capacities for the Mission staff to enhance their skills and knowledge to effectively perform protocol services. The strategy further aims at enhancing Mission's capacity to facilitate inbound and outbound delegations as well as updating the mission protocol guide

2.	Strengthen Budgeting, procurement and Financial Management	This strategy seeks to strengthen budget preparation and implementation of Mission's annual budget and procurement plans including preparation of the requisite reports implementation 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) and e-promise for procurement.
3.	Strengthen Asset Management	This strategy seeks to improve asset management through proper planning and budgeting to acquire properties and undertake their proper maintenance, repairs and renovations. The strategy further aims at branding the Mission to enhance Kenya's corporate brand and image. The strategy will also entail development and implementation of Maintenance and Service Contracts for various Missions assets such as IT equipment, buildings and motor vehicles among others. The strategy will further facilitate disposal of unserviceable and idles assets. It will also entail purchase of utility vehicles. During the plan implementation period, the Mission targets to acquire a modern building to house the Chancery in Vienna.
4.	Enhance ICT capacity and infrastructure	This strategy seeks to enhance connectivity within the Embassy, installation of various systems for information and data management and real time reporting as well as increase uptake of ICT among staff to enhance service delivery and efficiency at the Embassy. 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, VSAT communication, telephones,

		establishment of intranet, creation of an internal mailing system and management of staff emails.
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: ensuring equity and fairness, developing key competencies and skills among staff, institutionalizing team building activities as a tool for staff motivation, staff Training and mentoring, staff recognition and reward, staff welfare, review of staff establishment.
6.	Institutionalize Performance Management	This strategy will ensure the achievement of the Mission's vision and strategic objectives, whilst instilling a culture of continuous performance improvement. This strategy further aims at strengthening project/program implementation by institutionalizing monitoring and evaluation in the Mission, which will in turn be critical in the preparation of Monthly, quarterly and annual progress reports and briefs. The Mission will monitor and evaluate policies and programmes through preparation of various performance review reports, activity reports, reports on implementation of JCC, MOU'S and carrying out regular customer and employee satisfaction surveys to establish performance levels and strategies for further improvement. Complete online PAS for Home Based Officers, Carry out appraisal of local staff, develop and implement Mission's work plan.
7.	Strengthen Governance Capacity	This strategy seeks to enhance transparency and accountability in the Mission including the implementation of

		the Ministerial Anti-Corruption Policy and the Staff Code of Conduct and Ethics.

CHAPTER 5: COORDINATION FRAMEWORK AND INSTITUTIONAL CAPACITY

5.1. Introduction

Successful implementation of this plan hinges on three distinct but closely related factors. First, is the human resource capacity of the Mission, secondly, the coordination framework which provides effective and efficient reporting and feedback channels, and lastly, the financial resources. The combination of the above factors coupled with the full involvement, effort, commitment and leadership from the Mission staff and all the stakeholders will be critical in the realization of the aspirations of this strategic plan.

It is imperative that mobilization and utilization of these resources is geared towards the achievement of the objectives spelt out in the plan. Therefore, Political goodwill and management support will be critical in actualizing some of the activities outlined in this plan.

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

5.2. Continuous Human Resource Development

The Mission will endeavor to develop the necessary competencies and skills for staff to deliver quality services. An elaborate plan for human resource capacity development will be developed by the Ministry headquarters and the Mission is expected to implement it to build this capacity within the Mission.

5.3. Capacity Assessment and staff training

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

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 well-motivated staff 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 period, the Mission will implement employee recognition and reward scheme to be developed by the Ministry 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 adequate office space and residential housing for the Kenya diplomatic mission staff and provision of office equipment and furniture among others.

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 continue to exercise prudent financial management and implement the austerity measures to cut down on wastages. The Mission will also improve collection of A-in-A revenues from visa fees and engage the Ministry to enhance the budgetary ceiling to bridge this gap.

5.6. Mission Organizational Structure

The successful implementation of this Strategic Plan will depend on optimal staffing levels based on the strategic objectives to be achieved in implementing the plan, including workload analysis of the Mission, mandate from Headquarters and the Vision of the Mission.

The current organizational structure and staff establishment of the Mission is 16 members of staff as shown in the table overleaf.

Figure 1: Current Organizational Structure
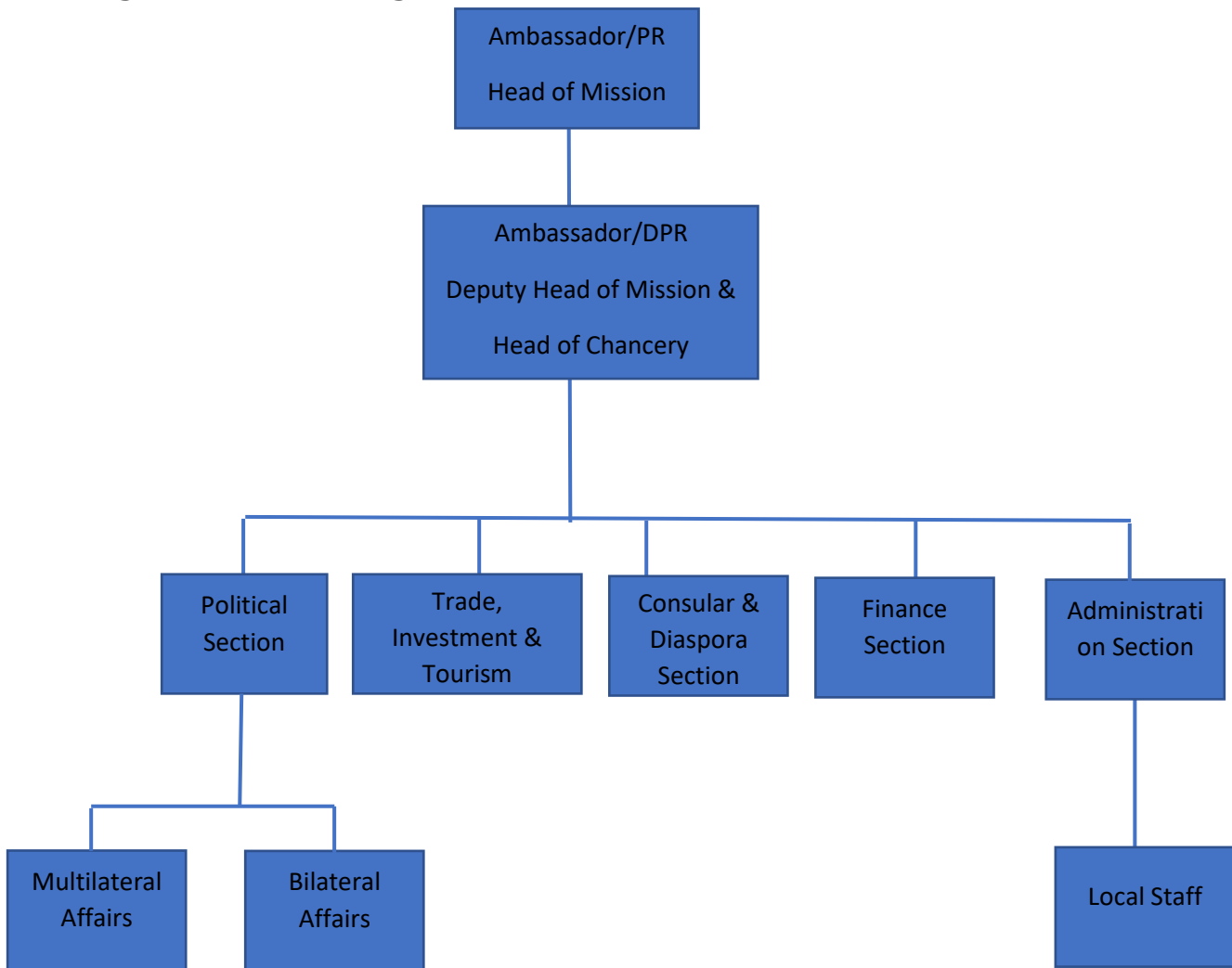
5.7. Staff Establishment

The staff establishment for the Mission is given in table 5.1 clearly outlining the authorized establishment; the staff who are in-post and the proposed ideal staff numbers.

Table 5.7.1: Authorized, in-post and proposed staff establishment in the Mission

DESIGNATION	JG/CSG	AUTHORIZED (A)	INPOST (B)	VARIANCE C(B-A)	PROPOSED OPTIMAL STAFFING LEVELS
Home Based Staff					
Ambassador/ Head of Mission	T/4	1	1	0	1
Ambassador/Deputy Head of Mission	T/4	0	1	1	1
Minister	S/5		0		
Minister Counsellor I	R/6		0		1
Minister Counsellor II	-		-		
Counsellor I	P/7		0		
Counsellor II	N/8	3	2	-1	4
First Secretary	-		-		
Second Secretary	L/9		0		
Third Secretary	K/10		0		2
Third Secretary Cadet	J/11		0		
Administrative Attaché	N/8	1	1	0	1
Records Management Officer	K/10	1	1	0	1
Financial Attaché	N/8	1	1	0	1
Sub Total		**7**	**7**	**0**	**12**
Local Staff					
Social Secretary	N/A	0	1	1	1
Accounts Assistant/Clerk	N/A	0	0	0	1
Messenger/Cleaner	N/A	0	1	1	1
Office Assistant	N/A	1	0	-1	0
Translator	N/A	1	0	-1	1
Receptionist	N/A	1	1	0	1
Visa Clerk	N/A	1	1	0	2
Drivers	N/A	2	3	1	3
House Keeper	N/A	1	1	0	1
Chef/Cook	N/A	1	2	1	2
Sub Total		**8**	**10**	**2**	**13**
Total		**15**	**17**	**2**	**25**

The Mission strongly recommends consideration for the following:

1. Local Staff – Hiring of Technical Assistants to assist in enhancing the capacity for covering the UN and International Organizations based in Vienna.

5.8. SCHEDULE OF DUTIES

5.8.1. Functions of the Ambassador/Permanent Representative & Head of Mission

i. Head of Mission/Permanent Representative
ii. Overall responsibility for the management of the Mission
iii. Policy guidance, supervision and direction
iv. A-I-E holder and overall control of Mission's finances
v. Liaison with Headquarters on policy matters, interpretation and application of Foreign Service Regulations
vi. Liaison with Ambassadors/Heads of Mission, and Heads of United Nations Agencies and other International Organizations based in Vienna.
vii. Networking with Ambassadors and Permanent Representatives of other Embassies/Missions in areas of accreditation.
viii. Mission's reports.
ix. Staff Appraisal Reports.
x. Implementation of Government financial and other regulations and directives as issued from time to time.

5.8.2. Functions of the Ambassador/Deputy Permanent Representative & Deputy Head of Mission

i. Deputy Head of Mission/Deputy Permanent Representative.
ii. Acting Head of Mission in absence of Head of Mission.
iii. Head of Chancery.
iv. Alternate A-I-E Holder.
v. Immediate supervisor of Home-Based Officers
xi. Chair of Finance and Budget Committee
vi. Financial and administrative management.
vii. Coordination of preparation of Mission's Annual Work Plans
viii. Coordination of Mission responses to policy and information circulars from Headquarters.
ix. Coordination of Mission´s Security matters
x. Coordination of Mission's Insurance matters
xi. Diaspora Matters

5.8.3. Functions of the Minister Counsellor

Multilateral Affairs

Responsible for the following: -

    i. United Nations Office on Drugs and Crime (UNODC).
    ii. United Nations Office in Vienna (UNOV)
    iii. United Nations Commission on International Trade Law (UNCITRAL).

Other Responsibilities

    i. Contracts and legal matters
    ii. Authentication of documents

5.8.4. Functions of the Counsellor I

Bilateral Affairs

Responsible for Hungary

Multilateral Affairs

Responsible for the following: -

    i. United Nations Industrial Development Organization (UNIDO)
    ii. SE4ALL
    iii. OPEC Fund for International Development (OFID)
    iv. Organization for International Economic Relations (OIER)

Other Responsibilities

    i. Economic matters
    ii. Trade and Tourism
    iii. In-charge of Consular Matters
    iv. Student Matters

5.8.5. Functions of the Counsellor II (CTBTO)

Bilateral Affairs

Responsible for Slovakia

Multilateral Affairs

    i. Provisional Technical Secretariat of the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO)
    ii. United Nations Office for Outer Space Affairs (UNOOSA)
    iii. General Disarmaments Matters

Other Responsibilities

i. Cultural matters.
ii. Performance Contracting
iii. Officer In-Charge of Local Staff

5.8.6. Functions of the Counsellor II (IAEA)

Bilateral Affairs
Responsible for Austria

Multilateral Affairs

i. International Atomic Energy Agency (IAEA)
ii. International Anti-Corruption Academy (IACA) and contact person for matters emanating from Ethics and Anti-Corruption Commission (EACC)
iii. Vacancies in International Organizations
iv. Candidatures in Intentional organization

Other Responsibilities

i. National Day Speeches and Congratulatory Messages
ii. Website Management, Press and Publicity
iii. Performance Contract
iv. Transport Office/Vehicle returns

5.8.7. Functions of the Financial Attaché

Responsible for: -
i. Management of Mission's Accounts
ii. Preparation of budget and financial plans and presentation to the Finance and Budget Committee for consideration
iii. Receipt and banking of A-I-A.
iv. Processing of payments and payment vouchers
v. Bank reconciliation/expenditure and Cash Book returns
vi. Preparation of weekly and monthly statements of accounts
vii. Processing of Mission's tax returns
viii. Insurance of vehicles and other Mission properties
ix. Medical insurance
x. Maintain account payable (Pending bills) records
xi. Custodian of accountable documents on financial matters
xii. Disbursement of scholarship/bursary payments
xiii. Payment of Kenya's contributions to the United Nations Agencies and International Organizations Based in Vienna.

5.8.8. Functions of the Administrative Attaché I

Personal Secretary & Assistant to the Ambassador/Head of Mission/Permanent Representative.
Responsible for: -

i.   Preparing routine correspondence for Ambassador/Head of Mission's signature
ii.   Processing and prioritizing mail and folders for Ambassador/Head of Mission
iii. Upload and manage in calendar all appointments and invitations for the Ambassador/Head of Mission
iv.   Mission´s Confidential Secretary.
v. Notifications of arrivals, departures, absence, Holidays etc. of Head of Mission
vi. Issuance of diplomatic identity cards and UN passes for Home-Based Officers
vii. Purchases for office refreshments and entertainment for Ambassador/Head of Mission
viii. Custodian of all Mission's seals
ix. Coordination of school placement for Home-Based Officers' children
x. Hotel bookings and accommodation in liaison with Consular/Visa Clerk

5.8.9. Functions of the Administrative Attaché I (Records)

Responsible for: -
i. Mission's communication matters
ii. Management of Mission records (Registry services)
iii. Dispatch of correspondence/mail and attachments
iv. Diplomatic bag
v. Monthly Staff Returns
vi. Maintenance of Mission's Inventory for Chancery and Residences (Housing Officer)
vii. Custodian of non-financial accountable documents
viii. Purchases/procurement of general Mission supplies
ix. Purchase, storage/issuance of drinks for official functions
x. Custodian of non-financial accountable documents
xi. Custodian of the Mission keys and key cards
xii. Coordination of general office services and general cleanliness of the chancery

5.8.10. All Home-Based Officers (HBOs)

i. Compilation of periodic briefs, reports and other documents in respective areas of coverage as required.

ii. To cover regional and special interest group meetings and events e.g. the African Group; G-77 & NAM, Caribbean Community (CARICOM) and Group of Latin America

and the Caribbean (*GRULAC)* relating to respective dockets.

iii. Any other duties assigned by the Head of Mission.

5.8.11. COMMITTEES

The Mission's work will also be aided by Committees for the different work clusters. These are:

i. Home Based Officers Committee

ii. Finance and Budget Committee

iii. Procurement & Disposal Committee

iv. Security and Risk Committee

v. Consular and Diaspora Committee

vi. Website and Publicity Management committee

vii. Local Staff Committee

viii. Housing Committee

ix. Events and Entertainment committee

5.8.12. SECTIONS

5.8.12.1. Consular and Visa Section

This section is mandated to:

i. Deal with matters affecting Kenya Diaspora in countries of accreditation and at the UN and International Organizations in Vienna

ii. Processing of renewal of Passports and Driving licenses for Kenya citizens,

iii. Issuance of Visas,

iv. Authentication and Legalization of documents such as Birth Certificates, Death Certificates, Certificates of Good Conduct, Certificates of Marriage, Business registration documents, Certificates of No Impediment of Marriage, Adoption Certificates,

v. Processing of canine/feline import license for dogs and cats,

vi. Assisting Kenyans in distress such as visiting Kenyans in prisons,

vii. Issuance of Emergency travel documents,

viii. Providing general information and attending to inquiries on consular matters,

ix. Registration of Kenyans in the countries of accreditation,

x. Providing information to Kenya diaspora on job opportunities at the UN and other International Organizations in Vienna.

5.9. Strategic Plan Resource Requirements

To successfully implement this strategic plan the Mission will require **Kshs. 2,7 billion** averaging about **Kshs. 395 million** for the next five years except for the 2021/2022-2022/2023 when the development budget is expected for purchasing of a Chancery as shown in table 5.3. The Mission will continue to engage the parent Ministry to allocate more resources during this strategic planning period. The Mission will also enhance the collection of A-in-A and especially from charges in consular services.

5.9.1. Mission Recurrent and Development Expenditures: 2015/16-2018/19

This is depicted in Table 5.9.1.1 below, which shows the trend of the Mission expenditures over a four-year period.

Table 5.9.1.1 Mission Recurrent and Development expenditure trends: 2015/16-2018/19

Expenditure	2015/16 Ksh Mn	2016/17 Ksh Mn	2017/18 Ksh Mn	2018/19 Ksh Mn
Recurrent expenditure	213,738,765.00	259,612,270.00	289,096,010.00	272,937,174.00
Development expenditure	0	0	0	0
Total	213,738,765.00	259,612,270.00	289,096,010.00	272,937,174.00

5.9.2. Mission MTEF and Strategic Plan Budget Projections: 2019/20 – 2022/23

The Missions budget projection is depicted in Table 5.9.2.1. below, which shows the trend of the Mission expenditures over a four-year period.

Table 5.9.2.1 Mission MTEF and Strategic Plan Budget Projections: 2019/20 – 2022/23

Budget	2018/19 Ksh Mn	2019/20 Ksh Mn	2020/21 Ksh Mn	2021/22 Ksh Mn	2022/23 Ksh Mn
Recurrent	272,937,174	294,467,762	315,080,505.34	337,136,140.71	360,735,670.56

Development	0	0	0	1,000,000,000	1,000,000,000
Total	272,937,174	294,467,762	315,080,505.34	1,337,136,140.71	1,360,735,670.56
Strategic Plan funding requirement	327,667,482.45	350,604,206.22	375,146,500.66	1,101,406,755.70	1,129,505,228.60
Funding shortfall	-54,730,308.45	-56,136,444.22	-60,065,995.32	-64,270,614.99	-68,769,558.04

CHAPTER 6: IMPLEMENTATION FRAMEWORK, MONITORING, EVALUATION AND REPORTING

6.1. Monitoring, Evaluation and Reporting

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 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 the 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.