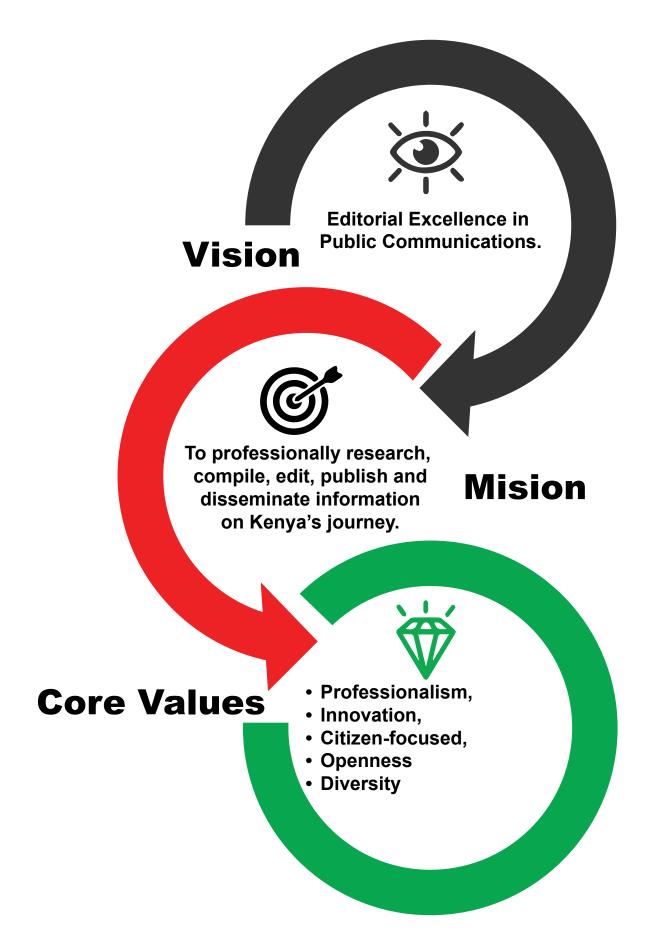




STRATEGIC PLAN



(2023/24 - 2027/28)



KYEB BRAND

Our Brand Personality	 Our Brand Offering Support Empowerment Partnership Convenience Expertise
Our Brand Voice and Tone	Our Brand Promise



FOREWORD

In launching the Fourth Strategic Plan 2023/24 - 2027/28) of the Kenya Yearbook Editorial Board (KYEB), we step forward with a clear vision and renewed commitment for quality service delivery. The plan reflects a keen understanding of the information dynamism at global, regional and national socio-economic and political governance landscape, mirroring the evolving needs and expectations of our society.

This Plan contributes to implementing the national government priorities of attaining economic turn-around and inclusive growth through a value chain approach through KYEB publishing mandate. The publications provide information and results of BETA objectives thus: bringing down the cost of living, eradicating hunger, creating jobs, expanding the tax base, improving

foreign exchange balances and inclusive growth.

In addition, the publications provide information on targeted investments in five core pillars, namely: Agriculture; Micro, Small and Medium Enterprise (MSME) Economy; Housing and Settlement; Healthcare; Digital Superhighway and Creative Economy. Further, BETA priorities will be implemented through five MTP IV sectors, namely: Finance and Production; Infrastructure; Social; Environment and Natural Resources; and Governance and Public Administration, whose reporting will be regularly undertaken by KYEB throughout the plan period.

The plan outlines the building blocks of our new desired future, in an information world increasingly shaped by rapid changes in technology, the push for greener, cleaner development and proliferation of digital platforms. To assure relevance in such dynamism calls for innovative strategies to make information access simpler, more convenient, and technologically adept.

In a landscape often muddled with misinformation, our focus on evidence-based policies is more critical than ever. As per the provisions of Article 35 of the Constitution, and in order to foster transparency, we commit to provide timely, accurate and accessible information to the public. KYEB will continue playing a critical role in elevating our national discourse, including by leveraging on various communication structures and platforms across government and the private sector to expand our product and solution mix.

The work of transforming our nation requires hard work, commitment and self-sacrifice by all. We invite all stakeholders to work with us towards our shared better future.

Ms Wangui B. Ng'ang'a Chairperson, KEYB



PREFACE AND ACKNOWLEDGEMENT

It is with great pride and a sense of profound responsibility that I introduce the Fourth Strategic Plan of the Kenya Yearbook Editorial Board (KYEB). The plan resonates deeply with the ethos of Kenya's inaugural post-independence government aspiration of a society equity free from racial bias, oppression, and injustice. It is this spirit of visionary planning and commitment to societal upliftment that the KYEB embraces in its new strategic direction.

The plan proposes three Key Results Areas (Informed Citizens; Relevant products, platforms and services and high performance culture) linked to strategic goals, objectives and strategies with clear activities/actions identified for implementation. The achievement of the planned results

would require adequate means - resources, effort and decisions, necessitating a shift to performance management approaches to narrow the gap between planned and actual results.

Priorities espoused in this plan are our commitment to the nation's progress, through quality publications that go beyond the Kenya Yearbook to amplify strategic public outreach. Together, we will continue to chronicle our nation's journey, ensuring that key achievements, challenges and lessons learnt are recorded for posterity. The plan was prepared through a participatory and interactive process involving many stakeholders. Special thanks go to the Cabinet Secretary, Ministry of Information, Communications and the Digital Economy (MICDE), Mr Eliud Owalo, FIHRM, EGH and Prof. Edward Kisiang'ani, the Principal Secretary State Department for Broadcasting and Telecommunications.

Special mention and appreciation goes to the State Department for Economic Planning and Kenya Institute for Public Policy Research and Analysis (KIPPRA) for providing technical support to KYEB in the drafting of this Strategic Plan. Equally, we are grateful to our external stakeholders for having enriched the strategic planning process, by infusing industry best practices.

The synergy and team work of KYEB Management and staff who dedicated their time to ensure the delivery of this plan is appreciated. Finally, we thank the Board of Directors for providing strategic direction and leadership in the development of the plan.

Lilian Kimeto, MPRSK
CHIEF EXECUTIVE OFFICER

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DEFINITION OF TERMS

Term	Description		
Core values	The fundamental rules by which we conduct business		
Goal	High-level statements of achievements of a strategic objective.		
Mission	The reason for our existence		
Outputs	The product or service we deliver		
Performance Indicator	A measure used to assess the performance of KYEB or our departments in service delivery.		
Service delivery targets	Specific outputs needed to achieve the Strategic Priorities.		
Situational Analysis	It is the assessment of our internal and external environment. It is from this analysis that strategic issues become apparent.		
Strategy Matrix	Set out the parameters that lead to fulfilling our vision and goals. It contains Strategic Priorities, goals, strategic initiatives, and activities		
Strategic Priorities	Broad, long-term targets designed to achieve our mission		
Strategic Initiative	Actions for achieving the Strategic Priorities		
Publishing	Process entailing concept development, copy-editing, graphic design, production and distribution of content to the public in the form of reports, books, magazines, newspapers, music and digital material		
Vision	A vibrant, compelling image of the desired future of KYEB or the impact we desire to create in the communications sector		
Yearbook:	A publication detailing record of National events, activities and achievements associated with a particular calendar year		

ACRONYMS AND ABBREVIATIONS

AI: Artificial Intelligence

A-I-A: Appropriation-In-Aid

BETA: Bottom-up Economic Transformation Agenda

CEO: Chief Executive Officer

CSR: Corporate Social Responsibility

DDoS: Distributed Denial of Service

FY: Financial Year

ICT: Information Communication Technology

KPI: Key performance indicators

KRA: Key Result Area

KYEB: Kenya Yearbook Editorial Board

MDAC: Ministries, Departments, Agencies and Counties

MTEF: Medium Term Expenditure Framework

Medium Term Plan MTP:

PC: Performance Contracting

PE: Personnel Emoluments

PESTEL: Political, Economic, Social, Technological, Environmental and Legal

PPPs: Public Private Partnerships

QMS: Quality Management System

SDG: Sustainable Development Goals

SWOT: Strengths, Weaknesses, Opportunities and Threats

EXECUTIVE SUMMARY

The Kenya Vision 2030, singles out public accountability as a driver of economic development. The Kenya Yearbook Editorial Board's (KYEB) Strategic Plan for 2023-2027 contributes to this aspiration through its mandate of disseminating strategic government information, including fostering patriotism. The plan identifies the following key issues, goals and Key Result Areas as needing focus for the medium term;

Strategic Issue	Goal	KRAs
Global shifts in production and consumption of information	Responsive Citizen-Driven Practices	KRA 2: Relevant products, platforms and services
Information gap	Access to information	KRA 1: Informed Citizens
Partnerships, collaborations & learning	Strengthened Institutional capacity	KRA 3: High Performance Culture

The strategic objectives for the medium term are:

- SO1: Improve processes, products and platforms for producing and disseminating information
- SO2: Strengthen data and information management systems
- SO3: Adherence to established standards in publishing
- SO4: Optimize citizen-driven practices in meeting needs
- SO5: Enhance meaningful engagement with stakeholders
- SO6: Institutional strengthening and operational excellence
- SO7: Promote better resource mobilization, allocation and planning practices

The desired outcomes will be implemented through the following four programmes;

- 1. Content Generation & Dissemination
- 2. Communication, Branding and Marketing
- 3. MDACs Coordination and Stakeholder Management
- 4. General Administration, Planning & Support Services

Chapter One emphasizes the essential role of strategic planning in enhancing operational efficiency, laying the foundation for the plan's overarching aim: to bolster KYEB's capabilities in producing and disseminating credible, timely government information to serve a diverse audience. The chapter underscores the Constitutional imperatives of access to information and Kenya's commitments to international and regional information frameworks.

Chapter Two highlights the Vision, Mission, Core values, Strategic goals, and the quality policy statement. The vision and mission are drawn from KYEB's mandate of compiling, editing, and publishing the Kenya Yearbook and detailing the work of the Kenyan government. The quality policy statement is a commitment to uphold high standards in all publishing and information dissemination activities.

Chapter Three offers a nuanced analysis of KYEB's operational context, including a thorough examination of both external and internal factors that influence its strategic direction. This chapter features an in-depth situational analysis, understanding KYEB's position within the macro (political, economic, social, technological, environmental, legal) and micro-environmental contexts. A detailed stakeholder analysis is also included, identifying how these stakeholders influence KYEB's strategic objectives and operations.

Chapter Four shifts focus to strategic issues, goals, and key result areas, identifying primary strategic issues like diversifying publishing, improving efficiency and effectiveness in service delivery, and enhancing information dissemination and communication. Strategic goals set by the Board include enhanced publishing, strengthened institutional capacity, and increased brand visibility. The key result areas corresponding to these goals are production and publishing, good governance and institutional strengthening, and, awareness and brand visibility reflecting a multifaceted approach to operational excellence.

Chapter Five delves into strategic objectives and strategies, where the Board lists five (5) strategic objectives such as enhancing content and publishing capacity, strengthening the policy and legal framework, and increasing brand awareness. These objectives are closely aligned with the key result areas and are

designed to create a robust pathway for realizing the Board's vision and mission.

Chapter Six discusses the implementation and coordination framework, outlining a detailed implementation plan, encompassing action plans, annual work plans, budgets, and performance contracting. The plans are designed to achieve strategic goals through organized, targeted activities, with clear responsibilities assigned to specific departments. Performance contracting is emphasized as a key tool for accountability and efficiency. The chapter also highlights the institutional framework of KYEB, emphasizing its hierarchical structure, management roles, and staff competencies, which are essential for the effective implementation of the strategic plan.

Chapter Seven outlines KYEB's financial requirements, resource mobilization strategies, and resource management tactics. This chapter is critical in ensuring that KYEB has the necessary financial and material resources to effectively implement its strategic plan and achieve its goals.

Chapter Eight focuses on the monitoring, evaluation, and reporting framework of the strategic plan. It describes the methodologies to be used in tracking and assessing the plan's implementation, including a monitoring framework designed to facilitate informed decision-making and enhance performance. The formation of an M&E committee, responsible for providing policy guidance and developing the M&E framework, is a key component. This chapter emphasizes the importance of adhering to national guidelines and principles such as transparency, accountability, participation, partnership, and collaboration in monitoring and evaluation activities.



CHAPTER ONE: INTRODUCTION

1.0 Overview

This chapter comprises the Kenya Yearbook Editorial Board (KYEB) Strategy as an imperative for organizational success, context of Strategic Planning, History of the Organization and the methodology used in developing this Strategic Plan.

1.1 Strategy as an imperative for Organizational Success



Strategy is the starting point for a transformation that needs to occur and how that company must change to win. - *Lynne Doughtie*

The plan identifies information-gap, global shifts in production & consumption of information and partnerships, collaborations and learning as strategic issues that need careful attention in designing citizen-focused solutions. To realize the intended outcomes embedded within these Strategic Priorities, the plan disaggregates the Strategic Priorities into strategic goals and focus areas, which will activate the execution of this strategy. To actualize successful strategy execution, enhancement of the organization structure has been proposed to ensure that the organization is fit-for-purpose and well-positioned to implement the various initiatives.

The overall priorities of the plan revolve around publishing for public interest; enhancing brand awareness, offering transformative services and attaining financial sustainability. This will be attained by improving and expanding the range of products and platforms for service delivery to go beyond the Annual Kenya Yearbook, children's series, sector-specific reports, cabinet series biographies to include exciting new areas around technology, science, economy, environment, human capital and resilience. In addition, KEYB and will seek to strengthen collaborations, partnerships and learning from its networks to provide quality services to the public.

1.2 The Context of Strategic Planning

The Constitution and the Kenya Vision 2030 emphasize public accountability as a driver of economic development. The Kenya Yearbook Editorial Board's (KYEB) publications contributes to this aspiration of having an informed citizenry for enhance contribution in national transformation, as guided by the global and regional commitments as well as national development priorities.

1.2.1 United National 2030 Agenda for Sustainable Development

Kenya is dedicated towards realization of the 17 Sustainable Development Goals (SDGs) aimed at transforming our world. Specifically, SDG 16, target 16.10, mandates government institutions to ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.

KYEB, in publishing the Kenya Yearbook, plays a crucial role in conveying the country's immense resources. It provides citizens with vital information on access to essential services, including education, health, social protection, sanitation and hygiene, climate change, and industry and infrastructure services. The institution's key function is to detail the work of the Kenyan government.

KYEB contributes to the empowerment of women through a biography series publication as targeted in SDG 5 which calls for the full participation of women and equal opportunities for leadership at all levels of decision-making (5.B). SDG 9.C on access to ICT, KYEB emphasizes increasing access to dignified jobs to the Youth through ICT and Youth publication. KYEB's publications provide information that can be instrumental for the country in leveraging resources, thereby accelerating the achievement of the SDGs.

1.2.2 African Union Agenda 2063

The African Union (AU) Agenda 2063 serves as a blueprint for transforming Africa to achieve inclusive and sustainable economic growth and development. Agenda 2063 outlines seven aspirations and 20 goals. Specifically, Aspiration 5 envisions a continent with a strong cultural identity, common heritage, shared values, and ethics. Among the outcomes of Agenda 2063 is the goal of increasing local content in all print and electronic media, with a target of achieving 60 percent local content. KYEB supports this initiative by preserving and tapping into Africa's rich heritage and culture through the Kenya Yearbook and other sector publications (Food security and Agriculture transformation publications), thus contributing to the growth and transformation of the continent.

One of the flagship initiatives of AU 2063 is the Encyclopaedia Africana, which aims to provide an authentic account of Africa's history and African life, covering aspects such as history, law, economics, religion, architecture, and education.

1.2.3 East Africa Community Vision 2050

The architecture of the East Africa Community Vision 2050 is built upon principles and values that include political commitment, ownership, a culture of trust and accountability, a shared destiny and use of own resources, a mindset and paradigm shift, and the nurturing and promotion of private sector-led growth. These principles and values are deeply rooted in effective communication within the East African States and among the region's citizenries. KYEB will continue to offer effective communication on the immense resources in Kenya and its potential to be tapped, and increase awareness of regional development priorities.

1.2.4 The Constitution of Kenya, 2010

The Constitution of Kenya stipulates that every citizen has the right to access information held by the State (Article 35(1)) and mandates the State to publish and publicize any important information affecting the nation (Article 35(3)). Additionally, the Constitution guarantees every person the right to freedom of expression, which encompasses the freedom to seek, receive, or impart information or ideas (Article 33(1)(a)).

Furthermore, Article 11 of the Constitution recognizes culture as the foundation of the nation and the cumulative civilization of the Kenyan people and nation. As a result, the State promotes national and cultural expression through various modes, including communication, literature, and publications.

Moreover, the Constitution of Kenya establishes national values and principles of governance that are applicable to all. These values are instrumental in shaping the organizational culture and values. The principle of participation of the people, a cornerstone of these values, can only be facilitated through access to government information. In its role of documenting and detailing the work of the Government of Kenya in the Kenya Yearbook in partnership with the people, KYEB effectively enables public participation.

1.2.5 Kenya Vision 2030 and the Fourth Medium Term Plan

The Kenya Vision 2030 identifies key enablers for achieving a globally competitive, knowledge-based economy, with Information Communication Technology (ICT) being one of the key sectors. Kenya Vision 2030 emphasizes "policy-driven and service-focused Government institutions." To realize this goal, the Government focuses on strengthening the policy cycle, which involves public participation and ensuring access to information about government policies, programs, and projects. Additionally, access to information is crucial for fostering knowledge-based economic growth. In this context, KYEB plays a vital role in documenting and communicating the implementation of Kenya Vision 2030 Programmes and Projects to the public through the Kenya Yearbook and other sectoral publications. In addition, KYEB through the Kenya Yearbook conveys the immense resources in Kenya and the potential to be tapped. This is very key in attracting and promoting investments to support the realization of Kenya Vision 2030 goals and objectives.

1.2.6 Bottom-up Economic Transformation Agenda

The Government's Bottom-up Economic Transformation Agenda (BETA) encompasses five pillars: Agriculture; Micro, Small and Medium Enterprise (MSME) Economy; Housing and Settlement; Healthcare; and, Digital Superhighway and Creative Economy. Through these pillars, the Government intends to boost investments and implement strategic interventions for national economic development.

During this strategic plan cycle, KYEB is committed to develop and disseminate content related to the Government's efforts in the identified priority areas. The BETA priority areas have been integrated into the fourth Medium Term Plan through the following five sectors: Finance and Production; Infrastructure; Environment

and Natural Resource; Social Sectors; and Governance and Public Administration. Through the Kenya Yearbook and other sectoral publications, KYEB will focus on documenting and disseminating information on achievements of BETA Programmes and potential to be tapped in the realization of the national development transformation agenda and attracting investments for economic growth.

1.2.7 Sector Policies and Laws

KYEB, in its role of documenting and publishing government programs and projects, plays a critical part in communication. The Government of Kenya has enhanced the policy environment related to communication through the National Information Communications and Technology (ICT) Policy Guidelines, 2020 (the ICT Policy Guidelines).

The vision of the ICT Policy Guidelines is to establish a globally competitive knowledge-based economy. The policy focuses on promoting high-quality, easily accessible, relevant, local digital content. It also aims to encourage the development of content that captures and preserves knowledge and culture. The policy advocates for the digitization of communication, document generation, document storage, and archiving across all government Ministries, Departments, and Agencies (MDAs). Additionally, the policy identifies public data and information held by county and national governments as a valuable resource for the creative industry and a catalyst for digital innovations.

1.3 History of the organisation

KYEB was established through the Kenya Yearbook Order of 2007 (Legal Notice No. 187 of 2007) as a State Corporation under the then Ministry of Information, Communications, and Technology. Although KYEB was established in 2007, it was not operationalized until 2009.

In fulfilling its mandate of enhancing Government communications and producing publications that highlight developments in all sectors, KYEB publishes its almanac, the Kenya Yearbook, the Cabinet Series, and sector-specific works and biographies. The organization aims to promote public awareness by ensuring that citizens and the international community understand and appreciate the Government's efforts in promoting development.

KYEB's publications include 10 editions of the Kenya Yearbook, the Cabinet Series such as Kenyatta Cabinets, Moi Cabinets, Kibaki Cabinets, and Uhuru Cabinets, and sector-specific publications like Kick-off (Sports), Journey of Kenyan Women Trailblazers (Women Agenda), Towards Food Security (Agriculture), Road to Universal Health Coverage (Affordable Healthcare), Manufacturing Series, ICT and Youth (future of work), AgendaKenya (news and analysis) and InfoBytes (Access to Government Services). Through these publications, KYEB provides feedback to the public on the progress of development projects implemented by the government across the country.

The Kenya Yearbook remains unique in Kenya. It continues to lead in communicating to the public about the implementation of the Kenya Vision 2030 and the Medium-Term Plans aimed at making Kenya an upper middle-income country. It also highlights the achievements of the government and its people, including the successful implementation of other frameworks such as the SDGs and Africa Agenda 2063, among others.

1.4 Rationale for the Strategic Plan

A Strategic Plan allows organizations to anticipate things, happenings or issues that are most likely to happen and so prepare accordingly.

The KYEB Strategic Plan (2023-27) is being developed at a time when the Government has guided State Corporations to wean themselves of the exchequer and so the document will go a long way in providing the strategies and shape the organization's sustainable competitive advantage in the context of Communication and Publishing.

Section 68 (2) (g) & (h) of the Public Finance Management Act, 2012 requires that public institutions prepare strategic plans based on the medium-term fiscal framework and fiscal policy objectives of the National Government. With the 2019- 2023 planning cycle coming to an end, there is need for a framework for the next planning cycle aimed at:

- a. defining the Board's strategic direction;
- b. aligning strategic direction with the needs and expectations of citizens;
- c. aligning the strategic direction with the global, regional and national priority areas;
- d. providing a roadmap towards actualization of the Board's vision and mission; and
- e. providing a framework for prioritization and allocation of resources.

1.5 Methodology of Developing the Strategic Plan

The development of this Strategic Plan was in alignment with the National Treasury and Economic Planning's Revised Guidelines for Preparation of Fifth Generation Strategic Plans (2023-27). The Plan was prepared through a consultative, interactive and participatory approach involving internal and external stakeholders. The development process entailed:

- a. Appointment of a technical team;
- b. Review of the Board's and other relevant documents;
- c. Development of a work plan and budget
- d. Preparation of draft/working document;
- e. Interactive sessions between Board, Management and the Technical team;
- f. An interactive session between the technical team and staff
- g. Consultations with both internal and external stakeholders;
- h. Approval and adoption of the draft Plan by the Board;
- i. Submission of the final draft to State Department for Planning

1.6. Organization of the Strategic Plan

The strategic plan is structured as follows:

Chapter	Description	
Introduction	Provides background information, context, rationale and methodology of preparation for the strategic plan	
Strategic Direction	Details KYEB Mandate, Vision, Mission, Strategic Goals and Core Values	
Situational & Stakeholder Analysis	This includes an overview of KYEB's current state; an evaluation of the organization performance under its previous strategic plan; and a SCOT analysis.	
Strategic Objectives & Strategies	The section presents the high - level Strategic Priorities as well as Key Focus Areas, Initiatives, and Granular Activities that will drive the achievement of the Strategic Priorities	
Implementation & Coordination Framework	The Implementation Plan is presented in this section and consists of the resource requirements needed to implement this Strategic Plan's risk management and mitigation framework; and the capacity building requirements	
Resource Requirements & Mobilization Strategies	Provides both financial and non-financial resource requirements for implementing the Strategic Plan	
Monitoring, Evaluation, Reporting and Learning Framework	This presents our Monitoring, Evaluation, Performance Assessment, Reporting and Learning Structure as well as Key Performance Indicators.	
Annexures	Showing Organogram, M&E Responsibility and Implementation Matrixes	



CHAPTER TWO: STRATEGIC DIRECTION

2.0 Overview

This chapter outlines the Mandate of KYEB, the Vision and Mission Statements, Core Values, Strategic Goals and the Quality Policy Statement.

2.1 Mandate

The Mandate is drawn from Legal Notice Number 187 of 2007, the Kenya Yearbook Order. At paragraph four (4) of the Legal Notice, the functions of Kenya Yearbook Editorial Board are:

Periodically compile, edit and publish the Kenya Yearbook;

Document and detail the work of Government of Kenya in the Yearbook in partnership with the people;

Explain in the Yearbook the programme of action to sustain and speed up progress towards the kind of society Kenyans desire; and

Convey in the Yearbook the immense resources in Kenya and the potential still to be tapped.

2.2 Vision Statement

Publishing Excellence in Public Communication

Publication of quality Government documents that contribute to informed discourse on national development efforts.

2.3 Mission Statement

Promoting informed citizenry and inclusivity through quality publishing

Being citizen-centric is the driving force for KYEB's strategic positioning, delivering quality publications that are empowering to enhance public participation in national transformation, through;

- a. Being an efficient and secure custodian of national Yearbooks and related publications
- b. Efficiently providing access to information through a variety of products and platforms
- c. Exploring meaningful partnerships and collaborations

2.4 Core Values

KYEB will be guided by the core values abbreviated as PICOD and meaning – Professionalism, Innovation, Citizen-focused, Openness and Diversity - drawn from Article 10 and 232 of the Constitution of Kenya, 2010.

Value	Value Description		
Professionalism	Inculcate a culture of high standards in our publications in a structured and professionalised manner. Be professional in the way we carry out ourselves as members of the KYEB community		
Innovation	Receptive to new ideas, agile and adoptive in the manner in which we execute our Mandate		
Citizen-focused	Building and maintaining better relationship with the public and other stakeholders, striving for continuous improvements		
Openness	Being open with communications, disclosing all relevant information and being accountable for actions/decisions Being straight forward and honest in dealings Promoting access to accurate, relevant and timely information. Essential for good governance		
Diversity	Recognising and acknowledging that everyone is different. This difference can refer to race, ethnicity, gender, gender preference, age, religious beliefs, socio-economic status or other ideologies. Striving to understand and embrace each others points of view beyond simple tolerance thus giving everyone the opportunity to express themselves		

2.5 Strategic Goals

The Board has identified three (3) Strategic Goals to be realised during the planning period. The goals represent the desired outcomes of the planned projects and programmes.

2.5.1 Strengthen our Legal and Institutional Framework

Pursuing the change of legal status through the Kenya Yearbook Bill.

2.5.2 Improve Access to Information and Communication Services

Improving systems, processes, products and platforms to enhance access to relevant information while making timely adjustments to suit the rapidly changing information space.

2.5.3 Adopt Citizen-Driven Practices

Conducting assessments on information needs of the citizens.

2.5.4 Strengthened Institutional Capacity

Striving to be anchored into law, implementing performance management, embedding high performance culture and proudly projecting the image of Kenya through KYEB mandate.

2.5.5 Leverage Emerging Technologies for Publishing and Communication

Leveraging of technology to generate content and transform our publishing from the archaic age to the digital publishing era, which is dynamic, collaborative and creative.

2.6 Quality Policy Statement

KYEB is dedicated to upholding the highest Standards of quality in publishing and disseminating information for the benefit of Kenyans. The Organization recognizes the critical role it plays in providing accurate and credible publications that contribute to an informed citizenry. The Board will:

- a. Comply with all relevant legal and other requirements as appropriate;
- b. Continually improve performance in service delivery;
- c. Ensure the availability of resources to fulfil KYEB's quality needs and mandate; and
- d. Continually innovate and diversify products and services to meet customer's expectation.



CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSIS

3.0 Overview

This chapter provides a comprehensive analysis of the Kenya Yearbook Editorial Board's operational context, delving macro and micro environments through the Strengths, Challenges, Opportunities and Threats (SCOT) analysis. A stakeholder analysis is undertaken to identify the role of stakeholders and their expectations. The assessment guided the formulation of strategic issues and formulating strategic goals, objectives, and strategies.

3.1 Environmental Scan

3.1.1 SCOT Analysis - Strengths, Challenges, Opportunities and Threats

Below is a summary of our key strengths, challenges, opportunities, and threats based on research and insights from key informants and stakeholders across the information sector. While not all the impressions can be substantiated in each case, the uniformity with which they are reported and the knowledgeability of the KIs justifies acceptance of their truth as the basis for our working assumption.

Table 1: Summary of Opportunities and Threats

Environmental factor	Opportunities	Threats
Political	 Rearrangement of mandate through executive orders Government goodwill Existence of county governments 	Undue interference Political interests
Economic	 Devolved system of governance Economic growth Collaborations with development partners 	 High Inflation rates, High interest rates Inadequate budget due to narrow fiscal space
Social	 Cultural diversity Demographic dynamics e.g., increase in youthful population Increased public awareness 	 Pandemics and natural calamities Social Media misuse Emerging and social issues
Technological	 Emerging technologies (ICT) Cybersecurity policies and laws Digitalization of government services Increased use of social media Office of Data Protection Commissioner 	 Cyber attacks Rapid change in technology Digital divide which separates those who have ready access to computers and the internet, and those who do not.
Environmental	e-Publishing Eco-friendly merchandise	Going paperless directiveInadequate e-waste disposal sitesEnvironmental degradation
Legal	 Collaborative agreements/ partnerships Regulatory Support from Government Partnerships through Public Private Partnerships (PPPs) Government Legislative Agenda 	 Litigations Conflicting policies and laws Inadequate sector policies and laws

3.1.3 KYEB Functional Areas

This section analyses functional areas to assess their impact on KYEB's performance, covering governance, administrative structures, business processes, and resources. Internal analysis tools include Value Chain Analysis (VCA), Resource Based View (RBV), Functional Analysis (FA), and Comparative Analysis (CA). Governance and Administrative Structures

The Kenya Yearbook Editorial Board's governance structure falls into two main tiers: the Board of Directors and the Management.

The functions and constitution of the Board of Directors are established by Legal Notice No.187 of 2007 and the State Corporations Act (Cap 446). The Board consists of a non-executive Chairperson and ten (10) members, including the Chief Executive Officer (CEO) as the Secretary.

The Board has delegated authority for the operations and administration of KYEB to the CEO. The Board has no operational involvement in the conduct of KYEB's business activities and delivery of services. Its role includes provision of leadership and guidance in policy development and review and oversighting the management in implementation of KYEBs policies. For strategic direction and oversight, the Board operates through several Committees:

- Strategy and Monitoring Committee: It provides advisories on the mandate and monitors implementation of KYEBs strategic plan and compliance;
- Human Resources and Administration Committee: Advises on personnel matters and asset administration:
- Finance Committee: Advises on financial and supply chain policies, plans and strategies; and
- Audit Committee: Ensures governance, risk management, and internal controls.

The CEO is responsible for daily management of the institution under the Board's guidance. The KYEBs management team under the leadership of the CEO, is responsible for daily operations. Conducting a functional analysis of KYEB's various operational areas helped identify strengths and areas of improvement. The analysis focused on the following areas:

- a. Technical Operations and Compliance: This covers the editorial and production functions of KYEB. Its objective is to maintain transparency, integrity, and efficiency in publishing, which is crucial for preserving the agency's credibility and public trust. Emphasis is placed on ensuring adherence to technical standards through policies, thereby assuring the quality of publications with technical expertise. Ongoing investment in technical capacity, including staff training programs, the adoption of modern technology, and collaborations with publishing industry experts, is key to enhancing KYEB's ability to successfully execute its mandate.
- b. Policy Lifecycle Management: Institutional policies and guidelines are aligned with National Government priorities and industry best practices. KYEB is committed to the regular reviews and updates to remain competitive and compliant. To enhance this function, KYEB will focus on proactive monitoring of emerging trends and technologies, engaging in benchmarking and strengthening marketing and dissemination initiatives.
- c. Monitoring and Accountability: Performance monitoring reports are prepared on a quarterly and annual basis. Accountability is enforced by assigning clear responsibilities to management to deliver on the performance targets. In order to strengthen monitoring, these targets will be reviewed at the beginning of every financial year for continuous improvement.
- d. Risk Governance: In adopting risk-based decision-making, KYEB has initiated the process of developing the Risk Management Policy. The policy will provide clarity on the process of identifying hazards, assessing risks, risk controls, mitigation and review measures. This will ensure the institutional resilience against unforeseen challenges or crises.
- e. Upholding Ethical Standards: KYEB is guided by principles and values of ethics, transparency, and accountability. To safeguard its reputation, KYEB has put in place mechanisms to guard against conflict of interest and undue interference.
- f. Strategic Plan Implementation: The Board and Management will ensure that the KYEB operations are aligned with the Strategic Plan goals and objectives.
- g. Support Services and Administration: KYEB is efficient in its financial management and administration. To enhance prudent financial practices, the institution will improve on its financial planning, innovative funding, digital administrative solutions, and culture change management.

Internal Business Processes

The Kenya Yearbook Editorial Board places a strong emphasis on optimising its internal business processes to enhance its competitive advantage, improve operational efficiency, and deliver greater value to stakeholders

in the field of publishing and dissemination of information. The following Value Chain Analysis (VCA) outlines the primary and support activities that create value, lower costs, and increase the willingness of stakeholders to engage with and support the KYEBs publications.

A. Primary Activities

- i. Content Management: The Board demonstrates its commitment to producing credible government content by maintaining transparency in content acquisition and prudent content utilisation. This streamlined approach contributes to operational efficiency, achieving cost savings, and maintaining a high standard of publication quality. For a seamless process, adequate allocation of resources is required to ensure optimal achievement of the Mandate.
- ii. **Publication and Distribution:** The development of the Boards publications create value by fostering a deeper understanding of Government programmes, opportunities, Kenya's history, culture, and achievements, leading to an empowered nation. The use of partnerships and government-to-government (G-to-G) agreements has proven to be an effective dissemination strategy to achieve wider reach, while also implementing cost-cutting measures, ensuring efficiency in delivering KYEB products.
- iii. **Branding and Awareness:** The Board's strategic branding and awareness activities create value by raising awareness of its brand and products. This is achieved through promotional activities which include participation in shows and exhibitions, use of social media channels and media engagements among others. These activities increase readers' willingness to engage with the KYEB and its publications.
- iv. **Research & Business Development:** KYEB will integrate research into the end-to-end processes of its Mandate. Continuous research in the field of publishing and communication will allow us to provide publications that are congruent with the needs of our readers.

B. Support Activities

- v. **Supply Chain Management:** Strategic procurement practices create value by ensuring that the Board has access to the necessary materials to produce high-quality publications. Efficient procurement processes lower costs by minimising wasteful spending and optimising budget allocation.
- vi. Technological Development: Continuous adoption of new technologies by KYEB creates value by improving systems and efficiency in its products, processes and services. KYEB will deploy the use of technology in its end-to-end processes by having a one-stop-shop portal that provides all Government information, delivered through an App. This lowers production costs and improves response to emerging publishing challenges. Improvement of technological working tools and data security leads to better service delivery and enhanced Information Security.
- vii. **Human Resources Management:** The Board's Human Resource Management and capacity development create value by enhancing the organisation's capabilities and expertise. Skilled human resources lower costs by ensuring well-trained and motivated staff, reducing errors, and minimising costs associated with content revisions. Clear Performance Metrics and Key Performance Indicators (KPIs) can be used to track progress and make data driven decisions.
- viii. **Organisational Structure:** The organisational structure is critical in shaping its functioning, efficiency, adaptability and overall success. It serves as the framework that defines how tasks are divided, coordinated, and controlled within the organisation. Strategic staffing and succession planning of the Board will ensure optimal performance.

By continuously optimising these primary and support activities, the KYEB can enhance its competitive advantage, improve internal operational efficiency, and provide greater value to its stakeholders within the publishing industry.

Resources and Capabilities

In line with the Resource Based and Capabilities (RBC) analysis, the following provides strategic advantages and areas of improvement of the Board:

- Tangible Resources: The Board possesses tangible resources such as well-established offices and
 facilities, technological equipment, and a budget. These resources contribute to the Board's operational
 effectiveness and enable it to invest in necessary initiatives to support KYEBs mandate. However,
 continuous investment in ICT infrastructure upgrades and advancements is necessary to keep up with
 evolving technological requirements and maintain operational efficiency.
- Financial Capabilities: Effective financial management practices, including cost optimization, resources diversification, budget allocation and financial sustainability are crucial for supporting the Board's activities. KYEB in addition to prudent financial management has the ability to mobilize additional resources through publishing. This can be achieved through collaborations and partnerships with other Ministries, Departments, Agencies and Counties (MDACs). However, due to industry demand for information, the Board requires initial capital to put in place viable and stable structures and systems to enhance generation

- of Appropriation in Aid (AIA). Government directive on publishing and a legal framework will enable KYEB to substantially take up its position as a government strategic editorial centre.
- Intangible Resources: The Board possesses an extensive pool of publishing expertise and knowledge.
 However, efforts are required to strengthen KYEB's brand visibility and competitive advantage to ensure
 it retains and grows its market share. These intangible resources are valuable assets that set the Board
 apart from competitors and contribute to its ability to be the leading agency in communicating government
 achievements.
- Technological Capabilities: There will be a need to further develop specialized skills in publishing
 emerging technologies and communication practices to keep pace with industry advancements and
 demographic shifts. Strengthening collaborations with players in the ICT industry and exploring new
 partnerships will expand KYEB's influence, enhance its capabilities and foster innovation and growth in
 the communications sector.
- Human Resources: KYEB human resources capabilities to deliver on its mandate. However, the publishing
 industry is a consolidation of expertise and specialists from various sectors this leads to requirement of
 KYEB to have in place experts in these sectors with technical knowledge and understanding.
- Partnership, Resource Mobilisation and Collaboration: KYEB partnerships with other MDACs and private sector institutions is critical in enhancing its operational efficiency, synergies and resource mobilisation.

3.1.2 Summary of Strengths and Challenges

Based on the analysis of the Internal Environment, MDACs, Constitutional Commissions, and Independent Offices should summarize emergent strengths and/or weaknesses as per Table 2.

Table 2: Summary of Strengths and Weaknesses

Factor	Strengths	Challenges
Governance and Administrative Structures	Board of Directors with diverse skills Existence of internal control policies and guidelines. Competent staff	 Existence of gaps in legal framework Sub-optimal staff establishment Weak institutional culture Lack of partnerships policy Inadequate Knowledge management systems
Internal Business Processes	 Ability to synthesise credible government content. Established performance management framework. One stop shop for publishing services 	 Inadequate digitalisation of essential workflows Inadequate consumer education and awareness initiatives Slower adoption to emerging technologies. Inadequate cyber security systems Inadequate working equipment
Resources and Capabilities	 Collaboration and partnership with MDAs and other stakeholders Expertise in publishing Timely dissemination of information Creativity and innovation Resource mobilization capability 	 Inadequate financial resources Inadequate technical staff Unfavourable working environment

3.1.5 Analysis of Past Performance

This section provides key achievements, challenges and lessons learnt from the implementation of the third strategic plan.

Key Achievements

During the period under review, KYEB focused on three (3) Key Result Areas namely, Publishing, Branding and Visibility and Institutional strengthening. The following are some of the key achievements realized during the period:

KRA 1: Publishing

KYEB's Third Strategic Plan was a blueprint for diversifying the State Corporation's product and service offerings. Key strategies included expanding production methods and enhancing the range of products and services within the institution's core mandate. Specifically, the KYEB achieved the following:

Aligned with the third Medium Term Plan (MTP III) and the Big 4 Agenda, and in addition to the annual Kenya

Yearbook, KYEB released sector-specific publications addressing key national goals, such as agriculture, health, housing, and industry.

The Board also saw the potential in frequent publications to boost KYEB's market presence and public relevance. Consequently, KYEB launched InfoBytes, a monthly digital booklet offering guidance on accessing government services, and AgendaKenya, a newspaper detailing the progress of government programmes and projects.

While initially a digital weekly insert in the MyGov newspaper, AgendaKenya expanded into a larger, quarterly printed edition. Significant publications during this period included the Kenya Factbook, a condensed version of the Kenya Yearbook, and the 'KYEB Cabinet Series' featuring biographies of the Kibaki and Uhuru administrations. Publications targeting women and youth, such as Women Trailblazers' and ICT and Youth, were also introduced, acknowledging these groups' unique needs and contributions.

KYEB actively sought partnerships for county-targeted publications, demonstrated by its collaboration with the Kisumu County Government for a special Africities Conference edition of AgendaKenya. Similarly, national holidays and government conferences were seen as prime opportunities to extend their publication reach, with special editions of AgendaKenya distributed during key events like the Jamhuri and Madaraka celebrations.

A noteworthy collaboration was with the Information and Communication Technology Authority (ICTA) for their annual Connected Summit. KYEB supported this partnership by publishing a special edition of AgendaKenya focused on the summit, along with a dedicated edition of InfoBytes for ICTA's social media campaign.

Lastly, KYEB's commitment to Customised Publishing was evident in their production of Kiswahili editions of the MyGov newspaper for the Government Advertising Agency (GAA), catering to a broader audience segment.

KRA 2: Branding and Visibility

To elevate the roles of KYEB and enhance its corporate image, the Board collaborated with the Postal Corporation of Kenya (PCK) and partnered with the Huduma Kenya Secretariat (HKS), utilizing them as dissemination agents. In collaboration with the Government Advertising Agency (GAA), the Board produced fifty-two MyGov newspaper pull-outs annually to promote its image. As part of KYEB's strategy, the Board developed and implemented a comprehensive marketing approach, along with proactive media engagement, ensuring increased awareness among stakeholders. In April 2023, following a review of the Human Resource instruments, a Corporate Communication and Marketing unit was established and operationalized.

The Board successfully developed a stakeholder register and established strategic partnerships with entities such as the Government Advertising Agency (GAA), Postal Corporation of Kenya (PCK), Nation Media Group, Standard Media Group, The Judiciary, ICT Authority (ICTA), Huduma Kenya Secretariat, World Scouts Parliamentary Union (WSPU), NHIF, and independent commissions, achieving the goal of 10 MoUs. KYEB enhanced its visibility through social media platforms like Facebook, Instagram, LinkedIn, and X (formerly Twitter), and through its website.

Under its Corporate Social Responsibility (CSR) program, the Board donated publications to schools, universities, and tertiary institutions, and participated in two tree-planting events in Embu materials and participated in 10 awareness forums. Additionally, a marketing strategy that augmented business opportunities for KYEB was developed and implemented.

KRA 3: Institutional Strengthening

KYEB implemented several strategies focusing on institutional strengthening. This encompassed review of organisational structure and staff establishment, along with the enhancement of human resource capacity, the formulation and review of supporting policies, resource mobilisation, quality management, and the establishment of a feedback mechanism.

During the period under review, KYEB developed human resource instruments, including career progression guidelines, and formulated and reviewed supportive manuals and policies. Staff development was prioritised, with training in various fields, conducted post a skill gap analysis to discern training needs, fostering enhanced cohesion through team building.

In regard to performance management, the Board recorded a positive trend in its corporate performance contract for the period 2021/22 achieving a good performance rating.

Challenges

During the implementation of the previous Strategic Plan, KYEB experienced the following challenges:

- 1. Inadequate resources that limited effective delivery of planned programmes and projects;
- 2. KYEB's Legal Framework which limits the scope within which it operates;
- 3. KYEB skills and technical capacity constraints the organizations capability to address changing consumer preferences, needs and consumption patterns; and
- 4. Inadequate working equipment such as computers, printers, vehicles and use of outdated software hindering efficient and effective delivery of services.
- 5. A culture that is not aligned to productivity

3.1.5.3 Lessons Learnt

During the period under review, KYEB learnt the following lessons:

Resource mobilisation is important in augmenting GoK funding;

Innovation of the way we develop and sell our products such as e-books, provides an opportunity to enhance and expand the audience reach;

Adaptation of new technology and digitalisation has the capacity of enhancing efficiency and effectiveness in service delivery;

Collaborations and partnerships are critical in supporting delivery of the KYEBs mandate;

Continuous capacity building is fundamental for skills development needed to strengthen institutional capacity; and

Demographic changes and dynamisms in communication channels presents an opportunity for KYEB to access the country's different demographics.

3.2 Stakeholder Analysis

It is important for KYEB to understand the needs of its stakeholders and their dynamics in order to align them with effective communication and engagement strategies, as highlighted in table 3.

Table 3: Stakeholder Analysis

S/No.	Stakeholder	Role	Expectation of Stakeholder	Expectation of the Organisation
	The Presidency	Overall, Policy Direction and Leadership	 Implementation of National Government policies, programmes and projects Compliance with Presidential directives 	Support in elevation of KYEB from legal notice to an Act of Parliament
	Ministry of Information, Communications, and the Digital Economy	Formulation and implementation of ICT policies Budgeting and Resource Allocation	Contribute to the delivery of Ministry mandate. Prudent utilization of the resources Timely progress reports, plans and budgets. Integrity and accountability Compliance with Constitution of Kenya, Acts of Parliament, Policies, Regulations and Government directives. Set and implement performance contract targets	Support in review of legal framework Timely appointment of members of the Board Timely feedback and information sharing Effective collaborations on policy formulation Effective allocation of resources.
	The National Treasury and Economic Planning	Policy Development framework Resource allocation	Timely submission of budgets, reports Compliance with circulars and guidelines Prudent utilization of resource	 Timely approval of budget Timely release of funds Issuance of guidelines and circulars Technical support on development of plans and budgets upon request Public Investment Management Support on formulation of alternative funding proposals.

S/No.	Stakeholder	Role	Expectation of Stakeholder	Expectation of the Organisation
	The public	 Public participation Utilization of Government services. 	Accurate and timely information on Government services (reliable, affordable, quality) Public consultation on key issues	 To be aware of their rights and obligations To participate in public consultation exercises. Uptake of information.
	The Judiciary	Adjudicating Legal Disputes Interpretation and Advisory of Government Laws and Regulations	Act fairly and impartially in publishing and dissemination of Government information Collaboration on key publishing issues	Fair and impartial decisions on cases involving KYEB. Handle cases related to publishing industry promptly. Understands the complexities and intricacies in the publishing industry when making judgement. Legal clarity especially where there are legal ambiguities about interpretation. Collaboration in addressing emerging legal challenges due to technological advancements
	Board of Directors	Provide Strategic Direction Leadership and governance	Integrity and Accountability Prudent utilization of the resources Timely progress reports, plans and budgets. Compliance with constitution and other existing laws, policies, and regulations	Timely approval of policies plans and budgets. Oversight and advisory on Governance matters Ensure availability of adequate resources Overseeing the development and execution of the organization's strategic plan and monitoring its performance Enhance corporate image of the organization. Ensure effective communication with stakeholders
	Staff	Execution of the KYEB mandate	Conducive working environment Career growth and development Favourable terms and conditions of service Effective communication	Adherence to set policies, National Values, laws and regulations. Efficiency and effectiveness Commitment and productivity Embracing emerging technologies
	Office of Auditor General (OAG)	Ensure accountability within the three arms of Government, Constitutional Commissions and Independent Offices	Compliance with the PFM Act, laws and Regulations Timely submission of reports Timely response of audit queries	Carry out objective audit and issue an opinion
	Public Service Commission	Promotion of good governance and ensuring efficiency and effectiveness in the provision of quality services in the public service Guidance on provision of competence and qualified staff	Adherence to Constitution of Kenya, Acts of Parliament and regulations. Offering quality service Timely submission of requests Compliance to circulars and guidelines	Timely approval of requests Issuance of guidelines and circulars

S/No.	Stakeholder	Role	Expectation of Stakeholder	Expectation of the Organisation
	Suppliers and service providers (Writers, Editors, Designers etc.)	Provision of Goods, works and professional Services	Transparent procurement process Timely Payment of goods and services Feedback for services offered.	 Timely delivery of quality goods, services and works. Support in the implementation of Programmes and projects Compliance with statutory requirements
	County Governments	Implementation of devolved functions	Objective documentation of their Programmes and projects Collaborations and partnerships	Effective collaborations on content generation Collaboration and partnerships
	United Nations System and International organisations	Provide policy and development support	Partnerships and collaborations	Advise and finance national and community priorities
	Institutions of higher learning and Research	Education and Skill Development Research and Development Curriculum Development Innovation Hubs and Incubators Advisory and Consultancy Services	Sector skills and needs development. Collaborations in research, training, innovation, and incubations.	 Provide capacity building and training on publishing (writing, editing, design, photography, and printing) Develop training curricula and content. Collaborations in research, training, innovation, and incubations.
	Media	Report/ Disseminate Information and awareness creation.	Accurate and timely information on Government services (reliable, affordable, quality) Public consultation on key issues	 Responsible content management and dissemination Compliance with the laws governing publishing. Partnerships in Broadcasting and publishing
	Professional Agencies (Media Council, KISM, ICPAK, MSK, CSK, KPA, ICPSK LSK, IHRM, PRSK etc.)	Accreditation and training	Code of ethics Timely update of emerging professional issues	Timely payment of subscription fees Adherence to code of ethics Participation in professional forums and sessions
	MDAC's Constitutional Commissions and Independent Offices	Policy Development and Implementation Enforcement of laws and policies	Timely approval of requests and payment Appropriate feedback Provide credible information. Compliance with relevant laws and directives	Accreditation Collaborations and partnerships Timely formulation of Policies and Laws Prompt feedback on relevant sector reports Quality and timely service provision Timely communication of Presidential directives and circulars
	Financial Institutions (e.g. Banks, Saccos, Insurances etc.	Safeguarding and provision of financial resources	 Prompt remittance of deductions Timely provision of information Update of services in line with changing technology 	 Reliable service delivery Financial advisory Favourable credit facilities Prompt processing of payments to staff and suppliers.

S/No.	Stakeholder	Role	Expectation of Stakeholder	Expectation of the Organisation
	The Private Sector	Investment in key sectors	 Setting and influencing market trends Sustaining competitive markets Provision of products and services 	Reliable and quality services Value for public resources
	Development Partners	Provision of financial support Technical assistance and capacity building	Adherence to approved proposals. Professionalism and integrity Accountability in funds utilization Timely and efficient implementation of projects and programmes Timely reporting on implementation of projects and programmes	Financial and technical support for implementation of projects and programmes
	Civil society groups	Service provider in empowerment of communities both in social and economic spheres Advocacy and awareness creation	Compliance with human rights treaties Collaboration and partnerships	Collaborations and partnerships Awareness creation and publicity



CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

4.0 Overview

The Chapter presents Strategic Issues, Goals and Key Result Areas, whose attainment is premised on new levels of creative thinking, collaboration, distributed leadership, resource mobilisation and a high-performance culture.

4.1 Strategic Issues

The KYEB recognises the dynamic nature of public communication and the need to understand the broader issues that need to be addressed in the medium term to meet its mandate. Therefore, based on the situational and stakeholder's analysis conducted in chapter three (3), the Board has identified three (3) key strategic issues that include:

4.1.1 Information Gap

Kenya still has information-gap issues exacerbated by among other issues: mis-information, mal-information and dis-information from a wide range of sources. The vulnerable in society suffer material deprivation, as well as low levels of education and health, thus limiting access to information and hence ability to make choices that can improve their well-being. In addition, they produce, receive and share information sourced from informal and unrecorded interpersonal communication, which is constrained and insular, particularly in remote areas that lack basic communication infrastructure and transport links. Thus, only government is best suited to serve information needs of the poor, because the private sector has less incentive to serve poor information markets.

KYEB intends to bridge this gap by strategically positioning itself as the main publisher of government documents, as well as entering into meaningful partnerships and collaborations for expanded information reach. In addition, the Board will explore more avenues for reaching under-served populations, including through Huduma Centres, educational institutions, community resource centres, on-line and e-products and platforms.

4.1.2 Global shifts in production and consumption patterns of information

Changes in tastes, preferences for people, multiplicity of products, platforms, processes and a reliable knowledge base.

4.1.3 Partnerships, collaborations and learning

Learn and explore partnerships, collaborations, communication and networking methods and practices to enhance a system for statehood reporting.

4.2 Strategic Goals

- a. Access to information;
- b. Responsive Citizen-Driven Practices; and
- c. Strengthened Institutional Capacity.

4.3 Key Results Areas

During the Plan period, the Board will progressively aim to attain three Key Result Areas representing the mandate of the Board and its functional areas as follows:

KRA 1: Informed citizens

KRA 2: Relevant products, platforms and services.

KRA 3: High Performance culture

The Strategic Issues, Strategic Goals, and Key Result Areas are summarised in Table 4:

Table 4: Strategic Issues, Goals and KRAs

Strategic Issue	Goal	KRAs
Global shifts in consumption of information	Responsive Citizen-Driven Practices	KRA 2: Relevant products, platforms and services
Partnerships, collaborations & learning	Strengthened Institutional capacity	KRA 3: High Performance Culture
Information gaps	Access to information	KRA 1: Informed Citizens

4.4 KYEB Strategic Plan Medium-Term Programmes

KYEB shall attain its Vision and Mandate through the following four programmes:

P1: Content Generation and Dissemination

P2: Communication and Marketing

P3: Intra-governmental Coordination and Stakeholder Management

P4: Administration

PROGRAMME 1: Content Management and Dissemination

Purpose: Provide strategic quality, impactful and responsive products and platforms Outcome: Information to empower citizens & enable participation in national development discourse.

Products and Platforms subprogramme develops content for the KEYB and its customers. Funding for the subprogramme will be used for writing assignments; publishing the government MyGov newspaper, language services for products that require translation, editing and proof-reading content, managing KEYB websites and social media accounts; and the production of government publications. The subprogramme is also responsible for the development of the Board's communication strategy.

Research subprogramme conducts research through independent service-providers to assess how government should address public information needs. It also monitors media coverage of issues affecting government and the country. It further provides an analysis on how the media interprets government policies and programmes, and assesses public perceptions in relation to government performance.

MDACs support services provides support services to MDACs with documents that need to be channelled to KEYB for publishing as well as content production services to government. It also develops distribution strategies for all government publications and oversees distribution services outsourced to service providers. The sub-programme manages national government identity and handles marketing and distribution services for the KEYB and other government departments.

Subprogramme 1.1: Products and platformsSubprogramme 1.1: Products and platforms

Outcome	Outcome Indicator	Baseline	5 year target
Information to empower citizens & enable participation in national development discourse.	Proportion of population accessing physical and online editions of communication products	60	80

Subprogramme 1.2: Policy and Research

Outcome	Outcome Indicator	Baseline	5 year target
Research, media analysis and monitoring and evaluation to	Proportion of research funds mobilized as % of annual KeYB budget	15	40
inform communication strategies and campaigns			

Subprogramme 1.2: MDAs Support Services

Outcome	Outcome Indicator	Baseline	5 year target
Research, media analysis and monitoring and evaluation to inform communication strategies and campaigns	Proportion of MDACs publishing with KYEB	20	40

Explanation of Planned Performance over the Five-Year Planning Period

Products and platforms created by KEYB will share critical information on government programmes and services as well as reflect on opportunities that exist to open the economy to more Kenyans- thus enabling the public to participate in the country's transformation and in bettering their own lives that its communication be expanded to enhance access to information that enables Products and platforms will be used to give information directly to the citizens to foster an informed citizenry, with a focus on unpacking & communicating the importance of national government priorities

Products and platforms will be improved and refined to carry publications and messaging that is coherent, relevant, and resonates with the intended target audiences. Furthermore, robust monitoring and content analysis measures will be undertaken regularly to gauge relevance and appropriateness and inform continuous improvements.

PROGRAMME 2: Communication

Purpose: Provide strategic communication and targeted marketing information to enhance brand image and product offerings.

Outcome: Clarity of messaging and enhanced revenues

Subprogramme 2.1: Internal & External Communication

Serves to strengthen, maintain and scale working relationships with both internal and external stakeholders. provides strategic communication, planning, coordination and support to clusters. It provides leadership and professional project management services for cluster communication campaigns

Subprogramme 2.2: Media engagement

Strengthening and maintaining working relationships with local, foreign media and independent media; and establishing relations media owners associations with the view of disseminating government information and key targeted messages

Subprogramme 2.3: Sensitization and outreach

Serves to reach out to various stakeholders through organised events, national holidays and dedicated activities for informing the public on government priorities.

PROGRAMME 3: Marketing & Business Development

Subprogramme 3.1: Collaboration and partnerships

Sub-programme provides avenues for networking and learning from national, regional and international partners

Subprogramme 3.2: Marketing and Branding

Promotes various agency products and platforms through multiple marketing channels for financial sustainability

PROGRAMME 4: Intra-governmental Coordination and Stakeholder Management

Purpose: Implementation of development communication, through mediated and unmediated communication, and sound stakeholder relations and partnerships

Outcome: Improved relations with MDACs and Stakeholders

Subprogramme 4.1: Intra-governmental services

Subprogramme 4.2: Community Information Services

Subprogramme 4.3: County and Community liaison services

Intra-governmental services leads and drives interaction and communication between government and the media. Funding in this subprogramme will be used to ensure effective liaison between MDACs and clusters, and the media; manage ongoing media liaison services to government by providing government information; establishing, strengthening and maintaining working relationships with foreign media and independent media; and establishing relations with Kenyan African missions and parliamentary stakeholders with the view of disseminating government information and key targeted messages.

Community Information Services provides strategic government publications to social facilities-schools, libraries, community resource centres, including working with non-state actors to upscale delivery of information to communities.

County and community liaison services ensures that the communication coordinating forums at county and community levels are functional. The sub programme implements outreach programmes to widen access of government programmes and policies by the public. The subprogramme is also responsible for promoting KEYB products through the Huduma Service Centres to the public,

Intra-governmental engagements

Outcome	Outcome Indicator	Baseline	5 year target
Enhanced publishing by MDACs			

Community Information Services

Outcome	Outcome Indicator	Baseline	5 year target
Informed citizenry	% of community resource centres supported	20	80

County and community liaison services

Outcome	Outcome Indicator	Baseline	5 year target
Resourced libraries	% County & Community Libraries and Huduma centres	30	100

Explanation

Similarly, through the practice of development communication and active stakeholder management, the branch is central in delivering information to the public and in ensuring two-way communication between citizens and government. Recognises the role of the media in a democratic society and that by constantly improving relations with the media, government programmes and policies can be better understood and communicated to the public through commercial and community media institutions.

Its purpose is to lead and drive interaction and communication between government and the media. ensuring in partnership with other government communication stakeholders that functional communication forums are in place; supporting efforts to capacitate and train government communicators and messengers as well as ensuring that all spheres of government, especially the clusters of government, have proper guidelines, strategies and annual implementation plans.

Effective internal communication within government must be enabled by holding annual government publications Forum. Through the regional offices and county liaison networks, development-focused publication campaigns will be run at community level to convey information to citizens to take advantage of opportunities to better their lives.

PROGRAMME 5: General Administration, Planning & Support Services

Purpose: Provide strategic leadership, management, planning and support services

Outcome: Good corporate governance

The programme functions are organized into the following subprogrammes:

Subprogramme 5.1: Strategic Management

SM is responsible for developing and implementing SM processes, procedures and systems in compliance with relevant legislation. These include coordinating the development and implementation of the KYEB's Strategic Plan and APP, performance monitoring and reporting, and implementing an enterprise risk management for the department.

Subprogramme 5.2: Human Resource Development

HR is responsible for strategic leadership in the implementation of the

Subprogramme 5.3: Information Communication and Technology and Digitization

IM&T is responsible for establishing and supporting IM&T systems

Subprogramme 3.4: Financial Management

Provides overall financial management and supply chain services and helps management in complying with legislative requirements, budget planning and administration.

Subprogramme 5.5: Risk Management

Improves governance, risk management and control processes

Subprogramme 6.6: Strategic Planning, Programme Management and Support services

Outcome	Outcome Indicator	Baseline	5-year Target
Good corporate	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion
governance			

Explanation of Planned Performance over the Five-Year Planning Period

During the plan period, the Board will develop HRP to align the workforce with the outcomes of the organization. The HRP will be reviewed in line with the strategy and structure to ensure that appropriately skilled people are in the right place at the right time and to respond to critical areas in the course of delivering on the mandate of the Board.

The Board will tap into the benefits of cloud-based technologies for use with applications used to disseminate information for public consumption. Accessing Cloud computing will allow the organisation to run applications on the Internet rather than with software downloaded on a physical computer or server. It enables the quicker access to applications to remote resources and local hardware failures will not result in data loss.

The Board will build capacity on Business Intelligence Reporting and Data Analytics and create a repository for reports on SharePoint to support organisational decision-making. IT infrastructure will be upgraded to improve systems performance to handle more data and automation of business processes. The use of Skype for business will be extended over the medium term for virtual meetings and reduce costs for the KEYB.



CHAPTER FIVE: STRATEGIC OBJECTIVES & STRATEGIES

5.0 Overview

The Chapter provides the strategic objectives, outcomes, outcome indicators and projections for the next five (5) years. It also highlights the strategic choices and strategies the Board will pursue to achieve the identified strategic objectives.

5.1 Strategic Objectives

KYEB has identified seven (7) strategic objectives outlining milestones to be attained in the medium term. The objectives are aligned to the Key Results Areas and creates roadmap, strategies and activities that are aligned with the Boards Vision and Mission. The strategic objectives are to:

- SO1: Improve processes, products and platforms for producing and disseminating information
- SO2: Strengthen the use of ICT for publishing and communication
- SO3: Adherence to established standards in publishing
- SO4: Optimise citizen-driven practices in meeting publishing and communication needs
- SO5: Enhance meaningful engagement with stakeholders
- SO6: Institutional strengthening and operational excellence
- SO7: Promote better resource mobilisation, allocation and planning practices

Table 5: Outcomes Annual Projections

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
KRA 1: Informed C	itizenry		1				
SO1: Improve processes, products and platforms for producing and disseminating information	Enhanced access to timely, accurate, reliable information	% uptime of platforms	100	100	100	100	100
SO2: Strengthen the use of ICT for publishing and communication	Secured data and information	% Proportion of Zero trust network access	80	85	90	100	100
SO3: Adherence to established standards in publishing	Quality products and platforms	% Customer satisfaction	100	100	100	100	100
KRA 2: Relevant p	olicies produ	icts, platforms and	services				
SO4: Optimize market-driven practices in meeting citizen needs	Informed and educated society	Brand visibility index	30	40	60	70	80
SO5: Enhance meaningful engagement with stakeholders	Improved networking ecosystem	% proportion change in volume of business	30	40	60	80	80
KRA 3: High Perform	rmance Culti	ure					
SO6: Institutional strengthening and operational excellence	Performance management	% proportion of staff on Performance Contracts	100	100	100	100	100
SO7: Promote better resource mobilisation, allocation and planning practices	Budget monitoring and execution	Proportion of budget absorption	100	100	100	100	100

5.2 Strategic Choices

Towards the realisation of the Strategic Goals and Objectives, the Strategic Plan will implement five (5) Strategic Objectives aligned to three Key Result Areas. The strategies are highlighted in Table 6.

Table 6: Strategic Objectives and Strategies

KRA	Strategic Objective(s)	Strategy(s)
KRA 1: Informed Citizenry	SO1: Improve processes, products and platforms for producing and disseminating information	S1: Develop dedicated platforms for service delivery-including one-stop shop for government publications S2: Update channels and platforms for solutions S3: Develop relevant content and create adaptive platforms to grow the voice of government and the people-on BETA successes S4: Engage experts to offer the best communication solutions
	SO2: Strengthen the use of ICT for publishing and communication	S5: Implement multi-layered security protocols S6: Adhere to industry standards in data and information security S7: Align publications to needs of the public S8: Package government communication to ensure coherence. S9: Leverage government communication structures to inform the citizenry on government's policies, plans programmes and achievements.
	SO3: Adherence to established standards in publishing	S10: Establish peer review mechanisms S11: Employ latest standards in delivery of publications S12: Undertake media monitoring, research, surveys and analysis for best practices
KRA 2: Relevant products, platforms and services	SO4: Optimise market- driven practices in meeting citizen needs	S13: Conduct market surveys S14: Promote organisational branding, product and technology re- use S15: Leverage best market practices S16: Optimise existing marketing and distribution channels S17: Carrying out communication campaigns/public awareness
	SO5: Enhance meaningful engagement with stakeholders	S18: Develop and update stakeholder engagement policy S19: Roll-out interactive stakeholder management platform S20: Schedule stakeholder events S21: Explore practical models to develop, maintain and improve relations with the media and stakeholders
KRA 3: High Performance Culture	SO6: Institutional strengthening and operational excellence	S22: Strengthening of KYEB Legal Framework S23: Enhancing corporate governance S24: Roll-out performance management systems S25: Implement-government-wide communications projects. S26: Establish Regional Offices for service delivery S27: Attract and retain highly skilled human capital. S28: Provide efficient and effective IT infrastructure and systems to deliver cost effective products and services. S29: Provide professional internal audit services for governance improvement and risk control S30: Attain zero fault audit reports S31: Strengthening public communication/information management
	SO7: Promote better resource mobilisation, allocation and planning practices	S32: Re-engineering of Enterprise Resource Planning (ERP) S33: Implement Resources Information Management Systems S34: Implement sound Risk management systems S35: Support government priority programmes eg Ecosystem Restoration Programme



CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

6.0 Overview

This chapter provides information on the implementation plan including the action plan, annual Workplan and budget and performance contracting. In addition, the chapter highlights the coordination framework for the strategic plan and presents the risk management framework with identified risks and mitigation measures.

6.1 Implementation Plan

The section provides an implementation plan to be followed during the implementation of the Strategic Plan. It includes an action plan presented, Annual Workplan and Budget and performance contracting as part of result-based management instruments.

6.1.1 Action Plan

The purpose of an action plan is to provide a structured and organized approach for achieving set goals and addressing identified strategic issues. An action plan encompasses strategic issues, strategic goals, outcomes, strategic objectives, strategies, key activities, expected outputs, output indicators, annual targets, annual budgets, and the responsibility for executing the activities. Action plans assign specific responsibilities to designated departments, clarifying who is accountable for each task. This clear allocation of accountability ensures that progress is monitored, and tasks are completed on time. The Action Plan is presented in the form of an Implementation Matrix, which includes output indicators. These indicators facilitate the monitoring of progress and the evaluation of the planned activities, as illustrated in annex 2.

The annual work plan outlines what needs to be achieved, serving as a roadmap for success. It aids in prioritizing tasks and projects. By detailing what needs to be accomplished over the year, it becomes easier to allocate resources and identify which tasks are most critical. The Board will align the annual budget with the annual work plan, ensuring that all strategic plan activities are adequately funded and that resources are allocated optimally.

6.1.2 Performance Contracting

In its effort to enhance service delivery, the Government persistently employs performance contracting as a crucial tool for accountability. The Performance Contract is designed to improve efficiency and effectiveness in the management of the Public Service. Performance targets that are set are monitored quarterly and evaluated at the end of each Financial Year.

6.2 Coordination Framework

This section provides a highlight of KYEBs institutional framework, the staff establishment, skill set and competence development framework. It also describes the leadership structure, systems and procedures to support the implementation of the strategic plan.

6.2.1 Institutional Framework

To effectively implement the Strategic Plan, KYEB has adopted a functional organizational structure, as outlined in Annex I. This structure consists of four hierarchical tiers, each with distinct roles and responsibilities. At the top tier is the Board of Directors, providing strategic direction and governance oversight. The Board sets KYEB's overall vision, goals, and policies, ensuring they align with the Strategic Plan. It guides and makes key decisions impacting strategic initiatives.

The top management, found in the second and third tiers of the structure, includes the CEO, who oversees KYEB's day-to-day operations, and Managers heading the five departments: Editorial Department, Production Department, Corporate Services Department, Legal and Board Services Department, and Internal Audit and Risk Assurance Department. The structure also includes Assistant Managers in charge of divisions: Human Resources & Administration, Finance & Accounts, Supply Chain Management, Corporate Communications and Marketing, and Strategy and Planning. Both Managers and Assistant Managers are responsible for translating the Board's directives into actionable strategies and objectives. They develop specific plans, allocate resources, and oversee the Strategic Plan's implementation, providing leadership to Middle Management and technical/ support personnel to ensure efficient execution of strategic initiatives.

Middle Management is pivotal in coordinating and executing KYEB's daily operations. They supervise and support technical and support staff, ensuring smooth coordination and efficient implementation of the Strategic Plan.

The lowest level of the organization comprises clerical and support personnel who provide specialized assistance to Middle and Senior Management, aiding in the successful execution of the Strategic Plan. Support staff offer administrative, financial, human resources, and IT assistance, while technical staff contribute industry-specific knowledge and skills, particularly in editorial and production functions.

The structure is designed with an appropriate span of control, allowing each management level to effectively oversee and direct operations under their responsibility. This design enhances efficiency, clarity, and accountability throughout the implementation phase.

6.2.2 Staff Establishment, Skills Set and Competence Development

KYEB is committed to maintaining an optimal staff establishment that aligns with its operational needs and the requirements of the Strategic Plan. Regular reviews will be conducted to assess staffing levels and make necessary adjustments. Table 7 illustrates KYEB's current staffing status, distributed by grade and cadre. Table 8 outlines the optimal staffing needs of KYEB, necessary to achieve the commitments made in the strategic plan. Table 9 details the skill set gaps and the competence development plan.

Additionally, KYEB will make efforts to recruit staff to fill these gaps or request the secondment of employees from the ministry to KYEB to address these needs. Employees who are already in post and have some skills gaps will receive training based on the identified skill gaps.

Table 7: Approved Staff Establishment

Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In-Post (C)	Variance D = (B-C)
KYEB 1 - CEO	1	1	0	1
KYEB 2 - Managers	4	4	1	3
KYEB 3 - Asst. Managers	13	13	8	5
KYEB 4 - Principal Officers				
KYEB 5 - Senior Officers	17	17	13	4
KYEB 6 - Officers				
KYEB 7 - Senior Asst. Officers	10	10	2	8
KYEB 8 - Asst. Officers				
KYEB 9 - Clerical Officers	4	4	3	1
KYEB 10- Support Staff	1	1	1	0
Total	50	50	28	22

KYEB evaluated the approved staff establishment and recognized existing gaps, particularly in technical capacity. Consequently, there was a perceived need to review the staff establishment to enable KYEB to bring in employees with the necessary technical skills for the entire process of its publications. Therefore, a proposed structure was developed to accommodate the staffing requirements for the next five years (2023-2027). The proposed staff establishment, including the required number of technical officers, is detailed in the Table 8:

Table 8: Proposed Staff Establishment

No.	CADRE	Approved	Optimal	In post	Variance
		Establishment (A)	Staffing Levels (B)	(C)	(D) = B - C
1.	Chief Executive Officer	1	1	1	0
2.	General Manager Business Development & Marketing	0	1		
3.	General Manager Editorial	1	1	0	0
4.	General Manager Production	1	1	0	0
5.	General Manager Communication & Research	0	1	0	0
6.	General Manager Corporate Services	1	0	0	0
7.	Communication Research Officers	0			
8.	Economists				
9.	M & E Officers				
10.	Editors	3	10	3	7
11.	Writers	3	11	0	11
12.	Reprographers	2	5	0	5
13	Printers	2	5	0	5
14.	Photographers	1	3	0	3
15.	Production Officers	1	3	1	2
16.	Digital Marketing Officers	0			
17.	Communication Officers	2	3	2	1
18.	Data Analysts	0			
19.	Knowledge Management Officers	2			
20.	Marketing Officers	0			
21.	Business Development Officers	0			
22.	Graphic Designers	3	9	0	9
23.	UX/IX Graphic Designers	0	0	0	0
24.	Research Officers	2	9	1	8
25.	Archiving Officers	0			
26.	ICT Officers	2	3	2	1
27.	Legal Officers	2	3	0	3
28.	Human Resource & Administration Officers	2	3	2	1
29.	Supply Chain Management Officers	3	4	2	2
30.	Accountants/ Finance Officers	4	4	4	0
31.	Internal Audit & Risk Assurance Officers	2	3	2	1
32.	Clerical Officers	0	1	0	1
33.	Office Administrators	3	4	2	2
34.	Customer Care Officers	1	1	1	0
35.	Drivers	4	5	4	1
36.	Support Staff	3	3	2	1
37.	Planning & Strategy Officers	2	3	1	2
Tota	ıl	50	95	30	65

KYEB conducted a skills gap analysis in 2020 to determine the available skills against the required skill set as outlined in the career guidelines. This analysis was essential for KYEB to fulfil its mandate within the expected timelines. The skills gap analysis report identified existing gaps and helped develop mechanisms to address these gaps.

The analysis revealed that KYEB lacks key technical skills necessary for effectively delivering their Mandate. These skills are crucial for KYEB to edit, write, design, and publish their publications for dissemination. The main skills identified as lacking or insufficient in KYEB include Editing, Writing, Designing, Lithography, and Screen Printing.

The skill set currently available in KYEB, the identified gaps, and the proposed mitigation measures are outlined in the table 9.

Table 9: Skills Set and Competence Development

	Skills set	Skills Gap	Competence Development
Senior Management (KYEB 1- KYEB 3)	Problem Solving. Analytical Skills. Counselling Skills. Time Management Skills	Ability to solve some work-related problems. Ability to counsel employees. Ability to manage time effectively.	Short course on counselling. Training sessions on time management and problem-solving tactics.
Middle Management (KYEB 4- KYEB 6)	Researching Skills Project Management Skills.	Researching Skills Project Management Skills	Training on how to conduct research. Short courses on project management
Technical Officers (KYEB 7 - KYEB 9)	Editing Skills. Writing Skills. Researching Skills. Coordination Skills Problem Solving skills. Image reproduction skills. Lithographic and screen-printing skills. Project planning skills.	Ability to Write, Edit and Design all publications with internal capacity. Ability to produce image internally. Ability to conduct research on content to be used for our publication. Gap in screen printing and lithographic knowledge.	Editing Skills. Writing Skills. Researching Skills. Coordination Skills Problem Solving skills. Image reproduction skills. Lithographic and screen-printing skills. Project planning skills.
Support Officers (KYEB 10 - KYEB 12)	Time Management Skills Customer Service Skills	Ability to manage time effectively. Ability to provide excellent customer service.	Training on customer service and time management.

6.2.3 Leadership

The overall leadership of this Strategic Plan is vested in the Board of Directors whose role is to approve the strategic plan. Moreover, the Board will oversee the progress made in the implementation of the strategic plan, discuss any challenges that are faced by management during implementation and make recommendations on the best approach to take to address the challenges and make necessary adjustment or review to the Strategic Plan to ensure it is successful implemented.

In particular, the Strategy and Monitoring Committee of the Board will receive the quarterly reports on the implementation of the Strategic Plan and make recommendations for improvement and for the Full Board to adopt the reports from management.

The CEO is key in successful implementation of the Strategic Plan. While the CEO may delegate certain tasks to other members of the Management Team and Theme Team, the CEO ultimately bears the responsibility for ensuring that the Strategic Plan is effectively executed. The CEO will be the Vision Carrier for the Strategic Plan and communicate this vision to the rest of the organisation. Furthermore, through their decision-making authority, the CEO ensures that resources are allocated to the strategic areas.

The Senior Management Team should work hand and in hand with the CEO to ensure the Strategic Plan is implemented throughout the organisation. In particular, each head of department should incorporate the strategies and activities of the Strategic Plan into departmental work plans and individual work plans. They should follow through periodically and report to the CEO to track the progress of implementation.

An important channel for following up on progress is the monthly senior management meetings in which each Head of Department will report on progress of implementation of the Key Result Areas relevant to them, identify any bottlenecks or resource gaps and make necessary adjustments to ensure smooth implementation. The Planning and Strategy Department/unit will collate data on implementation of the Strategic Plan and coordinate the implementation of the cross-cutting strategies and activities. On its part, the Internal Audit Department, through its periodic reviews of processes, will objectively assess the level of success in implementing the Strategic Plan and suggest corrective actions.

Lastly, a Theme Team will be constituted by the CEO with members from each Department to champion the implementation of the Strategic Plan. Each member should be officially appointed by the CEO and the terms of reference of the Team should be clearly set out in the appointment letters. Working together with the Planning and Strategy Department, the Theme Team will coordinate the implementation of the Strategic Plan.

6.2.4 Systems and Procedures

KYEB has implemented various policies and procedure manuals that guide the processes to be followed in every operational or administrative action they undertake. These guides are essential for ensuring KYEB delivers on its mandate.

The policy and procedure documents currently in place at KYEB include: HR Policy and Procedure Manual, Finance Policy and Procedure Manual, Editorial Policy and Guidelines, Procurement, Inventory Management and Asset Disposal Manual, and Risk Policy and Procedure Manual. KYEB is also in the process of developing additional key policy and procedure documents for their operations, such as the Production Policy and Procedure Manual, ICT Policy and Procedure Manual, and Communication Policy and Preview Manual.

Furthermore, KYEB is in the process of automating its business processes and re-engineering its system processes to enhance service delivery, reduce wastages, and minimize unnecessary paperwork. This strategic initiative is expected to shorten turnaround times, enhance customer satisfaction, and reduce operating costs by decreasing the reliance on manual labour, leading to increased efficiency and effectiveness. The re-engineering of systems will improve KYEB's internal communication systems, leading to more effective decision-making and better management of resources, as described below:

- a. Digitalization of services to improve efficiency and effectiveness in service delivery: This will include the development of online portals, Mobile Apps and platforms to enable citizens and customers to access services digitally, reducing the need for physical interactions and improving turnaround times.
- b. Re-engineering the KYEB's systems, processes, procedures and services to accommodate new and emerging technologies: This will enable KYEB to keep up with technological advancements and provide citizens and customers with up-to-date services.
- c. Optimizing and enhancing the automation of internal operational processes: Such processes include Monitoring and Evaluation Tools, Internal Audit and Risk Assurance, Editing, Designing and Supply hain Management, Human Resource Management, Payment Processing & Raising and Processing Requisitions. Automation will lead to increased efficiency, reduced costs and improved accuracy.
- d. Institutionalizing Knowledge Management and sharing of information within KYEB: This will include establishing a knowledge management system to capture and share best practices, identify challenges, document experiences and disseminate lessons learned.
- e. Providing a conducive working environment that supports remote and flexible working: This will improve staff morale, productivity and work-life balance, ultimately leading to better service delivery.

6.3 Building Capability to Implement this Strategy

Efficiently achieving KYEB's desired strategic outcomes depends on staff's capabilities. Staff capacity building will be implemented systematically and guided by the strategic aspirations. Training needs assessment will be undertaken under the sixth objective - Institutional Strengthening and operational excellence. Beyond developing the required skills and capabilities, the Board will seek to identify other critical technical and soft skills gaps that, if bridged, will enhance chances of successful strategy execution.

The development of some of these capabilities may be undertaken from internal resources, but with the right incentives, the Board will support staff who wish to take it upon themselves to invest in their skill development. Capacity-building programs sponsored by the organization will be closely monitored to ensure that staff acquire and apply the desired skills in the workplace. As part of our resource mobilization efforts, the Board will explore scholarship opportunities that can be awarded to select staff as part of broader institutional capacity-building goals.

6.4 Risk Management Framework

The Board's risk management is guided by its risk management policy. The risks have been categorized based on their impact, with high and medium-impact risks requiring immediate attention from the management and the Board, while low-impact risks are managed by the Heads of Departments. The risks that may hinder the realization of the strategic plan have been identified and categorized and presented in Table 10.

Table 10: Risk Management Framework:

S/No.	Risk	Likelihood L/M/H	Severity L/M/H	Overall Risk L/M/H	Mitigations
KYEB/SP/23/02	Budgetary uncertainties due to changes in government priorities	High	High	High	 Enhancement of AIAs generation. Lobby for additional funds. Partnerships & Collaboration. Adopt alternative financing mechanisms such as PPPs.
KYEB/SP/23/03	Delayed collections of credit sales	High	High	High	 Development of effective credit policies. Categorization of credit customers. Training of finance staff on credit and collection procedures.
KYEB/SP/23/04	Human capital inadequacy	Medium	High	High	 Implementation of the approved staff establishment. Development and implementation of succession planning Training of the staff in priority areas.
KYEB/SP/23/05	Weak legal framework	High	High	High	 Draft a legislative proposal and submit it to the parent Ministry. Lobby for the enactment of an Act of parliament
KYEB/SP/23/06	Deterioration of reputation	High	High	High	 Develop a communication policy. Development of a crisis management plan. Development of disputehandling procedures Training of officers dealing with external stakeholders.
KYEB/SP/23/07	Weak institutional culture	Medium	High	High	 Develop and implement policies. Enforcement of the code of conduct. Carry out staff sensitization. Professional organisations.
KYEB/SP/23/09	Sub-optimal use of ICT in all business processes.	Medium	High	High	Mainstream the use of ICT for the Corporation's business processes. Automation of Business processes.
KYEB/SP/23/10	Cyber security	High	High	High	 Develop and implement disaster recovery policy. Having information backups. Installation of antivirus software.
KYEB/SP/23/11	Non-compliance to relevant legislations	Medium	High	Medium	 Continuous staff sensitization and training. Conducting regular legal compliance audits.
KYEB/SP/23/12	Inadequate technical capacity to implement its mandate.	High	High	High	 Continues training and capacity building. Conduct Training Need Assessment Implementation of succession policy.



CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

7.0 Overview

The Chapter provides projections on Requirements (financial and non-financial), Resource gaps, resource mobilization and management strategies to be employed in the implementation of this Strategic Plan.

7.1 Financial Resources Requirements

The total financial requirement for the implementation of this Strategic Plan amounts to KSh. 2,207.4 million as presented in Table 11:

Table 11: Financial Requirements for Implementing the Strategic Plan

Cost Item	Projected Resource Requirements (Ksh. N						
	Year 1	Year 2	Year 3	Year 4	Year 5	Total	
KRA1	4.1	24.3	13.9	23.9	14	80.2	
KRA2	69.41	179.32	109.25	108.58	91.69	558.25	
KRA3	3.85	27.5	46.5	37.5	41.5	156.85	
Administrative Cost	98.64	151.9	234.54	363.54	563.48	1,412.10	
Total	176	383.02	404.19	533.52	710.67	2,207.40	

7.2 Non-financial Resource Requirements

In the medium term, the Board will seek non-financial resources to support its mandate as well as the priorities identified in this plan, including but not limited to:

- a. Technical assistance
- b. System support
- c. Structured and non-structured learning
- d. Facilities and amenities eg office blocks, office fixtures, tools & equipment, vehicles
- e. Research support

7.3 Financial Resource Gaps

KYEB relies on GOK funding and AIA collection from sales of books and customized publishing. This enables the Board to allocate resources strategically and prioritize key initiatives based on its financial capabilities. KYEB therefore, puts emphasis on cost management and efficient utilization of resources to ensure long term viability of its activities.

The allocation for financial year 2023/24 amounting to KShs 176 million include GOK component and Appropriation in Aid (AIA). The second- and third-year budget funding are based on the Medium-Term Expenditure Framework (MTEF), whereas the fourth and fifth years' budgets are estimates based on previous year's budget allocation trends/projections. The resource gaps which will inform the resource mobilization strategies are presented in Table 12.

Table 12: Resource Gaps

Financial Year	Estimated Financial Requirements	Estimated Allocations (KSh. Mn)	Variance
	(KSh. Mn)		(KSh. Mn)
Year 1	176	176	-
Year 2	383.02	184	(199.02)
Year 3	404.19	191	(213.19)
Year 4	533.52	195	(338.52)
Year 5	710.67	199	(511.67)
Total	2,207.40	945	(1,262.40)

7.4 Resource Mobilisation Strategies

To supplement the available resources for the implementation of the Strategic Plan, KYEB has developed resource mobilisation strategies that aim to increase the Board's resource base, reduce its reliance on a single source of funding, and improve its capacity to implement the Strategic Plan effectively.

i) Business Development Model

A sustainable Business Development Model will highlight the key ways of increasing revenue generation and weaning off the exchequer.

ii) Awards, Grants and Conferences

Thematic awards, competitive grants and annual conferences can be used to both propel the brand of KYEB forward and ensure visibility. An Annual Designers' Award and the KYEB, KIPPRA and Daystar Conference are some examples of conferences that the organisation can leverage on. Awards can be given at the end of the conferences. KYEB can also leverage on competitive grants within the publishing space as a means of resource mobilisation.

iii) Business Development Team

A team of professionals who will tap into the market. They will be charged with identifying opportunities and making follow-ups on the same. They will track potential clients, debts and payments, and managing client expectations. The Business Development Team will also consider products for commercialisation.

iv) Diversification of revenue streams

In the medium term, the following additional revenue streams will considered:

Revenue from publishing government documents

Sell of KYEB publications and e-books

Subscriptions to KYEB products and platforms-social media, mobile alerts, podcasts, audio books and videos

Digital Resource Centre

Advertisements through KYEB publications

Mobile applications, websites, audio-visual services

v) Resource Mobilisation Initiatives:

KYEB will actively pursue initiatives to mobilize financial and non-financial resources from various sources including PPPs arrangements, grants, sponsorships and donations. This will involve engaging with donors, exploring innovative financing models and leveraging government funding programs. Effective funds mobilization will provide the necessary resources to implement initiatives and activities outlined in the Strategic Plan.

vi) Online platforms and digital subscriptions

The development of a mobile app and a mobile alert system will improve KYEB resource generation. This will enable the public to receive KYEB publications and timely information on topical issues. A subscription model offering different subscription packages will enable readers to receive KYEB publications and exclusive content through mobile alerts.

vii) Marketing of KYEB Products and Services

KYEB will continuously participate in promotional activities e.g. Book fairs, agricultural shows, conferences and other related activities to offer the public an opportunity to interact and purchase its products and services. Marketing will entail:

- · News update flush on state events
- Positioning KYEB as publisher of choice for government partners like UN agencies and other organizations that support the government.
- Availing the Yearbook and other government documents at strategic places such as airports, embassies, on KQ flights, on SGR trains etc
- Scheduling quarterly conferences (communication week) targeting eg CS with huge campaigns for state to pass certain messages.
- Leverage on private sector marketing methodologies
- Seek and share exchange programs for staff, especially dedicated writers for experience in other great jurisdictions beyond Kenya like Reuters

7.5 Exploring other non-traditional fundraising sources

Private Sources

- Individual Gifts
- Planned Giving
- Building an Endowment
- Capital Campaigns
- Special Events
- Foundation and Corporate Grants
- · Funding from Religious Institutions
- Fee for Service Projects
- Direct Mail
- · E-mail Marketing
- Text-to-Give
- Crowdfunding
- Partnerships/Sponsorships/Grants
- · Peer-to-Peer Fundraising

7.6 Resource Management

KYEB will put in place the necessary measures to ensure efficient and effective utilisation of its resources to facilitate the achievement of the strategic objectives. The Board will also strive for efficient and optimal resource utilisation by ensuring that policy guidelines on expenditure control are adhered to. The following measures will be implemented:

- i. **Prudent Financial management:** This is essential in ensuring value for money through budgeting, debt management, financial planning, cost-cutting measures and risk management.
- ii. **Embracing/Adoption ICT:** KYEB will harness the power of technology to streamline and automate its systems and processes leading to improved efficiency and effectiveness in service delivery.
- iii. **Diversifying revenue sources:** KYEB will explore opportunities to diversify its revenue streams to reduce dependence on a single source of income.
- iv. **Effective planning:** KYEB will develop corporate annual work plan to facilitate prioritization of programmes and projects to be undertaken.
- v. **Implementation of austerity measures:** KYEB will adopt austerity measures to optimize resource allocation, minimize unnecessary expenditures, and ensure efficient use of available resources.
- vi. Reporting: KYEB will uphold a commitment to providing timely statutory reporting and conducting regular audits, to promote transparency, accountability, and informed decision-making.
- vii. Audit and financial risk management: KYEB will implement a risk management framework. It will also avail its books of accounts for statutory Audit by the Office of the Auditor General. The regular compliance and systems audit will strengthen KYEBs internal controls.
- viii. **Productivity Mainstreaming:** KYEB will appoint and train champions on productivity mainstreaming. This will entail the development, implementation, and adoption of strategies and interventions that will enable KYEB to measure, manage, and improve productivity.



CHAPTER EIGHT: MONITORING, EVALUATION, REPORTING AND LEARNING FRAMEWORK

8.0 Overview

This chapter highlights how the implementation of this Strategic plan will be monitored, evaluated and reported to gauge the progress and achievements. The chapter will also inform on the methodology that will be used for monitoring and evaluation.

8.1 Monitoring Framework

Monitoring framework will help the Board make timely and informed decisions, improve performance, and ensure that the Board's mandate is attained. The Board will continuously track the expected outputs and outcomes in the action plan implementation matrix to help in planning for continuous improvement on targeted activities for efficiency and effectiveness.

The Board will form M&E committee to be coordinated by the Strategy and Planning Division. The main activities of the committee will be to:

- i. Provide policy guidance on M&E to ensure that M&E activities are relevant, useful, timely, and credible.
- ii. Develop M&E Framework to guide its activities.

The following processes will be followed in carrying out the monitoring exercise: -

- i. Define Metrics and Thresholds: Identification of output and outcome indicators and metrics.
- ii. **Define Monitoring Goals:** Identification of the goals of monitoring, including what you want to achieve.
- iii. **Select Monitoring Tools:** Identification of appropriate monitoring tools based on the strategic objectives and budget for use at Departmental level.
- iv. **Data Collection:** Monitoring reports at the Departmental level will be consolidated at Strategy and Planning Division.
- v. **Data Analysis:** Continuously monitor and analyze the consolidated data for evidenced based decision making and optimize performance.

8.2 Performance Standards

The monitoring and evaluation framework that will be used by the Board will be anchored on the Constitution of Kenya, Kenya Evaluation Guidelines, 2020, the Kenya National Monitoring and Evaluation Policy, 2022, Public Finance Management Act, 2012 and its Regulations, Public Investment Management (PIM) Guidelines, 2019 and the Intergovernmental Relations Act, 2012. The following principles shall guide M&E: transparency, accountability, participation, partnership and collaboration, credibility, mainstreaming and utility.

This Plan shall be tracked to ensure that the strategies are being implemented, progress reports compiled, and performance measured. The monitoring shall focus on establishing relevance, efficiency, effectiveness, success and sustainability of activities undertaken in achieving strategic objectives and goals.

For the Plan to be effectively implemented, Strategic Theme Teams will be responsible for data collection for the respective KRAs under the coordination of the Strategy and Planning Division.

8.3 Evaluation Framework

The Board's evaluation framework will assess the effectiveness, performance, quality of products and services, process, program and project. The framework will help in improving performance through learning and feedback, improving accountability and transparency in use of resources and generating evidence for decision making, planning and resource allocation. The Board will conduct both mid-term and end-term evaluations of this plan.

8.4 Performance Assessment & Reporting Structure

The CEO's Office and a Strategic Plan Implementation Committee (SPIC) shall be responsible for monitoring and evaluation of the implementation of the Strategic Plan. Members of the SPIC will be the CEO, Corporation Secretary, Editorial Manager, Production Manager and Finance Manager.

To ensure that there is continuous monitoring and reporting, every department will be expected to prepare bi-monthly reports on the activities and key performance indicators being implemented. The Corporation Secretary will consolidate those reports be shared with the Board, Staff, stakeholder meetings and workshops and review working groups

Table 13 below summarizes outcome indicators, baselines and targets. KRAs and outcomes are drawn from the action plan implementation matrix Table 6

Table 13: Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline	Target		
			Value	Year	Mid-Term Period	End-Term Period
KRA 1: Informed Citizenry	Empowered society	% of citizens accessing strategic information	%	2024	80	95
		Proportion of new opportunities created	%	2024	30	40
		A fully functional automated virtual assistant (Chatbot)	%	2024		
KRA 2: Relevant Products, Platforms and Services	Viable business models	% growth in product mix	%	2024	25	40
		% utilization of platforms	%	2024	100	100
		% Services on-boarded on e-citizen	%	2024	70	100
		% Stakeholder satisfaction	%	2024	100	100
KRA 3: High Performance Culture	Performance management system	Proportion of staff on performance contracts	%	2024	1001	100
		Proportion of incentives budgets	%	2024	20	30
		Performance contract composite score (rate)	Rate	2024	2.8	2.6

8.3.1 Mid-Term Evaluation

The mid-term evaluation will be conducted after two and half years of implementation to identify and address any potential problems in the implementation of this plan. This will generate evidence for decision making, improved planning, resource allocation and continual implementation for the remaining phase of the Plan.

8.3.2 End-Term Evaluation

The end-term evaluation is set for Financial Year 2027/28 which will be the final year of implementing this Plan. End-term evaluation will be conducted to assess the effectiveness of the activities implemented during the plan period. This involves determining whether the intended strategic goals and strategic objectives were met and to what extent. The Evaluation report and recommendations of the end-term evaluation will inform the succeeding Strategic Plan.

8.4 Reporting Framework and Feedback Mechanism

Monitoring of the set targets will be conducted. Quarterly and annual progress reports, presenting a cumulative progress towards the achievement of the set targets while any variances will be presented to the top management. The reports will inform evidenced-based decision making for resource allocation, planning and addressing challenges in the unmet targets.

This section entails quarterly and annual progress reports summarized in the tables below. *Table 14: Quarterly Progress Reporting Template*

KYEB QUARTERLY PROGRESS REPORT QUARTER ENDING

Expected		Annual	Quarter	for Year		Cumulati	imulative to Date Remark		Remarks	Corrective
Output	Indicator	Target (A)	Target (B)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)		Intervention

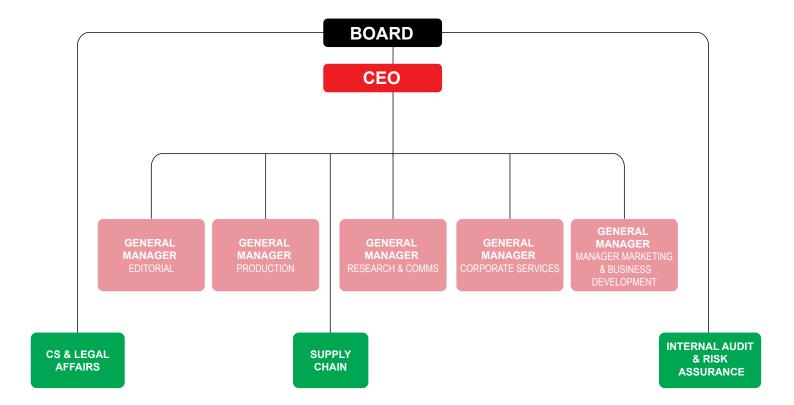
Table 15: Annual Progress Reporting Template **KYEB ANNUAL PROGRESS REPORT** YEAR ENDING.....

Expected Output	Output Indicator	Achievement for Year	Cumulative to Date (Years)	Remarks	Corrective Intervention		
		Target (A)	Actual (B)	Variance (B - C)	Target (D)	Actual (E)	Variance (E - D)

Table 16: Evaluation Reporting Template

Outcom	sult Area le le Indicator	Baseline Value	Mid-Term Evaluation Year	End of Plan Period Evaluation Target	Remarks Achievement	Corrective Intervention	Achievement
KRA 1							
KRA 2							
KRA 3							

ANNEX I: KYEB ORGANISATIONAL STRUCTURE



ANNEX 2: M&E RESPONSIBILITY MATRIX

Responsible	Roles & Responsibilities
Board	Monitor execution and implementation of the Strategic Plan against set targets Receive specific reports on delivered performance Make high-level decisions and approvals
CEO and Strategic Plan Implementation Committee	Provide executive leadership and foster commitment and support for all our implementation efforts Act as a focal point for resolution of issues Approve key decisions and final outputs Empower the SLT and departmental heads to make critical strategy decisions
Departmental Heads	Guide implementation efforts and secure high-level sponsorship as necessary Ensure efficient coordination of the various departments and teams. Tackle obstacles and resolve issues threatening successful implementation Provide status updates on implementation progress High-level execution of tasks and activities
All Staff	Execution of assigned tasks and activities and pursuit of set targets for the Strategic Plan

ANNEX3: IMPLEMENTATION MA

	+											ICT Procurement Corporate Communication and Marketing	ment		
	Support											ICT Procurement Corporate Communicatio	ICT Procurement		None
	Lead							ICT			ICT	Editorial	Communication	Communication	Editorial
	Υ5											4.5	9	9	
	Υ4											5.4	9	9	
	У 3							1				4.5	9	9	1
	Y2							5				4.5	9	9	1
	¥							က				5:	2.3	5	ı
	Υ5							2			~	12	9	9	4
	Υ4							7			~	12	9	9	4
Respon sibility*	Х3					nation		2			₩	5	9	9	4
Budget (KSh. Mn)	Y2					ting inforn		2			~	5	9	9	4
Target	74					issemina		_			~	4	4	4	4
Target	For 5 years					ing and d						52	28	28	20
	Output Indicators					orms for produc	Mobile & Web App on Mac,	Windows and Linux	Mobile & Web App on	Mac, Android	Windows and Linux	No. of eBooks published	No. of audiobooks produced	No. of Podcasts Produced	No. of blogs serialised
	Expected Output		egic information			products & platfo	Finctional	Mobile Application			Functional Portal	eBooks published	Audiobooks produced	Podcasts Produced	Blogs serialised
	Key Activities	to information	Access to strate	ry	ociety	rove processes,	Davelorment	of Mobile applications	Development	of a one-stop- shop GoK	Information Portal	Publishing of eBooks including the Kenya Yearbook publication	Production of audiobooks	Production of Podcasts	Publishing Blogs
	Strategy	Strategic Issue: Access to information	Strategic Goal: Universal Access to strategic information	KRA 1: Informed Citizenry	Outcome: Empowered society	Strategic Objective: Improve processes, products & platforms for producing and disseminating information								S1: Develop dedicated platforms for service	delivery

		ınt	ation ting/							
	Support	ICT Procurement Legal	Corporate Communication and Marketing/ Production							
				ا ر د						
	Lead	Editorial	Editorial	Comms and Marketing/ Editorial/ Production						
	Υ5	1	က	0.5						
	Υ4	10	က	0.4						
	Х3	1	9	0.4						
	Y2	10	3.5	0.3						
	¥	ı	1	0.3						
	Υ5	ı	_	13						
	Υ4	_	_	7						
Respon sibility*	Х3	1	7	6						
Budget (KSh. Mn)	Y2	-	2	7						
Target	7	1	,	2						
Target For 5	years	2	5	45						
Output	Indicators	No. of document- aries produced	No. of publica tions produced	No. of customised Publications developed						
Expected	Output	Document- aries produced	Publications produced	Customised content developed						
Key	Activities	Produce document- aries about Kenya Yearbook	Producing Content for different audiences	Develop Customised Content	Develop a structure for end to end publishing	Develop a catalogue	Develop standards for customized publishing			
	Strategy							S2: Update channels and platforms for solutions	S3: Develop relevant content and create adaptive platforms to grow the voice of government and the people.	S4: Engage experts to offer the best communication solutions

	Support						
	Lead						
	Υ5						
	3 Y4						
	2 Y3						
	Y1 Y2						
	Υ5 \						
	Υ4						
Respon sibility*	У3						
Budget (KSh. Mn)	Y2						
Target	7.1						
Target For 5	years	o					
Output	Indicators	& Communicati					
Expected	Output	T for Publishing					
Kev	Activities	2: Strengthen IC					
	Strategy	Strategic Objective SO 2: Strengthen ICT for Publishing & Communication	S5:Implement multi- layered security protocols	S6: Adhere to industry Standards in data and information security	S7: Align publications to needs of the public using technologies such as Al	S8: Package government communication, using technology to ensure coherence	S9: Leverage government communication structures to inform the citizenry on government's policies, plans programmes and achievements.

	Kev	Expected	Output	Target For 5	Target	Budget (KSh. Target Mn)	Respon sibility*								
Strategy	Activities		Indicators		71	Y2	ү 3	Y4 Y5	5 Y1	Y2	У3	Υ4	Υ5	Lead	Support
SO 3: Adherence to established Standards in Publishing	blished Standard	ls in Publishing													
S10: Establish peer review mechanisms															
S11: Employ latest standards in delivery of publications															
S12: Undertake media monitoring, research, surveys and analysis for best practices															
Develop an in-house writing style															
Strategic Issue: Global shifts in consumption of information	shifts in consump	otion of informat	ion												
Strategic Goal: Responsive market-driven practices	sive market-drive	en practices													
KRA 2: Relevant products, platforms and services	ts, platforms and	services													
Outcome: Sustainable business model	usiness model														
Strategic Objective 4: Optimize market-driven practices in meeting citizen needs	Optimize market-	driven practices	in meeting citiz	en needs											

	Kev	Expected	Output	Target For 5	Target	Budget (KSh. Mn)	Respon sibility*									
Strategy	Activities	Output	ors	years	71	Y2	У3	¥4	Υ5	۲۱	Y2 .	Y3 `	Y4 Y	Y5 Lead		Support
	Develop Communica- tion Policy	Communica- tion Policy developed	Communica- tion Policy	-		1		1			_			Corporate Communic	Corporate Communication and Marketing	Legal, Editorial, Strategy and Planning
	Develop Communica- tion Strategy	Communica- tion Strategy developed	Communica- tion Strategy	-	1	-			1	1	-			Corporate Communic	Corporate Communication	Editorial, CProduction
	Develop Publications Dissemination plan	Publications dissemination plan developed	No. of Dissemination plans developed	5	-	_	-	-	_	-	0.5	0.5	0.5 0	Corporate Communic 0.5 and Marke	ation	Strategy and Under communication strategy
	Develop Media Engagement plans	Media engagement plans developed	No. of media engagement plans developed	20	4	~	4	-	4	-	က	4	2	Corporate Communic 6 and Marke	Corporate Communication and Marketing	
	Undertake research on audience preferences	Audience preference report	No. of audience preferences reports	2	1	_		1	_	1	က	1		Corporate Communic 3 and Marke	Corporate Communication and Marketing	Editorial
	Re-Brand and sensitization	Re-brand strategy developed	Re-brand strategy	-	1		1	ı	1	ı	1	8		Corporate Communic	ation	Production/ Supply Chain Management/ Finance
		Sensitization on KYEB brand undertaken	No. of sensitizations undertaken	12	,		4	4	4	1	1	7		Corporate Communic	Corporate Communication and Marketing	All Departments
S13: Conduct market surveys	Training and skills development of KYEB employees and Board members on corporate image	Sensitization forums undertaken	No. of Sensitization forums	4		-	-	τ-	-		rv	2	5	Corporate Communic	Corporate Communication and Marketing	HR and Admin

	Kev	Expected	Output	Target For 5	Target	Budget (KSh. Mn)	Respon sibility*								
Strategy	Activities	Output	ors	_	71	Y2	Y3 Y	Y4 Y	Y5 Y	Y1 Y	Y2 Y3	3 Y4	4 Y5	Lead	Support
	Undertake Education and Awareness Campaigns	Education and Awareness Campaigns undertaken	No. of Education and awareness forums	16	2	4	4	4		0.1	4	4	4	Corporate Communication and Marketing	Strategy and planning, Production, Editorial
	Undertake Community engagement	Community engagem-ents undertaken.	No. of Community engagements undertaken	16	2	2	4	4		0.25 2	4	4	4	Corporate Communication and Marketing	Strategy and planning
S14: Promote product and technology re-use															
S15: Leverage best market practices															
S16: Optimise existing marketing and distribution channels															
SO 5: Enhance meaningful engagement with stakeholders	'ul engagement wit	h stakeholders												-	
S17: Develop and update stakeholder engagement policy															
S18: Roll-out interactive stakeholder management platform															
S19: Schedule an Annual Signature KYEB Conference on Communication & Publishing for stakeholders in Kenya and beyond															

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target	Target Budget Respon (KSh. sibility* Mn)	Respon sibility*									
					М	Y2	У3	Y4	Υ5	М	Y2	У3	Υ4	Y5 1	Lead	Support
S20: Explore practical models to develop, maintain and improve relations with the media and stakeholders																
Strategic Issue: Partnerships, collaborations and learning	ips, collaborations	and learning														
Strategic Goal: Strengthened Institutional Capacity	ned Institutional C	apacity														
KRA 3: High performance culture	culture															
Outcome: Improved Service delivery	ce delivery															
Strategic Objective: To strengthen KYEBs Policy, legal and Institutional Framework	trengthen KYEBs	Policy, legal an	d Institutional F	amework												
Strengthening of KYEB Drafting KYEB KYEB policy % level of Legal Framework Policy and Bill completion	Drafting KYEB Policy and Bill	KYEB policy and Bill	% level of completion	100	50	50	1				8				Legal Dpt	All Departments
	Conduct public participation and stakeholders' engagement of the draft Policy and Bill	Public participation and stakeholders' engagement report prepared	No. of reports	8	8	1	,	ı	1	1	4	ı	1		Legal Dpt	All Departments

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	et	Budget (KSh. Mn)	Respon sibility*								
					71	Y2	Х3	Υ4	γ5 `	7	Y2 Y	Y3 Y4	4 Y5	Pead	Support
	Undertake Board induction	Board members inducted	No. of board members inducted	10	Ŋ			10		2	<u> </u>	- 5	'	Legal Dpt	All Departments
	Training of Board members	Board members trained	No. of Board members trained	10	10	10	10	10	10	2	2	2 2.5	5 2.5	5 Legal Dpt	All Departments
	Conduct Board evaluation	Board evaluated	No. of evaluation reports	5	-	-	_	_	-	0.5 0	0.5 0	0.5 0.5	5 0.5	5 Legal Dpt	All Departments
	Conduct corporate Governance Audit	Governance Audits conducted	No. of Audit reports	2	ı	-	ı	~	1	1	-		1	Legal Dpt	All Departments
Enhancing Corporate Governance	Undertake legal compliance Audit	Legal Compliance Audit undertaken	No. of Legal Compliance Audit reports	2	1	1	-	1	_		`	-		Legal Dpt	All Departments
	Develop/ Review of KYEB Policies	Partnership Policy developed	Partnership Policy	-	-	1	ı	1	1	-		1	1	Communication and marketing	Legal Dpt
		Credit Policy prepared	Credit Policy	_	-		,	1		_		'	'	Finance and Accounts	Legal Dpt
		Communication policy prepared	Communication Policy	-	-		1	1		_		'	'	Communication and marketing	Legal Dpt
		Customized publishing Policy developed	Customized publishing Policy		1	_		1	1	1	-	-	'	Communication and marketing	Legal Dpt

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target	Budget (KSh. Mn)	Respon sibility*									
					Ж	Y2	У3	74	Υ5	¥	Y2	У3	Y4	Y5 1	Lead	Support
		Review of marketing Policy	Marketing Policy Reviewed	1	1	-	1		1	-		-		,	CCM	Legal Dept
		Whistleblowing Policy developed	Policy prepared	-	~		1	1		_		1			Legal Dpt	Legal Dept
		Knowledge Management Policy developed and reviewed	KM Policy	1		1	ı		-	,	1.2	1	1	1.3 E	Editorial Dpt	Legal Dept
		ICT Policy developed and reviewed	Developed and reviewed Policy	-	-			_		0.5	1	1	0.5	,	Production	Legal Dept
		Risk Management Policy developed	Policy developed	-	_		ı	1	ı	~	ı	1	1	- 102	Internal Audit and Risk Management	Legal Dept
		Editorial policy and guidelines reviewed	Editorial policy and guidelines	-		~				1	-	1	1	,	Editorial	Legal
		Audio-visual media policy developed	Audio-visual policy	_	_		1	_		0.5	ı	1	_	п о	Editorial department	
		Production policy developed	Production policy	-	-			,	,	_				,	Production	Legal
		Finance Procedure Manual reviewed	Reviewed Finance Procedure Manual	-		ı	7-	1	1	1	-	~	1	,	Finance	Legal Dpt

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target	Target Budget (KSh. Mn)	Respon sibility*									
				J	Ж	Y2	У3	Υ4	Υ5	71	, Z	Y3 \	Y4 Y	Y5 Lead		Support
		Supply Chain Management Procedure Manual reviewed	Reviewed Supply Chain Management Procedure Manual		1	1	-	1		1	1			Supply Chain Management	hain nent	Legal Dpt
		Audit Procedure Manual reviewed	Reviewed Audit Procedure Manual	-		1	-	1	ı	1	1	-		- Audit		Legal Dpt
	Develop legal instruments with partners	Legal instruments prepared	No. of Legal instruments prepared	30	9	9	9	9	9	0.5	←	1.5	2 2	2.5 All departments		Legal Dpt
Strategic Goal: Partnerships, Collaborations & Learning	ips, Collaborations	& Learning														
KRA 3: High Performance Culture	Culture															
Outcome: Optimal services	Ş															
Strategic Objective: Institutional strengthening & operational excellence	utional strengtheni	ng & operational	excellence													
S21:Strengthening of KYEB Legal Framework																
S25: Attract and retain highly skilled human capital.	Reviewing KYEB HR Policy and procedure manual	HR Policy and procedure manual Reviewed	HR Policy and Procedure manual	-	ı	-	1	ı	1		_	ı		HR and Administration		All Dpts

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target	Budget (KSh. Mn)	Respon sibility*									
					۲1	Y2	У3	Υ4	Υ5	71	Y2	У3	Υ4	Y5 L	Lead	Support
	Develop Human Resource Planning and succession management															
	Review career progression guidelines	Career Guidelines reviewed	Career Guidelines	1	-	1	•		1	ı		1		-	HR and Administration	All Dpts
	Review KYEBs Organization structure and staff establishment	KYEBs Organization structure and staff establishment Reviewed	Report	-	1	1		ı	1	1	1	1		- + +	HR and Administration	All Dpts
	Develop Human Resource Plan	Human Resource Plan developed	Human Resource Plan	~	1	~	ı	1	1	1	1	1	ı		HR and Administration	All Dpts
	Recruitment of Staff	Staff recruited	No. of staff recruited	99	9	24	15	12	6		82	31	28	7	HR and Administration	All Dpts
	Conduct staff Induction and orientation	Staff inducted and oriented	No. of staff inducted and oriented	99	9	24	15	12	6		3	1.5	1.5	P. 5.0	HR and Administration	All Dpts
	Conduct skill gap analysis	Skill gap analysis Report prepared	No. of reports	5	7	1	1	_	-	0.5	0.5	0.5	0.5	H 0.5 A	HR and Administration	All Dpts
	Prepare Training needs assessment report	Training needs assessment report prepared	No. of reports	4		7-	-	~	~	1	1	1	1		HR and Administration	All Dpts
	Undertake trainings of staff	Officers trained	No. of Officers trained	95	28	58	73	85	95	7	16	19	20	22 F	HR and Administration	All Dpts

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target	Budget (KSh. Mn)	Respon sibility*									
					۲1	Y2	У3	Y4	Υ5	7.1	Y2	У3	Υ4	Y5 I	Lead	Support
	Updating of Asset register	Asset register updated	% level of Asset register updated	100	100	100	100	100	100	1		1		0, 2	Supply Chain Management	Finance Dpt
	Undertake market surveys	Market Survey reports prepared	No. of Reports prepared	20	4	4	4	4	4		,		1	0, 2	Supply Chain Management	
	Sensitization of service providers	sensitization carried out	No. of Reports prepared	5	1	1	1	1	_	0.5	0.5	0.5	0.5	8 0.5 N	Supply Chain Management	
	Preparation of statutory procurement reports	Reports prepared and submitted to PPRA, the National Treasury and	No. of Reports prepared (NT)	20	4	4	4	4	4	1			1	1	Supply Chain Management	Finance
			No. of reports prepared and submitted to Ministry of Investment s, Trade, and Industry (MITI)	20	4	4	4	4	4	1	1	1	ı	1	Supply Chain Management	
39	Engage Internet service providers	Internet service providers engaged	No. of providers engaged	2	-	-	-	_	-	0.1	1.0	1.0	0.1	1.0	Production	
and effective ICT infrastructure and	ERP offsite backup	Data backed up	% level of back up	100	1	100	100	100	100	1.5	9.0	9.0	9.0	9.0	Production	All departments
systems to deliver cost effective products and services.	Procure and install additional ERP modules	ERP modules procured and installed	No. of modules	S	2	က	1	1	1	4	9	1	1		壬	All Departments

Develop	Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target	Budget (KSh. Mn)	Respon sibility*								
Development System Concept on Concept on System Concept on Concept on Concept on System Concept on Concept on Concept on Concept on Concept Concept on Concept on Concept on Concept on Concept						Х	Y2	У3		Υ5					ead	Support
Management Acquired Acquired Acquired Acquired State State State		Develop concept on mobile alert system	Mobile alert System concept developed	Concept developed	7	1	7		1	1	-	7			roduction	
Develop Application APIs No. of APIs		Acquisition, installation and renewal of Adobe creative suite	Adobe creative suite Acquired, installed and renewed	No. of Adobe creative suite	10	9	80	8	80						roduction	
Procure		Develop Application Programming Interface (API)	APIs developed	No. of APIs developed	40	1	10	10	10	10					roduction	Editorial
Mobile App		Procure Computer devices for staff	Computer devises procured	No. of computer devices procured	99	1	30	15	12	o	1	2	က		TC	H
Revamping KYEB's website Website of KYEB 100 80 100 - 4 1.5 1 TCT Production Production Content Management System Content Management Production System A 1.5 4 1.5 1 - ICT System System Management Production System System System 4 1.5 6 Editorial		Development and publishing of Mobile App	Mobile App developed and published	Mobile App	~	1	7		1	ı		5.	1		roduction	ICT/editorial/ CCM
Procure Editorial and Production Content Management System Procured System System Procured System System Procured System System System Procured System		Revamping KYEB's website	Website revamped	% level of completion of KYEB	100	80	100	1	1	1		1.5	1		5	Production
nhancing ate governance ate governance coll-out nance lement systems		Procure Editorial and Production Content Management System	Content Management System procured	Content Management System	_	1	-		1		1	9			ditorial	ICT/ Supply Chain Management/ Legal
valr-out nance lement systems	nhancing ate governance															
	oll-out nance ement systems															

	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target	Budget (KSh. Mn)	Respon sibility*								;	
						7-	2	<u>.</u>	2		7	2	<u> </u>	2	Lead	Toddho
	Sensitization of staff on Knowledge Management	Staff sensitized	No. of staff sensitized	32	12	10	9	4	1	2.5	2.0	7.1	4.		Editorial Dpt	至
	Establish Database for research	Database established and updated	% level of establishment and updated	100	100	100	100	100	100	1.7	0.4	0.42	.425	.427 E	Editorial Dpt	
	Publishing and dissemination of research papers	Research papers published	No. of Research papers published and disseminated	40	ω	ω	ω	ω	- ∞	0.2	0.22	0.23	0.25 0	0.26 E	Editorial Dpt	
	Develop a Digital/ photography Archive	Digital/ photography Archive developed.	% completion level of the Digital Archive	100	20	02	100	1	ı	2	2.5	7	ı	-	Editorial	ICT Legal Procurement HR and Administration
Promotion of Research and Knowledge management	Training on Knowledge management Digital Archiving	Officers trained	No. of officers trained	45	1	1	18	18	18	1	1	4	4	Ф	Production	HR and Editorial
	Training of risk champions and committees	Training reports prepared	No. training reports	2	-	-	~	-	_	3.6	3.6	3.6	3.6	1n 3.6 A	Internal Audit and Risk Assurance	
	Conduct Risk assessment	Assessment Report	No. of Assessment reports	5	1	1	1	1	1	,			3	- a	Internal Audit and Risk Assurance	
	Develop a corporate risk monitoring and reporting framework	corporate risk monitoring and reporting framework developed	Framework	-		~	,	1						- E & A	Internal Audit and Risk Assurance	

										(0)
	Support									All departments
	Lead						HR and Admin	HR and Admin	光	至
	Y5 L							4 T	0.5	<u>т</u>
	Υ4						1	=======================================	0.5	2
	У3						1	o	0.5	Ω.
	Y2						1	ø	0.5	5
	71						ı	က	0.5	2.5
	Υ5						1	95	_	~
	Υ4						ı	98	~	~
Respon sibility*	У3						1	74	~	~
Budget (KSh. Mn)	Y2						100	59	-	~
Target	7.1	100					1	29	7	~
Target For 5 years		100					100	95	5	ى
Output Indicators		% Compliance fault reports					% level of completion	No. of staff sensitized	No. of employee satisfaction surveys	No. of Employee Productivity Awards Undertaken
Expected Output		Risk management framework					competence- based performance management tool Reviewed	Staff sensitized	employee satisfaction survey undertaken	Employee Productivity Awards undertaken
Key Activities		Establish PFMA standing committee					Review Productivity based performance management tool (CBPMT)	Sensitization of staff on Productivity based performance management tool	Undertake employee satisfaction survey	Undertake Employee Productivity Award
Strategy		S28: Attain zero fault audit reports	Strategic Goal: Enhanced Institutional Service Delivery	KRA 3: High Performance Culture	Outcome: Improved KYEB Performance	Strategic Objective 7: Promote better resource mobilization, allocation and planning practices	Improve Performance management.			

		φ	Ø	Ø	Ŋ	Ŋ	Ŋ					
	ī.	artment	artment	artmeni	artmeni	artmeni	artment					
	Support	All departments	All departments	All departments	All departments	All departments	All departments					
			70	70	70							
		Planning and Strategy	Planning and Strategy	Planning and Strategy	Planning and Strategy	Planning and Strategy	Planning and Strategy					
	Lead	Planning Strategy	Planning Strategy	Planning Strategy	Planning Strategy	Planning Strategy	Planr					
	Υ5	1	1	9	-	0.8	3.6					
	Υ4	1	1		0.8	0.8	3.6					
	У3	1	2		0.8	0.8	3.6					
	Y2	1	1	1	9.0	9.0	က					
	71	5	1		9.0	9.0	က					
	Υ5	,	ı	~	4	~	9					
	Υ4	1	1	,	4	_	9					
Respon sibility*	У3	ı	-	,	4	-	9					
Budget (KSh. Mn)	Y2		-	-	4	_	9					
Target	Y1	~		,	4	-	9					
Target For 5 years		7-	7	7	20	2	30					
Output Indicators		No. of Strategic Plans prepared	No. of reports prepared	No. of reports prepared	No. of reports	No. of reports	No. of PC trainings undertaken					
Expected Output		Strategic Plan	Mid-term Review report	End term review report	Quarterly Reports	Annual reports	PC Trainings undertaken					
Key Activities		Develop strategic plan	Mid-term review of KYEB Strategic plan	End term Review of Strategic Plan	Undertake M&E		Undertake Training for PC Committees					
Strategy							Improve corporate planning	S29: Re-engineering of Enterprise Resource Planning (ERP)	S30: Implement Resources Information Management Systems	S31: Implement novel resource mobilization models	S32: Support government priority programmes eg Ecosystem Restoration Programme	

Annex I:

Skills Set and Competence Development

Cadre	Skill Set	Skills Gap	Competence Development
Writers	Story Telling Copy Editing Research Creativity	Copy Editing skills Research skills	Training on Copyediting and Research skills
Editors	In-copy editing skills Editing and proofreading Fact Checking Critical Thinking Editing Software	Editing Software skills	Training on Editing Software skills
Photographer	Camera stunt skills Photoshop Artificial Intelligence	Photoshop skills Artificial Intelligence skills	Training on Photoshop and Artificial Intelligence
Videographer	Artificial Intelligence Video editing skills Animations Podcast	Artificial Intelligence Video editing skills	Training on Artificial Intelligence and Video editing skills
Research Officers	Literature review Data collection Data Analysis Peer Reviewing Writing Knowledge Management	Data collectionData AnalysisPeer Reviewing WritingKnowledge Management	Training on Data collection, Data Analysis, Peer Reviewing Writing, and Knowledge Management
Graphic Design Officers	TypographyDesing SoftwareCreativityPrint DesignDigital DesignBranding	Design Software skills Print Design skills Digital Design skills Branding skills	Training on Design Software, Print Design, Digital Design and Branding skills
Reprographer/ Printer	Print Equipment OperationDigital PrintingPrint management softwareReprographic processes	Print management software skills Reprographic processes skills	Training on Print management software and Reprographic processes skills
Knowledge Management Officers	Database Management Content Analysis Data Analysis Training and Development Workflow Management Document Management Innovation Change Management Metadata Management Useability Design Performance Management Organizational Culture Awareness	Workflow Management skills Change Management skills Metadata Management skills Useability Design skills	Training on Workflow Management, Change Management, Metadata Management and Useability Design skill
Marketing and Business Development	Market Research Brand Management Market Analytics Sales Technique Client Management Presentation Skills Creativity and Innovation Business Dynamics Negotiation Skills Feedback Management	Brand Management skills Market Analytics skills Sales Technique skills Client Management skills Presentation Skills	Training on Brand Management, Market Analytics, Sales Technique, Client Management, and Presentation skills.

Cadre	Skill Set	Skills Gap	Competence Development
Digital Marketer	Content Creation Social media management Consumer behaviour Content strategy Social advertising Search Engine Optimization Search Engine Marketing Marketing Automation Project Management Creativity and Innovation	Social media management skills Consumer behaviour skills Content strategy skills Social advertising skills Search Engine Optimization skills	Training on Social media management, Consumer behaviour, Content strategy, social advertising, and Search Engine Optimization skills.
Videographer	Camera operationAudio RecordingVisual story tellingMotion GraphicsCopyright and Licencing	Visual story telling skills Motion Graphics skills Copyright and Licencing skills	Training on Visual story telling, Motion Graphics, Copyright and Licencing skills.
Economist	 Quantitative analysis Research Design Micro Economics Macro Economics Data Virtualization Input output analysis Regulatory Environment Cross cultural competence 	Quantitative analysis skills Research Design skills Data Virtualization skills Input output analysis skills Regulatory Environment skills	Training on Quantitative analysis, Research Design, Data Virtualization, Input output analysis, and Regulatory Environment
UX Designer	User Research User Journy Mapping Prototyping Iterative Design Visual Design Interaction Design Cross functional collaboration Feedback Integration Front End Development UI Patterns	User Research sills User Journy Mapping skills Prototyping skills Iterative Design skills Visual Design skills	Training on User Research, User Journy Mapping, Iterative Design and Visual Design skills.
Monitoring and Evaluation	Monitoring and Evaluation Frameworks Data management Data virtualization Data quality assurance Information management systems Evaluation design Technical report writing Quality Improvement	Data management skills Data virtualization skills Data quality assurance Information management systems skills Evaluation design Technical report writing skills	Training on Data management, Data virtualization, Data quality assurance Information management systems, and Evaluation design Technical report writing course.
Information Security Officers	Network security Security Architecture Security information and event management Compliance audit Risk assessment Business continuity planning Security governance framework. Information security crisis management	Network security Security Architecture skills Security information and event management skills Information security crisis management skills	Training on Network security Security Architecture, Security information and event management, and Information security crisis management.

Cadre	Skill Set	Skills Gap	Competence Development
Social Media Analyst	 Social Media metrics Trend analysis Digital content creation Digital content analysis Audience analysis Digital campaign performance evaluation. Digital consumer insight 	Social Media metrics skills Trend analysis skills Digital content creation skills Digital content analysis skills	Training on Social Media metrics, Trend analysis, Digital content creation, and Digital content analysis.
Data Analyst	 Data analysis and interpretation Data management Artificial intelligence Machine learning Programming Data visualisation Business acumen Data privacy 	Data analysis and interpretation skills Data management skills Artificial intelligence skills	Training on Data analysis and interpretation, Data management, and Artificial intelligence skills.
Office Administrators	 Office management skills Secretarial management skills Customer care relations Supervisory skills 	Secretarial management skills Supervisory skills Customer Relations skills	 Training on customer relations, Secretarial management and Supervisory courses
Clerical Officers	Customer careFilling and record keepingComputer application skills	Computer applicationRecords managementCustomer care	Computer application courseRecords management courseCustomer care course
Drivers	Basic Automobile Mechanics First Aid Certificate Course	Occupational Trade Test Defensive driving certificate First Aid Course	Refresher course in DefensiveDrivingRefresher course in First AidBasic Automobile Mechanics
Legal and Board Services Officer	 Strong analytical skills Communication skills Bachelor of Law Admitted as an Advocate of the High Court Member of the Law Society of Kenya Membership to Institute of Certified Public Secretary of Kenya 	computer applications course Communication skill Analytical skills Contract Management	 Training on computer applications course, Communication skill, Analytical skills Training on Company Laws
HR & Administration Officers	Performance Management skills Supervisory skill course Management Course Recruitment and talent management	Knowledge of Labor laws and Regulations Payroll and Taxation Occupational Health and Safety	Training on Labor laws, Payroll and Taxation, and Occupational Health and Safety
ICT Officers	Information Security Management System Troubleshooting hardware and Software Basic network troubleshooting Knowledge of operating systems Cyber security Computer Maintenance and Security	cybersecurity best practices Networking & programming skills, support and maintenance Al and Machine Learning Science	Training in Information Security Management System Continuous training on emerging technology-oriented courses

Cadre	Skill Set	Skills Gap	Competence Development
Finance & Accounts Officers	Public Finance Management International Public Sector Accounting Standards Financial Accounting, Reporting and Analysis Budgeting and financial planning	Understanding of financial regulations Knowledge in budgeting and financial planning	Training on budgeting and financial planning Training on financial regulations
Strategy and Planning Officers	Statistical data analysis skills computer application skills Database management	Statistical data analysis skills Project Planning and Management	Training on Statistical data analysis Training on Project Planning and Management
Corporate Communications Officers	 Public Communication skills Journalism Public Relations Speech, press releases & Report writing 	Customer care Public Relations Report writing	Training on Customer care, Public Relations, and Report writing
Customer Care Officers	Front Office Operations Skills Customer Services skills Public Relations computer application skills Communication Management	Customer Services skills computer application skills Communication Management	Training on Customer Services, computer application, and Communication Management
Internal Audit& Risk Assurance Officers	Audit Committee Trainings Risk Assessment Management Fraud Investigation and Prevention	Risk Assessment Fraud Investigation and prevention	Training on Fraud Investigation and prevention Training on Risk Assessment Management.
Supply Chain Management Officers	Public Procurement and Contract Management training IFMIS user's skills Asset Management and disposal	IFMIS user's skills Asset Management and disposal skills	Training on IFMIS user's skills Training on Asset Management and disposal.





Ragati Road, NHIF Building,
4th Floor, Upper Hill, P.O. Box 34035-00100,
Nairobi, Kenya Nairobi, Kenya
Tel: 0202715390 / 0711944538

kenyayearbook.go.ke