



THE PRESIDENT'S AWARD - KENYA

STRATEGIC PLAN 2023-2027



OUR VISION

A leading Agency equipping young people with positive life skills and fostering character development to succeed in a dynamic world.



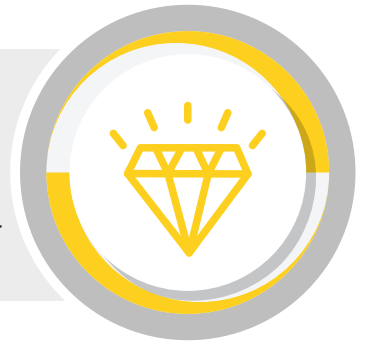
OUR MISSION

To empower young people between the ages of 14 and 24 to embark on a transformative journey of self-discovery, resilience, skills development, voluntary service through non- formal education, learning and non-competitive balanced self-development programme for building a prosperous nation



OUR VALUES

- Integrity
- Inclusivity
- Professionalism
- Innovativeness and Creativity



Foreword

It gives me great pleasure, as Chairman of the Board of The President's Award–Kenya, to present this Strategic Plan, which charts a bold, purposeful, and forward-looking path for our future. At a time when our nation and the world are experiencing rapid social, technological, and economic change, we recognize that a well-articulated strategic framework is essential to sustaining our growth, deepening our relevance, and amplifying our impact. Operating in a dynamic and evolving environment demands more than good intentions; it requires clarity of vision, disciplined governance, strong partnerships, and measurable outcomes. This Strategic Plan provides that direction.



This Strategic Plan (2023–2027) provides a clear and forward-looking framework to guide the growth, sustainability, and impact of the President's Award–Kenya. It is strategically aligned with Kenya's national development priorities, including the Bottom-Up Economic Transformation Agenda (BETA) and the Medium-Term Plan IV of Vision 2030, while also integrating key international frameworks such as the Sustainable Development Goals (SDGs) and the strategic direction of the Duke of Edinburgh's International Award Association. In anchoring our work within both national and global development contexts, this Plan strengthens our relevance, enhances programme quality, and positions the Award to better respond to the evolving needs and aspirations of young people.

The President's Award–Kenya (PA-K) further remains steadfast in its commitment to equipping young people with positive 21st-century competencies of resilience, leadership, teamwork, problem-solving, adaptability, and civic responsibility which are essential for navigating and succeeding in an increasingly complex world. Through our unique framework of structured, non-formal education and experiential learning, we empower young people between the ages of 14 and 24 to embark on a transformative journey of self-discovery, skills development, and voluntary service to their communities. Our programme challenges participants to set personal goals, step beyond their comfort zones, and cultivate habits of discipline, perseverance, and integrity.

As a Board, we fully embrace our responsibility to provide the strategic leadership and oversight necessary to translate this vision into measurable results. We remain committed to upholding the highest standards of governance, accountability, and integrity, ensuring that prudent financial stewardship, sound risk management, and rigorous performance monitoring safeguard the sustainability and reputation of the Award. At the same time, we will leverage our collective networks and influence to strengthen partnerships, mobilize resources, and champion the transformative power

of structured youth development in building a more resilient and prosperous nation.

This Strategic Plan is not merely a document, but a shared commitment to excellence and service. It positions the President's Award–Kenya to build institutional capacity, foster innovation, and nurture resilient, responsible, and empowered young citizens for generations to come. I call upon our partners, volunteers, staff, and stakeholders to join us in translating this vision into meaningful action and lasting impact.

On behalf of the Board, I wish to recognize and convey my sincere appreciation to our Patron, His Excellency William Samoei Ruto, C.G.H., President of the Republic of Kenya and Commander-in-Chief of the Defence Forces, whose steadfast support underscores the national significance of the work of The President's Award–Kenya and affirms our shared commitment to youth empowerment and development. I equally commend our dedicated Management Team for their instrumental role in the development of this Strategic Plan and ensuring that the final document reflects both our institutional vision and the practical realities of implementation thereby laying a strong and credible foundation for our future growth and impact.



Paul Mbatha
CHAIRMAN, BOARD OF TRUSTEES

Preface and Acknowledgement

The President's Award–Kenya Strategic Plan 2023-2027 is driven by a bold ambition to significantly increase the diversity and number of young people experiencing the Award journey. Guided by our vision of being a leading agency equipping young people with positive life skills to succeed in a dynamic world, PA-K remains steadfast in its mission to provide a balanced self-development programme that empowers young people to undertake voluntary service, acquire practical and vocational skills, engage in physical recreation and embark on adventurous journeys that foster resilience and character for nation building. work are the core values of Integrity, Inclusivity, Professionalism, and finally Innovativeness and Creativity, which shape our culture, inform our decisions, and define the standards to which we hold ourselves accountable.



The successful implementation of this Strategic Plan will be anchored on the deliberate pursuit of clearly defined strategic goals and measurable Key Result Areas that translate our vision into tangible outcomes. The President's Award–Kenya will focus on increasing users across our digital platforms and expanding enrolment of young people in the Award, while enhancing the long-term sustainability of the Programme through strengthened partnerships and a robust resource mobilization framework. Central to this effort will be driving uptake of the Online Record Book and the Award Community and Online Learning Hub, improving recruitment, retention, and completion rates, and reinforcing an enabling policy, legal, regulatory, and institutional framework. Together, these strategic priorities will ensure that our growth is not only ambitious but structured, accountable, and sustainable, positioning PA-K to deliver greater impact to young people and communities nationwide.

This Strategic Plan builds on our proud legacy while positioning PA-K for greater scale and sustainability. It prioritizes expanding equitable access to the Award across all counties, including marginalized and underserved communities; enhancing programme quality through standardized training, monitoring, and evaluation; leveraging digital innovation to improve delivery and engagement; and strengthening partnerships with schools, community organizations, corporate sponsors, and government institutions. We are committed to safeguarding the welfare of every participant, upholding the highest standards of accountability, and fostering a culture of continuous improvement within our organization.

Above all, this plan reaffirms our belief in the immense potential of Kenya's youth. Through investing in their growth and providing structured opportunities for service, adventure, and personal development, we are not only shaping confident and capable individuals but also nurturing responsible citizens who will contribute meaningfully

to national development and social cohesion.

I wish to extend my gratitude to the Hon. Salim Mvurya, EGH, Cabinet Secretary, Ministry of Youth Affairs, Creative Economy and Sports, and Mr. Fikirini Jackobs Katoi Kahindi, Principal Secretary, State Department for Youth Affairs and Creative Economy, for their strategic leadership and policy guidance throughout the development of this Strategic Plan.

I equally extend my sincere gratitude to the Board of Trustees and the dedicated staff of The President's Award–Kenya for their unwavering commitment, professionalism, and invaluable contributions to the development of this Strategic Plan. I also wish to appreciate our stakeholders, partners, volunteers, and the various Ministries, Departments, and Agencies (MDAs) whose insights, collaboration, and continued support have enriched this process and strengthened the foundation of this plan. Their collective engagement reflects a shared commitment to empowering young people and ensuring that the Award Programme remains responsive, sustainable, and impactful across the country.

I invite all stakeholders to join us in realizing this vision as we work together to build a generation of empowered young leaders ready to shape Kenya's future.



Margaret Kiogora, CHRP-K
CHIEF EXECUTIVE OFFICER

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Definition of Concepts and Terminologies

Activities: Actions taken or work performed, through which inputs are mobilized to produce outputs.

Baseline: Initial state of an indicator before the start of a project/programme, against which progress can be assessed or comparisons made.

Board of Trustees: An appointed group of individuals that has overall responsibility for the management of an organization.

Indicator: A means of measuring progress/change that results in an intervention.

The Duke of International Award Foundation: a non-profit organization that drives and supports the Award's global growth. It works through a network of more than 120 countries and territories.

Key Results Areas: Refers to broad areas to deliver results.

Online Learning Hub: a technology-rich learning environment with both physical and virtual components that provide formal and informal opportunities for learners to come together with peers, teachers, and other experts in their field.

Online Record Book: an online system to help young people (participants), Award leaders, and Assessors deliver and assess the award. Participants can set up activities, record their efforts, upload evidence, and submit assessor reports.

Outcome: Measures the intermediate results generated relative to the objective of the intervention.

Output: Products, services, or immediate results, tangible or intangible, resulting directly from the implementation of activities or applying inputs.

PESTEL Analysis: It is a framework or tool used to analyze and monitor the environmental (external) factors that have an impact on an organization.

Programme: A grouping of similar projects and/or services performed by an Organization to achieve a specific objective.

Project: A project is a set of coordinated activities implemented to meet specific objectives within defined time, cost and performance parameters.

Strategic Goal: General qualitative statements on what an organization is hoping to achieve in the long term or the desired outcomes in addressing strategic issues.

Strategic Issues: These are problems or opportunities that an organization has to manage in order to be able to fulfil its mandate and mission.

Strategic Objectives: These are what the organization commits itself to accomplish in the long-term in order to achieve strategic goals.

Strategic Plan: A blueprint or framework to guide the implementation of identified actions and strategies.

Strategies: Broad abstractions which are descriptive of the means for achieving the strategic objectives.

SWOT Analysis: It is used for understanding internal factors (strengths and weaknesses) and external factors (opportunities and threats) of the organization.

Target: A result to be achieved within a given time frame.

Value Chain: A description of the production-to-market linkages, generating value to the customers through efficient processes and procedures.

Acronyms and Abbreviations

AU	African Union
BOT	Board of Trustees
IAF	International Award Foundation
M&E	Monitoring and Evaluation
MoE	Ministry of Education
MoYACES	Ministry of Youth Affairs, Creative Economy and Sports
TSC	Teachers Service Commission
SAGA	Semi – Autonomous Government Agency
KESSHA	Kenya Secondary School Heads Association
KEPSHA	Kenya Primary School Heads Association
TVET	Technical and Vocational Education Training
TTC	Teacher Training College
COG	Council of Governors
NYP	National Youth Policy
ORB	Online Record Book
OLH	Online Learning Hub
PA-K	The President’s Award- Kenya
R&D	Research and Development
SWOT	Strength, weaknesses, Opportunities and Threats
SDGs	Social Development Goals
AHA-K	Award Holders Alumni Kenya
YWCA	Young women’s Christian Association
YMCA	Young Men’s Christian Association
PBOs	Private Based Organizations
CBOs	Community Based Organizations
FBOs	Faith Based Organizations
ILO	International Labour Office
ICT	Information Communication Technology

Executive Summary

The President's Award-Kenya (PA-K) is a non-formal education and learning framework through which young people's achievements outside of academia are recognized and celebrated. The young people engaged are between the ages of 14 and 24 years, fostering character development and a lifelong commitment to community service.

The PA-K Strategic Plan 2023-2027 was developed against the backdrop of the need to align young generation to the transformative national development aspirations as espoused in the Constitution of Kenya (2010), Bottom-Up Transformation Agenda (BETA), the Kenya Vision 2030 and the Fourth Medium Term Plan (MTPIV) 2023-2027, National youth Policy-2014. The Duke of Edinburgh's International Award Development Plan (2023 - 2030), Sustainable Development Goals (SDGs), Africa's Agenda 2063, and other national and international obligations.

The overall objective of the plan is to provide direction in the plan period riding on key achievements made during the implementation of the previous Strategic Plan 2018-2022. It also focuses on addressing challenges faced during the period and embraces the lessons learnt.

The strategic plan comprises of eight chapters:

Chapter One:

Provides an overview of PA-K background and its contributions to achievements of the national development agenda, the Bottom-Up Economic Transformation Agenda (BETA), the Kenya Vision 2030, the Fourth Medium Term Plan (MTPIV), the Sustainable Development Goals (SDGs), Agenda 2063 and EAC Vision 2050.

Chapter Two:

Outlines the mandate, vision, mission, strategic goals, core values and quality policy statement.

Chapter Three:

Gives a review of the previous strategic plan (2018-2020). It outlines the key achievements, challenges and the lessons learnt during the implementation of the plan. It analyses the environmental scan through the SWOT and PESTEL approach. The chapter further identifies stakeholders, their roles and responsibilities and emerging strategic issues for the 2023-2027 planning period.

Chapter Four:

Outlines strategic issues, goals as well as Key Result Areas (KRAs) which provide PA-K aspirations over the planning period 2023-2027.

Chapter Five:

Specifies the Strategic objectives and choices for the planning period 2023-2027.

Chapter Six:

Highlights the activities to be implemented, their costs, sources of funds and stakeholders' responsibilities over the five-year period. It further presents the PA-K structure, staff establishment, business process re-engineering and risk analysis and possible mitigation measures.

Chapter Seven:

Provides an analysis of the financial resource requirements, resource gaps and management strategies for the strategic plan period.

Chapter Eight:

Describes how PA-K will undertake monitoring, evaluation and reporting of the implementation process of the Strategic Plan.

Chapter One

INTRODUCTION

This section establishes the foundational context and aligns the organization's roadmap with national development priorities and international obligations. The chapter details the historical evolution of the President's Award, its legal mandate, and core functions in providing a non-formal education framework for young people. Additionally, it outlines the methodology used to develop the plan, which integrated stakeholder consultations, public input, and a comprehensive review of the previous strategic achievements and challenges.

1.1 Strategy as an Imperative for Organizational Success

This Strategic plan is instrumental in the PA-K effectiveness and sustainability. It offers a plan against which to measure the attainment of the objectives and a response to the changing requirements of the stakeholders. It plays a significant role in informing programmatic development, engagement with the stakeholders as well as the implementation of the mandate that produces well-rounded young people with 21st century skills.

Since its establishment as a State Agency in 2017, PA-K has executed the initial Strategic Plan (2018-2022) based on the Big Four Agenda and the Third Medium Term Plan (MTPIII). This second plan (2023-2027) is aligned with Kenya's national development priorities, including the Bottom-Up Economic Transformation Agenda (BETA) and the Medium-Term Plan IV of Vision 2030, while also integrating key international frameworks such as the Sustainable Development Goals (SDGs) and the strategic direction of the Duke of Edinburgh's International Award Association. It focuses on increasing the diversity and number of participants by

targeting 650,000 new entrants by 2027, while fostering character development and a lifelong commitment to community service. The plan prioritizes digital transformation through the Online Record Book (ORB) as well as the organizational sustainability and institutional strengthening through partnerships and collaborations to ensure by devolving structures to the regional and county levels respectively.

Also, the plan was informed by the experience amassed by PA-K since its introduction in 1966 as well as by consultation of the stakeholders and the necessity to increase the scope of the Award in terms of geographical and socio-economic geography of Kenya. This base has helped the organization to tackle youth development issues systematically and create institutional capacity and forging sustainable relations.

1.2 The Context of Strategic Planning

This section clearly demonstrates the PA-K contribution towards realizing the aspirations of national, regional and global frameworks and their linkage with the national development priorities.

1.2.1 The Constitution of Kenya

PA-K will implement Article 53 of the Constitution of Kenya by providing for equal access to quality non-formal education for all, including marginalized groups. Relatively, Article 55 of the Constitution of Kenya recognizes the critical role of youth in national development and mandates the State to take measures, including affirmative action programs, to ensure that youth access relevant education and training, have opportunities to associate, be represented and participate in political, social, economic and other spheres of life, access employment, and are protected from harmful cultural practices and exploitation.

PA-K aligns with Article 55 as it gives a structured non-formal education structure that empowers young people with life skills and competencies that would be relevant outside of the academic context. The Award Programme assists the youth people to engage in community service, volunteerism, and skill development activities, which encourage social cohesion, active citizenship, and employability. The Award programme further helps to ensure that the young people are not left idle and prone to bad influences at the same time, encouraging the development of positive character and responsible citizenship, thus meeting the constitutional role of protecting and empowering the youth in Kenya.

1.2.2 BETA , Kenya Vision 2030 and Fourth Medium Term Plan

PA-K provides non-formal education and learning as well as play a key role as an enabler in preparing young people to participate in National Development and problem-solving abilities while challenging them to discover their potential and find their passion, purpose and place in the world.

1.2.3 United Nations 2030 Agenda for Sustainable Development

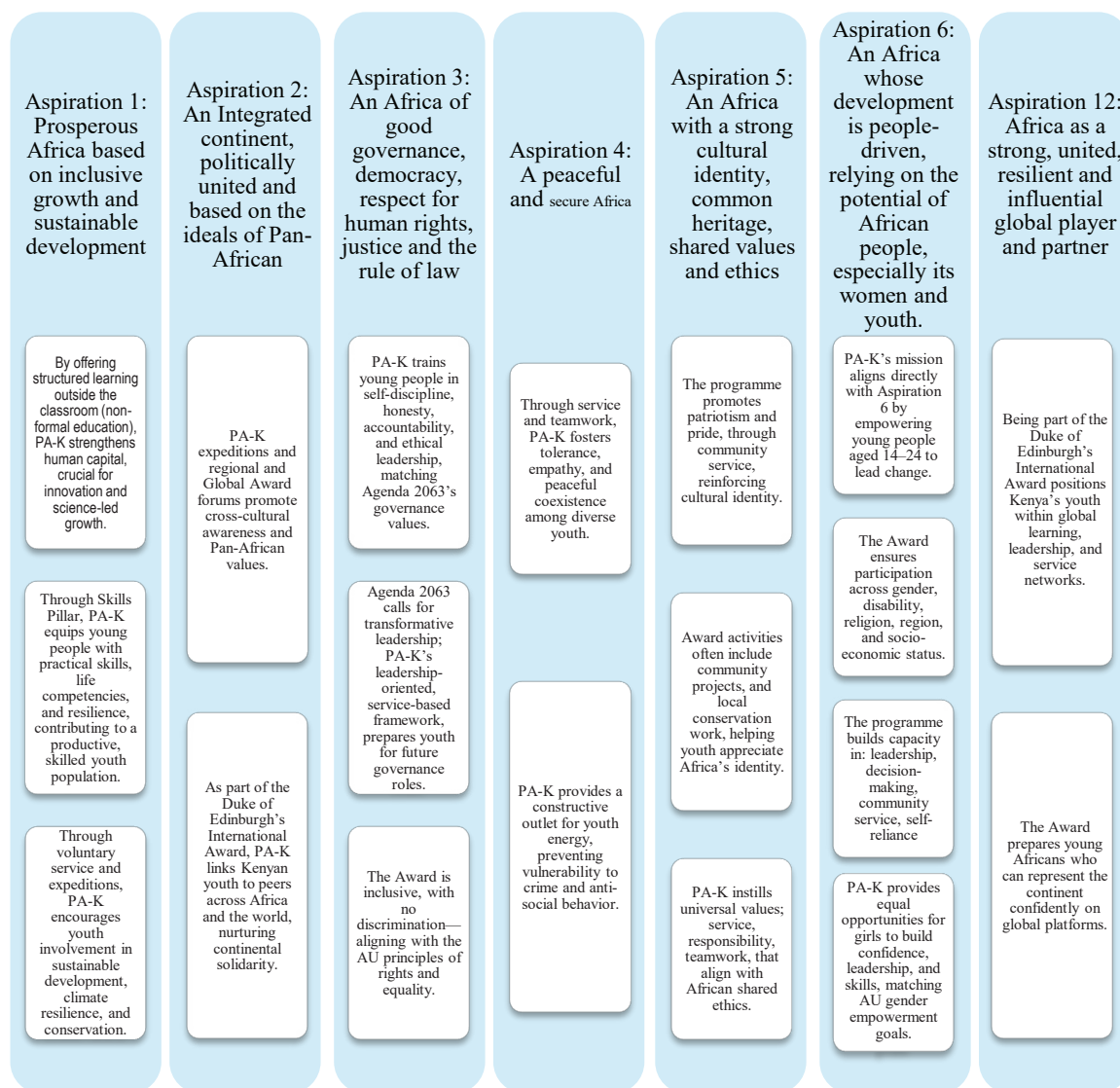
The President's Award-Kenya contributes directly and indirectly to the realization of the Sustainable Development Goals (SDGs) 3, 4, 5, 8, 10, 11 and 17 good health and wellbeing, quality education, gender equality, decent work and economic growth, inequalities, sustainable cities and Communities and partnerships. This is by providing young people with adventurous journeys and physical recreation activities that encourage an active lifestyle, teamwork and resilience as well as help develop self-confidence, problem solving abilities and emotional intelligence. PA-K provide non-formal education opportunities that acquire life skills, leadership and personal development outside traditional academic settings; foster inclusivity by encouraging equal participation of both boys and girls in the Award Programme; equip young people with practical skills to enhance their employability competencies and entrepreneurial mindsets; ensure that young people from all backgrounds including marginalized communities have access to opportunities for self-improvements thereby bridging social and economic gaps; promote volunteerism and community service among young people;

and engage with stakeholders to expand its reach and impact.

1.2.4 African Union Agenda 2063

The Agenda 2063 reflects the desire for

shared prosperity, well-being, unity, and integration across the African continent. PA-K contributes to the following specific aspirations:



1.2.5 East Africa Community Vision 2050

The vision calls for enhanced development of training programs that prepare young people for careers related to envisaged industrialization. PA-K target to provide relevant and need-based continuous innovative professional

development programs that impart young people skills to address industry demand.

1.2.6 Sector Policies and Laws

PA-K is guided by a robust and progressive legal framework which is

composed of various statutes and litigations. These include; The Education Act (2013), the Children's Act (2022), and The Sessional Paper No. 1 of 2019 on Policy Framework for reforming Education, Training and Research, the Kenya Youth Development Policy, 2019, the National Volunteerism Policy 2022, and the National Employment Authority (NEA) Act 2016.

1.3 History of President's Award-Kenya

The Award originated from the Duke of Edinburgh's International Award Foundation which was founded in 1956 in the United Kingdom. Currently the patronage of the Award is under H.R.H Prince Edward, Duke of Edinburgh.

The Award was established in Kenya in 1966. The President's Award-Kenya started as a charitable organization domiciled in Starehe Boys Center and School. The Award transitioned to a State Corporation through the President's Award Act Cap. 216C of 2017 underpinning relevance of Award to the young people of Kenya.

Currently, the President's Award-Kenya is a state corporation under the Ministry of Youth Affairs, Creative Economy and Sports.

The Award operates under the globally recognized Duke of Edinburgh's International Award, which runs in over 120 countries and territories.

1.4 Methodology of Developing the Strategic Plan

The development of the strategic plan involved several key stages that

included: initiation, formulation validation, finalization and publication. Among the key steps followed were:

🔗 **Review of the previous strategic plan:**

The implementation, achievements, and challenges faced during the 2018-2022 strategic plan were evaluated to inform priority areas and strategies for the period 2023-2027.

🔗 **Review of secondary data and information sources:**

Various sources of information were reviewed including the Constitution of Kenya 2010, Kenya Vision 2030 MTP IV 2023-2027, BETA, Sectoral policies and laws. Other International commitments reviewed included: Africa Agenda 2063, United Nations Youth Strategy 2030 and Youth Development Strategy 2020-2025.

🔗 **Stakeholder consultations and engagements:**

Engaging with stakeholders at all levels was a critical component of the planning process. This included consultations with relevant government Ministries, Departments, and Agencies (MDAs), private sector representatives, among others. Their insights, perspectives, and feedback were gathered to ensure a holistic and inclusive approach to the strategic plan.

🔗 **Public participation:**

The strategic plan development process also involved consideration of public input and participation. This ensured that the plan represents the interests and aspirations of the public, thereby fostering transparency and accountability.

🔗 **Validation processes:** To ensure the accuracy and quality of the strategic plan, validation mechanisms were put in place. This involved seeking inputs from internal and external

stakeholders. The plan was refined based on their inputs and recommendations.

🔗 **Publication:** upon finalization, the plan was uploaded into PAK website.

Chapter Two

STRATEGIC DIRECTION

This chapter outlines the strategic direction of The President's Award-Kenya (PA-K), detailing its mandate, vision, mission, strategic goals, core values and commitment towards inculcating quality service delivery.

2.1 Mandate and Functions

The President's Award – Kenya (PA-K) is a state agency under the President's Award Act (CAP 216C) mandated to provide a non-formal education and learning framework for young people, equipping them with life skills, character development and encouraging participation in community service.

This Act mandates PA-K to:

- (i) Regulate the conferring of the awards to young people who voluntarily undertake to fulfil self-development.
- (ii) Establish mechanisms and procedures for the undertaking of award programmes.
- (iii) Present to young a balanced, non-competitive programme of voluntary activities which encourage personal discovery and growth, perseverance, responsibility to themselves and service to their community.

PA-K also operates under the Duke of Edinburgh's International Award Foundation which licenses it to operate the Award program and approve awards in Kenya. The Award through adult helpers inspires and supports young people in the pursuit of program activities. The PA-K service to young people is realized through pillars

namely: Voluntary Service; Physical Recreation; Skills development; Adventurous Journeys; and Gold Residential Projects unique to the Gold Level. The pillars are carried out at three levels namely Bronze, Silver and Gold granting the young people the opportunity to discover and nurture their build resilience and Character. The Award programme currently operates in primary schools; secondary schools; tertiary; and universities as well as in Faith Based Organizations (FBOs); Youth based Organizations (YBOs); Correctional Institutions; Open Centers; and Uniformed Services.

2.2 Vision Statement

A leading Agency equipping young people with positive life skills and fostering character development to succeed in a dynamic world.

2.3 Mission Statement

To empower young people between the ages of 14 and 24 to embark on a transformative journey of self-discovery, resilience, skills development, voluntary service through non-formal education, learning and non-competitive balanced self-development programme for building a prosperous nation

2.4 Strategic Goals

- (i) Increase users on the Award platforms.
- (ii) Increase the proportion of young people joining the Award.
- (iii) Enhance the sustainability of the Award programme.
- (iv) Enhance organization capacity and efficiency to deliver quality services.

2.5 Core Values

- Inclusivity- respect of diversity regardless of the background, race, gender or beliefs
- Innovativeness and Creativity- a culture that spark innovation in young people to offer contemporary solutions.
- Professionalism- committed to the highest level of excellence in delivering results by upholding the highest standards of professionalism.
- Quality- deliver quality Award



Chapter Three

SITUATIONAL AND STAKEHOLDER ANALYSES

This Chapter provides the situational analysis, which includes a detailed analysis of the macro and micro-environment, internal and external environment, possible strengths, weaknesses, opportunities and threats, alongside a review of the key achievements, challenges and lessons learnt.

3.1 Situational Analysis

The situation analysis looks into the factors impacting PA-K and the operating environment. It scrutinizes the opportunities and threats present in the PA-K's external context, as well as the strengths and weaknesses within its internal environment.

3.1.1 External Environment

The situational analysis of the external environment delves into the opportunities and threats influencing the PA-K's operations during the

strategic plan period. This analysis categorizes the influencing factors into the macro and micro environments.

3.1.1.1 Macro-environment

This part examines the external factors that PA-K does not have control over but have impact on its operations, as it endeavors to fulfil its mandate. This analysis is further segmented into Political, Economic, Social, Technological, Environmental and Legal factors to provide a comprehensive understanding of the landscape in which PA-K operates as detailed in Table 1.

Table 1: Macro -Environment Factors

Category	Issue	Description
Political	Governance	Integrating young people into governance structures is clearly beneficial. However, it still hasn't been widely adopted.
Economic	Diversified life skills	By giving young people the opportunity to thrive economically, businesses equip themselves with the skill sets they need to succeed in the decades ahead.
Social	Health and wellness trends	Health has an impact on participation and support for athletes. Sports and creative enterprises can change the lives of young people across the country. They provide a platform for the expression of talents and keep young people away from engaging in drugs and crime. Drug and substance abuse is a major problem facing the country especially among young people.

Category	Issue	Description
	Demographic diversity and trends	Demographic diversity creates major opportunities and challenges that are continuously harnessed and addressed respectively. Kenya's youthful population presents a significant opportunity for PA-K to expand its reach and impact.
Technological	Technological advancements	Digital technology can help enhance education and promote socioeconomic development. Technology can also affect the health and wellbeing of children and young people in negative ways. Some of the issues include Cyberbullying, The use of social media and Screen time.
	Emerging technologies	Kenya is a regional ICT hub of East Africa, and has established itself in various areas, including broadband connectivity, ICT infrastructure, value-added services (VAS), mobile money, mobile banking, and FinTech services. Young innovative population has led to increased demand for technology driven services. The country's flourishing start-up ecosystem that thrives on innovation, creativity, and a strong entrepreneurial culture has led to growth in the digital economy. This has contributed to an increase in cyber security.
Ecological	Climate change adaptation and mitigation	There is high demand for innovative environmental sustainability solutions for young people in Kenya. Engagement of young people in climate issues early on, develop a sense of responsibility, creativity, and urgency. The young generation bring fresh ideas and inspire action in their communities.
Legal	Licensed operations	The President's Award-Kenya is licensed by the Duke of Edinburgh's International Award to operate in Kenya.

3.1.1.2 Micro Environment

Operating environment that affects access to resources necessary for the

achievement of the PA-K strategic objectives include:

Limited resources: PA-K experience

financial, staff, infrastructure, and equipment constraints.

Customer Profiles: Customer profiles exert a substantial influence by shaping demand, consumer preferences, and revenue streams. Young people-oriented markets are particularly dynamic, with young consumers influencing trends in technology. Additionally, the rise of social media and digital platforms allows for direct engagement with customer markets, enabling creators to tailor their offerings more precisely to audience preferences and feedback.

Suppliers: Reliable supply chain ensures access to quality supplies that help young people develop skills and launch successful enterprises.

3.1.1.2.1 Summary of Opportunities and Threats

Although young people are faced with a number of challenges, they present great strengths and opportunities that the Country can tap into, to increase their potential. Table 2 below provides a summary of opportunities and threats.

Table 2: Summary of Opportunities and Threats

Environmental Factors	Opportunities	Threats
Political	Political goodwill	● Misuse of young persons for political gain.
Economic	● Public-Private Partnerships ● Partnership and collaborations	● Limited resources. ● Uncertainty on sponsorship of events.
Social	● Vibrant social media ● Large and young population ● Operationalization of Competence Based Education and Training	● Terrorism and radicalization. ● Drug and substance abuse ● Insecurity in parts of the country
	Technological advancements	● Technological gaps ● Cybersecurity
Ecological	● Increased population of young people ● Climate change mitigation initiatives.	● Environmental ecological degradation. ● Natural disaster ● Adverse climate change.
	Existing policies and legislations.	Litigations

3.1.2 Internal Environment

This section provides an analysis on internal variables and their contribution to the overall performance of the PA-K.

3.1.2.1 Governance and Administrative Structures

The strategic oversight of the Agency is provided by the Board of Trustees. The day-to-day management is by the Chief Executive Officer, assisted by Heads of Departments.

PA-K comprises of Programmes Directorate and Administrative units. The Programmes directorate consist of three technical departments namely Business Development and Capacity Building Department; Compliance and Quality Assurance Department; and Partnership and Resource Mobilization Department as well as Administration departments.

3.1.2.1.1 Business Development and Capacity Building

The Department is responsible for:

- (i) Marketing the Award Programme;
- (ii) Capacity building;
- (iii) Onboard Award Centres and provide day to day support to Award Centres;
- (iv) Alignment and integration of the Award Programmes with National government development priorities;
- (v) Recruit participants into the Programme;
- (vi) Conduct National and Regional Award Ceremonies for participants and Recognition ceremonies for Other Award stakeholders;
- (vii) Conduct Inductions and Training among participants, adult helpers and mentors;

- (viii) Engagement of Stakeholders;
- (ix) Management of Award Volunteers supporting the Award and programme delivery;
- (x) Mobilize resources;
- (xi) Policy advocacy;
- (xii) Preparation and review of resource materials for training and dissemination; and
- (xiii) Oversee the management and implementation of key projects.

3.1.2.1.2 Compliance and Quality Assurance Department

The Department is responsible for:

- (i) Ensure compliance with licensing guidelines;
- (ii) Annual licensing of Award centres;
- (iii) Prepare compliance reports;
- (iv) Oversee the development of standards and guidelines;
- (v) Ensure awardees meet the set-out criteria for awarding of certificates;
- (vi) Undertake periodic quality audits on Programme delivery;
- (vii) Provide technical support to Award Centres on compliance with guidelines;
- (viii) Conduct research;
- (ix) Collect, collate data and prepare reports on the implementation of the Award Programme;

3.1.2.1.3 Partnerships and Resources Mobilization

The Department will be responsible for:

- (i) Formulate, develop, and execute Partnership and Resource Mobilization Strategies;

- | | |
|--|---|
| <ul style="list-style-type: none"> (ii) Identify and design programmes for funding; (iii) Continuously assess, develop, and update detailed projections of financing requirements; (iv) Preparation of reports on resource mobilization and funding outcomes; (v) Prepare donor agreements, proposals, and position papers for securing funds; (vi) Ensure compliance with funding requirements and guidelines; (vii) Coordinate and build networks with external partners, government agencies, donors, community leaders, NGOs, and other stakeholders; (viii) Maintain an open dialogue with sectoral and inter-agency actors, mapping and updating stakeholder databases; (ix) Develop relationship management strategies to build mutually beneficial alliances; (x) Identify funding opportunities and gaps, and coordinate the | <ul style="list-style-type: none"> development of partnership proposals and concept papers; (xi) Lead grant negotiation processes on behalf of PA-K; (xii) Conduct in-depth research to identify potential partners aligned with PA-K's strategic goals; (xiii) Update development plans, donor databases, and funding plans to adapt to changing resource environments; and (xiv) Engaging with the Award Holder's Alumni-Kenya to strengthen partnership with Award Alumni and streamline Operations between the two Institutions. |
|--|---|

3.1.2.1.4 Administrative Departments/Units

Administrative departments/units offer support to the technical departments. This include human resources management & development, audit, finance, legal, communication, accounts and supply chain management services.

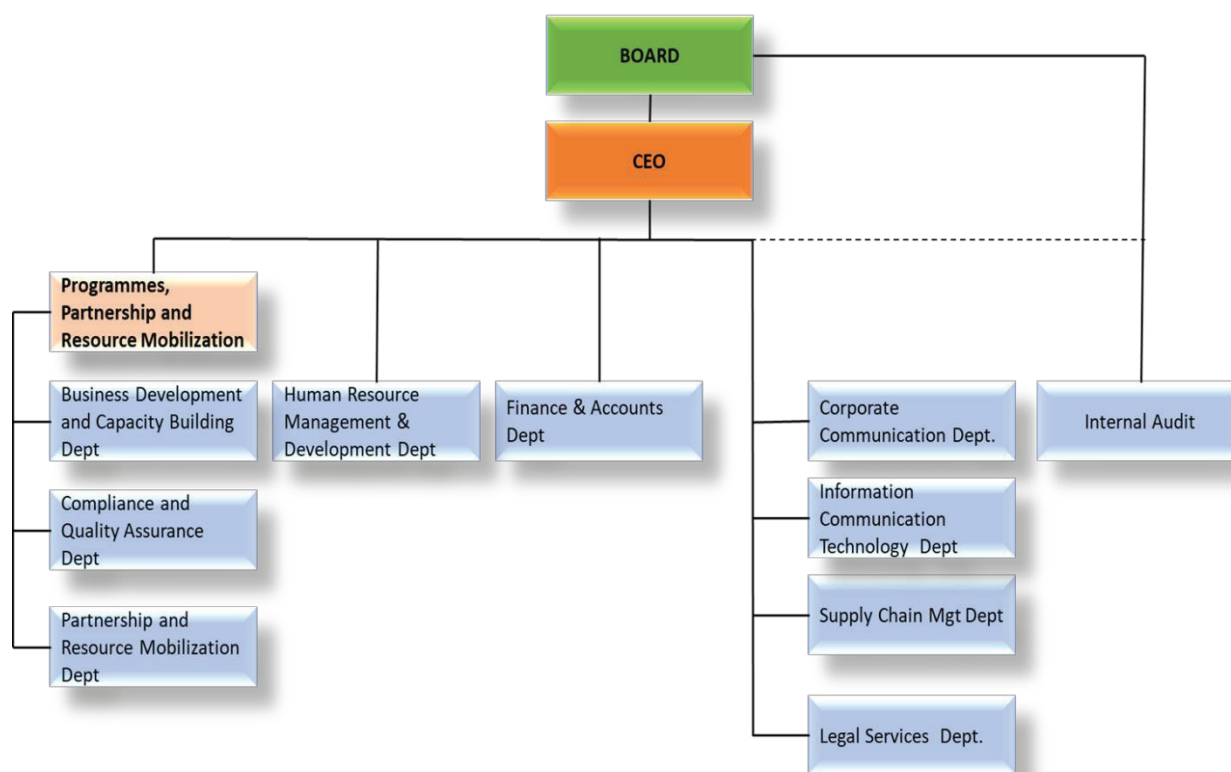


Fig. 1: Organizational Structure

3.1.2.2 Internal Business Processes

PA-K will re-engineer its business processes as well as adopt and enhance ICT and digital technology to improve operational efficiency and data management in research, training and service delivery.

3.1.2.3 Resources Capabilities

The organization has staff and volunteers with diverse skills and competencies to effectively manage and

deliver the Award programme, including mentorship and training. PA-K is active in partnerships with other organizations, educational institutions, and community stakeholders that may attract funding, donor support and contribute to resource sharing, programme effectiveness, and programme expansion. The Award currently has a presence in countries in Africa and in 120 countries and territories globally. The President's Award-Kenya is the leading Award Program in the Africa Region.

Table 3: Summary of Strengths and Weaknesses

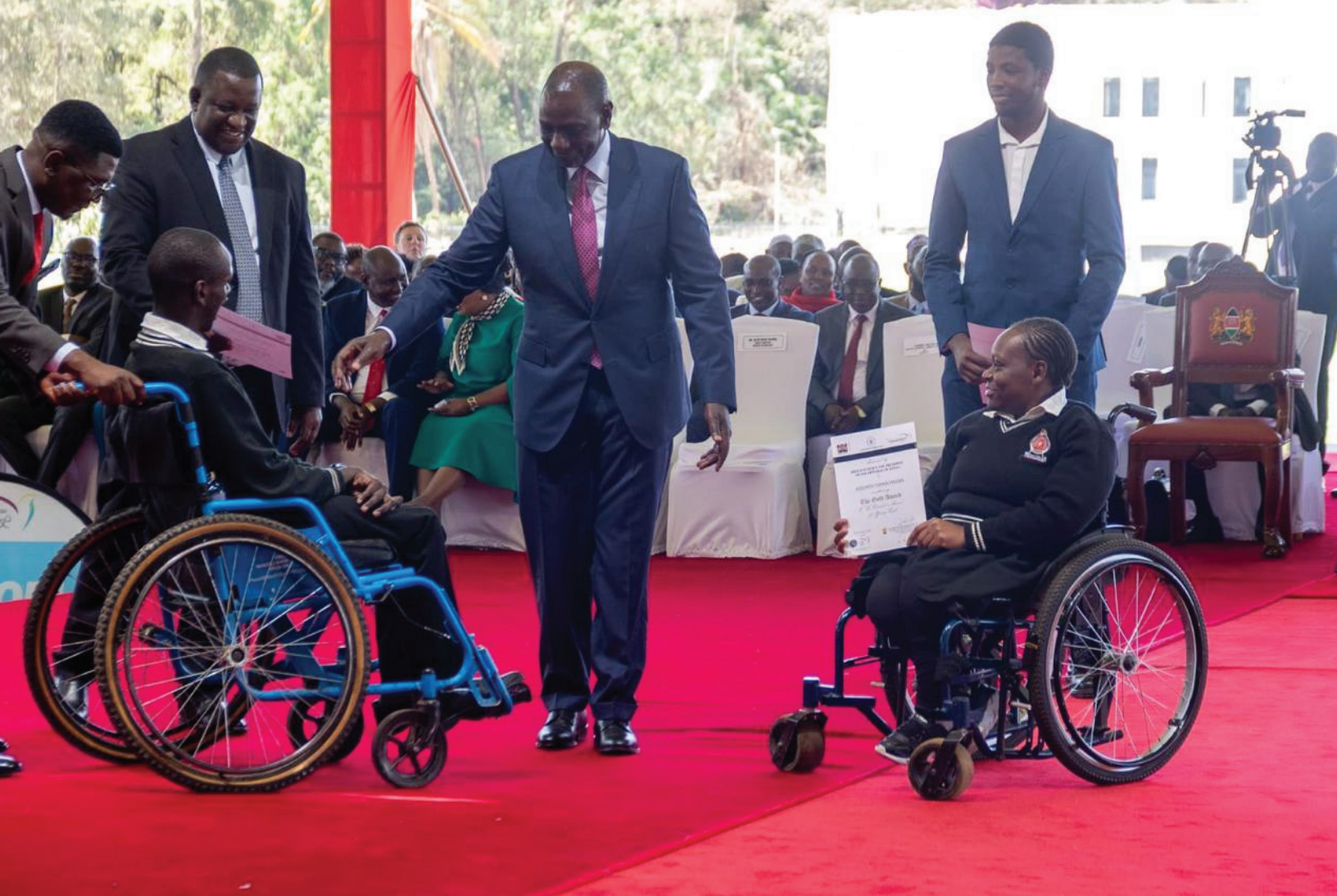
Factor	Strengths	Weaknesses
Governance and administrative Structures	- Existing policies, legal and institutional framework. - Existence of a Board of Trustees. - Affiliation to Duke of Edinburgh International Award,	Legislative gaps

Factor		Strengths	Weaknesses
Internal Business Processes		a Global brand.	
		● Customer-centric values ● Digitalization of Government Services ● Advancement in technology ● Existing integrated Enterprise Resource Planning (ERP) system and Customer Relationship Management (CRM)	● Cyber security ● Limitations in utilization of the Online Record Book and the Award's Learning Hub.
Resources and Capabilities		● Dedicated and Skilled staff ● Budgetary support. ● Licence to manage an internationally recognized Award Programme. ● Asset Register.	● Limited resources. ● Lack of resource mobilization strategy.

3.1.3 Analysis of Past Performance

The President's Award-Kenya has realized the achievements and milestones during the implementation of Strategic Plan 2018-2022:

- (i) 424,397 young people participated in the Award programme.
- (ii) 5,235 participants received their Gold Award level certificate.
- (iii) 4,417,184 hours of service provided by Award participants through community service and projects across the country.
- (iv) 1037 Award Leaders trained to supervise young people undertaking the Award programme.
- (v) 800 Alumni Volunteers engaged to support Award management.
- (vi) Unveiled a publication *#WorldReady* showcasing young people's inspiring stories of resilience and innovation during the COVID-19 pandemic period.
- (vii) 127 Youth Officers capacity built to support Award delivery at County level.



His Excellency Hon. William Samoei Ruto, PHD, CGH President of the Republic of Kenya and Commander-In Chief of the Defence Forces celebrate the exceptional achievements of the Gold Awardees who have excelled in the President's Award programme during the gold award presentation at State House.





3.1.4 Challenges

Factors that hindered the achievement of the set targets during implementation of the Strategic Plan 2018-2022:

- (i) Inadequate resources to implement set mandates.
- (ii) Inadequate digital Tools and IT infrastructure to address business continuity during COVID-19 pandemic period.
- (iii) Disruption of activities during the COVID 19 pandemic period.
- (iv) Inadequate tools for monitoring, measuring, and tracking of implementation progress.

3.1.5 Lessons Learnt

The agency learnt the following Key lessons during the implementation of the Strategic Plan 2018-2022:

- (i) Partnerships and collaborations are key towards implementation and sustainability of programs.
- (ii) Embracing technology is critical to address the gaps in utilization of the existing digital platforms.
- (iii) For successful implementation of programmes and projects, there is a need to engage policy and decision makers for enhanced budgetary allocation.
- (iv) Robust monitoring, evaluation and reporting framework needs to be enhanced.
- (v) Build staff capacity in areas of professional development and Public Sector/Government procedures/protocols.
- (vi) Compliance to state corporation regulatory requirements and,
- (vii) Regular review of status of International Award license compliance requirements.

3.2 Stakeholder Analysis

Stakeholder	Stakeholder Expectation	PA-K Expectation
PA-K Patron	Execute PA-K mandate as enshrined in the President's Award Act No.30 of 2017.	Preside over the President's Award.
Ministry of Youth, Creative Economy and Sports	Alignment of PA-K programmes with national youth development, creative economy and sports policies and priorities.	Policy oversight, strategic guidance, and institutional support for effective execution of the President's Award Act
Ministry of Education	Recognize non-formal education and learning as integral components contributing to Education sector goals.	Support PA-K in expanding the delivery of the Award program in learning institutions.
Parliament	Provide legislative role.	Advocacy and resource allocation.
Teachers Service Commission	Support in mobilization of Award leaders.	Support the engagement of Teachers and other adult

Stakeholder	Stakeholder Expectation	PA-K Expectation
		helpers in supervising the delivery of the Award.
Teachers	Deliver the award programme in the institutions	Support and capacity building to deliver the award to young people e.g Training materials
Ministries, Departments and Agencies	Support the Award Programme.	Mainstream the Award Programme.
County Governments	Integrate Award program County Development Plans.	Support the Award Program delivery at County level.
The Duke of Edinburgh's International Award Foundation	Comply with the IAF license requirements.	Support in the Award Programme.
AHA-Kenya	Encourage and support the Award uptake across the country.	Compliment Award delivery through design and implementation of innovative projects.
Volunteer's	Support and contribute to the effective delivery of the Award program.	Act as role models to influence the uptake of the Award Program.
The Big Six (Kenya Girl Guides, Kenya Red Cross, Kenya Scouts, YWCA, YMCA.)	Partner in Strategy execution.	Support PA-K in the Award programme.
Private Sector	Partner with PA-K in the Award Programmes.	Support in mentorship Programmes.
Public	Support community service activities.	Participate in community service activities.
Young People	Support young people and Award leaders.	Enroll and complete the Award Programme.
Media	Create and expand space for young people to share experiences.	Advocacy of the Award programme.
PBOs/CBOs/FBOs	Structured framework of engagement and collaboration.	Support and participation in PA-K activities.

Chapter Four

STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

This chapter outlines the strategic model that will guide PA-K towards the realization of its mandate. It includes the Strategic Issues, Goals and Key Results Areas that have been identified to address issues and challenges facing young people in Kenya. It also enumerates the accompanying strategies to be pursued over the period 2023-2027.

4.1 Strategic Issues

The Award participation age segment of 14-24 years comprises an estimated 9.1 million, which is 19% of the total population. The challenge to the Award Programme is that only an estimated 1.2% of this population has been reached. The Young people in the contemporary world face many challenges, and opportunities for personal achievement are often limited. At the same time, parents, teachers, voluntary organization leaders, and employers who recognize their responsibilities towards young people also have their challenges. The Award is intended to help both the young and those who are concerned for their welfare.

The Strategic issues that the Agency will implement over the period 2023-2027 include:

1. Low adoption of Award digital platforms
2. Recruitment, retention and completion
3. Weak Partnership and Resource mobilization

4. Policy, Legal and Institutional Framework

4.2 Strategic Goals

PA-K seeks to implement goals that achieve the long-term or desired outcomes in addressing strategic issues. These goals are to:

1. Increase users on the platforms.
2. Increase the enrolment of young people in the Award.
3. Enhance the sustainability of the award Programme.
4. Provide an enabling policy, legal, regulatory, and institutional framework.

4.3 Key Results Areas

1. Online Record Book uptake
2. Award Community and Online Learning Hub uptake
3. Recruitment
4. Retention and completion
5. Partnerships and Resource mobilization framework
6. Strengthen policy, legal and institutional framework

Table 4: Strategic Issue, Goal and KRAs

Strategic Issue	Goal	KRA
SI 1: low adoption of Award Digital Platforms	G1: Increase users on the platforms	KRA1: Online Record Book uptake KRA 2: Award Community and Online Learning Hub uptake.
SI 2: Recruitment, Retention and Completion	G 2: Increase the enrolment of young people in the Award.	KRA 3: Recruitment KRA 4: Retention and completion
SI 3: Weak Partnerships and Resource mobilization	G 3: Diversify resources base to enhance sustainability of the award Programme.	KRA 5: partnerships and Resource mobilization Framework.
SI 4: Policy, Legal and Institutional Framework	G4: An enabling policy, legal, regulatory and institutional framework	KRA 6: Strengthen Policy, Legal and Institutional framework

Chapter Five

STRATEGIC OBJECTIVE AND STRATEGIES

This chapter outlines the strategic objectives and choices which provides PA-K aspirations over the plan period.

5.1 Strategic Objectives

Table 5: Outcomes Annual Projections

Strategic Objective	Outcome	Outcome Indicator	2023/24	2024/25	2025/26	2026/27	2027/28
KRA 1: Online Record Book uptake							
Equip users with skills to navigate ORB efficiently	Increased accessibility of ORB	No. of new participants using OLB.	58,000	80,000	100,000	150,000	200,000
Provide digital tools and infrastructure	Increase accessibility of equipment	No. of schools provided with digital	300	350	500	700	900
KRA 2: Award Community and Online Learning Hub uptake							
Build the capacity of the Award Leaders and Volunteers	Increased use of Award Community and Online Learning hub	No. of Award Leaders and Volunteers on the system	700	1000	2500	2800	4000
KRA 3: Recruitment							
Increase enrollment of participants and Award leaders.	Increased number of new entrants	No. of new entrants into the award (000's)	50	80	120	170	230
	Increased award centers	Number of new award centers enrolled	500	800	1,200	1,700	1,850
KRA 4: Retention and completion							
Increase retention and completion of participants and Award leaders in Award programme	Increased transition rate	No. of award participants celebrated	1,200	4,800	11,000	25,000	40,000
KRA 5: Partnerships and Resource mobilization framework							

Diversify funding sources	Enhanced support and Sustainability of the Award programme	No. of partnerships and collaborations engagement framework signed .	5	5	8	15	25
KRA 6: Strengthen policy, legal and institutional framework							
SO1: Effective and efficient service delivery	Improved customer confidence and satisfaction	No. of new staff recruited.	3	3	3	3	3
		No. of services onboarded onto e-citizen platform	0	2	3	4	5
		Award policy/framework developed	-	-	1	-	-

5.2 Strategic Choices

KRA	Strategic objectives	Strategies
KRA1: Online Record Book (ORB) uptake	SO 1: Increase accessibility of ORB.	S1: Capacity building users. S2: Provision of award digital tools and infrastructure.
KRA 2: Award Community and Online Learning Hub uptake.	SO 3: Increase users on Award Community and Learning hub.	S3: Skills development
KRA 3: Recruitment	SO 5: Increase enrollment of participants and Award leaders.	S4: Leverage on existing Award Centres S5: New Award Centres
KRA 4: Retention and completion	SO 6: Increase enrollment of participants and Award leaders.	S6: Accreditation of the certificate locally S7: Impact Tracking. S8: Celebrate the young people, Award Leaders and Volunteers S9: Engagement Forums
KRA 5: Resource mobilization Framework.	SO 10: Enhance Organizational sustainability	S10: Diversify funding sources
KRA 6: Strengthen the Policy, Legal and	SO 11: Efficient and effective service	S11: Organizational capacity

Institutional framework	delivery	S12: Corporate image and publicity. S13: Digitalization of services S14: ICT Infrastructure Modernization S15: Policy, Legal, and Institutional Framework Review
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Chapter Six

IMPLEMENTATION AND COORDINATION FRAMEWORK

This Chapter provides an in-depth analysis of the implementation and coordination of the strategic plan. The Strategic Plan will be operationalized through action plans, annual work plans, annual performance contracts, and budgets that will be informed by the work plans. This will be clearly presented through a detailed implementation framework. The coordination framework outlines the structures of the departments and their functions, and how to execute them, a summary of staff establishment, and a human resource development strategy. Also, the chapter provides a risk analysis framework and mitigation measures to address the risks.

6.1 Implementation Plan

The implementation plan provides the action plan and outlines the linkage between the action plan, Annual Work Plans, Annual Budgets, and Performance Contracting.

6.1.1 Action Plan

The action plan shows how the strategies will be implemented by laying down the activities, expected outputs, key performance indicators, targets, budgets, and those responsible for the specific activities. The action plan is presented in Annex I as an implementation matrix.

6.1.2 Annual work plan and Budget

The annual work plans will be extracted from the implementation plans and aligned with the annual budget.

6.1.3 Performance Contracting

Performance targets will be derived from the annual work plans.

6.2 Coordination Framework

Implementation of the strategic plan will be coordinated through the institutional framework, adequate staffing levels, and required skills and competencies.

6.2.1 Institutional Framework

The organizational structure will provide both an institutional and functional framework for implementation of the Strategic Plan. The Management will provide critical governance and leadership oversight in ensuring proper implementation of the plan.

6.2.2 Staff Establishment, Skill Set and Competence Development

Successful implementation of this Strategic Plan requires PA-K to have optimal staff with the right skills and competencies. The Staff Establishment, Skills Set, and Competence Development are presented in Tables 6 and 7, respectively.

Table 6: Staff Establishment, Skills Set and Competence Development

S/No.	DIRECTORATE/DEPARTMENT S	APPROVED ESTABLISHMENT	OPTIMAL STAFFING LEVELS	IN POST	VARIANCE
1	Office of the Chief Executive Officer	4	4	3	1
2	Programmes Directorate	51	25	8	43
3	Human Resource Management and Administration Department	8	8	1	7
4	Finance And Accounts Department	6	5	1	5
5	Corporate Communications Department	3	3	1	2
6	Information, Communication and Technology Department	4	3	1	3
7	Legal Services Department	3	2	0	3
8	Supply Chain Management Department	4	3	1	3
9	Internal Audit & Risk Assurance Department	3	2	0	3
TOTAL		81	53	18	70

Table 7: Skill set and Competence Development

Cadre	Skillset	Skills Gap	Competence Development
Pak Grade 1	• Masters Degree • Bachelors Degree • Professional qualification • Leadership course	• Strategic Leadership Skills • Corporate governance	• Strategic Leadership Course • Corporate Governance training
Pak Grade 2	• Master's Degree • Bachelor's Degree • Professional qualification • Leadership course.	• Strategic Leadership Development courses • Corporate governance	• Strategic Leadership Course • Corporate Governance training
Pak Grade 3	• Master's Degree • Bachelor's degree • Post Graduate Diploma • Professional qualification • Management course	• Strategic Leadership Development Training • Senior Management Training • Corporate Governance	• Strategic Leadership Course • Corporate Governance training

Cadre	Skillset	Skills Gap	Competence Development
		Training	
Pak Grade 4	• Master's Degree • Bachelor's Degree • Professional qualification • Management course • Experience in a supervisory role	• Senior Management Training • strategic Leadership development training	• Senior Management Course • Strategic Leadership Course • Corporate Governance Training
Pak Grade 5	• Master's Degree • Bachelor's Degree • Supervisory course	• Senior Management Training • Strategic Leadership development training • Coaching Training	• Senior Management Course • Strategic Leadership Course
Pak Grade 6	Bachelor's Degree	• Senior Management Training • Supervisory Training	• Senior Management Course • Supervisory Course
Pak Grade 7	Higher Diploma	• Records Management • Grant writing skills	Supervisory Course
Pak Grade 8	Diploma	• Basic Office Administration skills • Customer care skills • Defensive Driving Skills	• Defensive Driving skills • Customer Care Training • Basic Office Administrative skills • Supervisory Course
Pak Grade 9	• KCSE D+ • A professional certificate	• Defensive Driving Skills • Office support skills	Support Staff training
Pak Grade 10	KCSE D+	Office Support skills	Support Staff Training Customer Care Skills

6.2.3 Leadership

Strategic themes will guide the Award's actions, decisions, and goals. These include Character Development, Leadership and Teamwork, Community Engagement, Environmental Stewardship, Creativity and Innovation and Ethical Decision-

Making.

6.2.4 Systems and Procedures

The Agency will improve service delivery through adoption of ICT solutions for effective, convenient and efficient service delivery. This will involve:

- (i) Digitalization of Agency Services: This will be done through re-engineering of business processes and the application of digital technologies to enhance service delivery.
- (ii) ICT Infrastructure Modernization: The Agency will Build a secure, reliable, scalable, and future-ready ICT environment that supports institutional operations and strategic growth.
- (iii) Knowledge Management: The Agency will establish a knowledge management system to collect, organize, store and share information to stakeholders.
- (iv) Standard Operating Procedures: The Agency will develop Standard Operating Procedures on key processes in service delivery in pursuit of ISO certification.

6.3 Risk Management Framework

Table 8: Risk Management Framework

Table 8: Risk Management Framework

Strategic Objective	Risk Description	Risk Likelihood (L/H/M)	Impact(L/H/M)	Overall Risk (L/H/M)	Mitigation Measure(s)
Recruitment, Retention and Completion	Non-Compliance with IAF Licence Requirements	L	H	H	Regular Internal Compliance Audits
	Lack of a recognition system for Award Leaders and volunteers	L	H	H	- Volunteer management plan with recognition system - Review of existing Volunteer policy
	Lack of implementation of the safeguarding policy	M	H	H	Implementation of safeguarding policy
	Poor Succession Planning	M	H	H	Develop and implement a succession plan for the Organization and Award Centres
	High Cost of running and doing the Award	M	M	M	Resource Mobilization to support young people from marginalized areas
	Negative or inaccurate media coverage	M	H	H	Enhance media publicity
	Loss of trust and credibility	M	H	H	Formulate a crisis mapping strategy

Strategic Objective	Risk Description	Risk Likelihood (L/H/M)	Impact(L/H/M)	Overall Risk (L/H/M)	Mitigation Measure(s)
	Poor handling of complaints	L	M	M	Adequate handling of complaints
Partnerships and Resource Mobilization	Insufficient resources for Organizational operations	M	H	H	Diversify sources of funds Develop Partnerships
Policy, Legal and Institutional Framework	Lack of office space	H	H	H	Obtain a conducive working environment
	Non-Compliance with PFM Act and Regulations	M	H	M	Ensure compliance with the Act, Regulation, and conduct refresher trainings
	Cybersecurity threats affecting financial data integrity	M	H	H	Conduct a system audit and penetration test annually.
	Poor Assets management	M	M	M	Regular updates on the assets register
	Inadequate staffing levels in key functional areas	H	H	H	Implement workload analysis and fill critical positions
	Non-compliance with the PPADA, 2015, and Regulations	M	H	H	Conduct quarterly compliance audits, refresher trainings, and develop a compliance checklist.
	Incomplete or delayed adoption of the e-GP system	M	H	H	Coordinate with PPRA for full module activation; conduct periodic user refresher sessions.
	Non-compliance with approved HR structure and PSC guidelines for HR Instruments	M	H	H	Continuous engagement & documentation updates. Get approval for PSC HR Instruments
	Inadequate staff development and training	M	H	H	Develop an annual staff training plan
	Inadequate performance management framework	M	M	M	Roll out performance appraisals
	Unsafe or non-compliant office facilities and equipment expose staff to occupational health and safety risks.	M	M	M	Conduct workplace health & safety audit; improve ergonomics and welfare facilities; implement OSHA compliance measures and safety training, fire drills, and first aid kits.

Chapter Seven

RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

This chapter presents the financial requirements, resource gaps, resource mobilization strategies, and resource management for implementing the Strategic Plan.

7.1 Financial Requirements

The implementation of the Plan will require financial resources towards various key result areas. The summary of the annual requirements and resource gaps for the plan period is shown in tables 9 and 10.

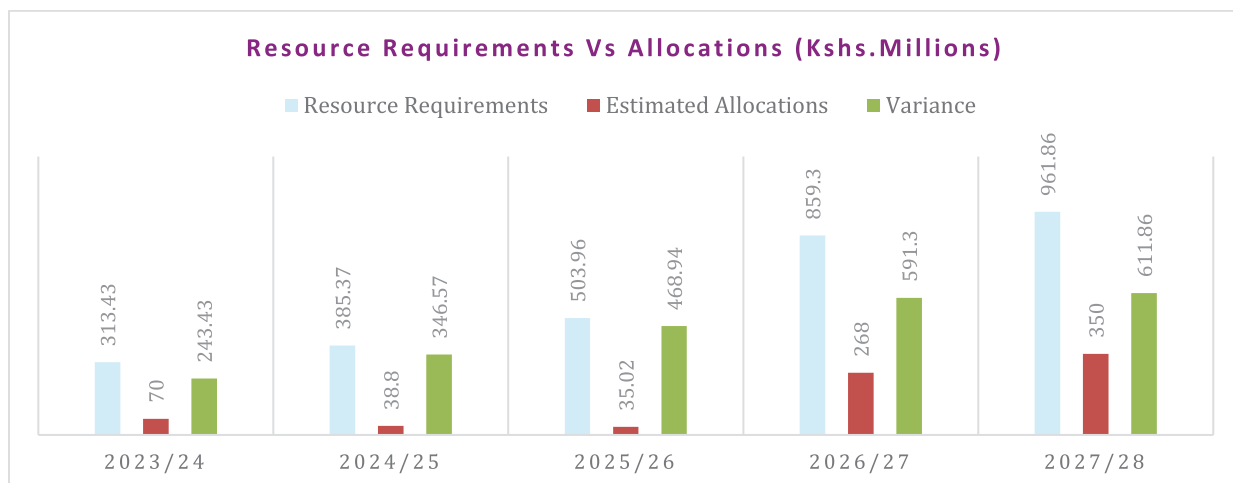
Table 9: Projected Resource Requirements (KShs. Millions)

KRA	2023/24	2024/25	2025/26	2026/27	2027/28
Online Record Book Uptake	86.70	112.40	143.20	173.60	204.30
Award Community and Online Learning Hub Uptake	1.3	1.7	2.5	7.57	6.81
Recruitment	44.03	57.12	65.48	99.39	113.90
Retention and completion	70.13	83.84	124.88	175.46	239.48
Strategic Resource Mobilization , Partnership and Collaborations	5.00	6.20	7.30	13.60	22.10
Strengthen the Policy, Legal, and Institutional framework	19.77	37.41	67.1	246.38	212.97
Board expenses	30.00	30.00	30.00	30.00	30.00
Employee Costs	31.40	31.60	35.90	75.00	84.00
Administration Cost	25.10	25.10	27.60	38.30	48.30
Total	313.43	385.37	503.96	859.30	961.86

Table 10: Resource Gaps in KShs. Millions

Financial Year	Estimated Financial Requirements	Estimated Allocations	Variance
2023/24	313.43	70.00	243.43
2024/25	385.37	38.80	346.57
2025/26	503.96	35.02	468.94

2026/27	859.30	268.00	591.30
2027/28	961.86	350.00	611.86
Total	3,023.92	761.82	2,262.10



7.2 Resource Mobilization Strategies

Financing of the programs and projects contained in this strategic plan will be primarily through the GOK budgetary allocations. However, the PA-K intends to bridge the identified funding gaps by:

- (i) Continuous engagement with the National Treasury for optimal budgetary provisions and allocations;
- (ii) Strengthening of linkages with development partners;
- (iii) Pursuing Public-Private Partnerships for enhanced project implementation;
- (iv) Introducing and diversifying Award products to broaden the revenue base.
- (v) Collaborations and partnerships with local and international institutions
- (vi) Synergize with MDACs in the implementation of projects and programmes.

7.3 Resource Management

To ensure prudent use of allocated resources, the PA-K intends to employ the following strategies:

- a) Strictly adhering to the Public Financial Management Act (2012).
- b) Compliance of Public Audit Act 2015 Regulation, Public Procurement and Asset Disposal Act (2015) Regulation, and its attendant Regulations (2020).
- c) Introducing cost-cutting measures, for instance, fuel cards, pool transport, centralized secretarial services, e.g., printing services, encouraging printing on both sides of the sheets, going paperless, etc.
- d) Strengthening the internal control systems to ensure segregation of duties.
- e) Restricting contracted services to only activities where internal capacity cannot cope or is inadequate.

Chapter Eight

MONITORING, EVALUATION AND REPORTING FRAMEWORK

This chapter provides the monitoring, evaluation, and reporting framework that will guide the implementation of the strategic plan over the next 5 years. It captures the progress review, data collection methodology, mid-term and end-term evaluation, performance standards, and the mechanisms for reporting on implementation of policies, projects, and programmes. A detailed implementation matrix for this strategic plan is provided as Annex 1.

8.1 Monitoring Framework

Effective monitoring of the implementation of this strategic plan will involve systematic and continuous tracking of activities and actions to assess progress at a particular time. Progress is measured against specific targets and schedules included in the plan. This is followed by analyzing and reporting information to various channels in the organization. This will assist PA-K to remain alert to any short-falls or deviations and take early corrective action.

Effective monitoring also helps to identify difficulties and problem areas, and to take immediate remedial action, thereby ensuring that targets are achieved. Detailed reporting will be done at least once every quarter. However, on a monthly basis, respective champions or committees will provide a brief status/update on the progress on their respective areas.

The plan has expected outcomes, indicators, and targets for gauging performance. Monitoring will help determine whether the implementation is on track, establishing the need for any

adjustment in light of the changes in the industry.

The following M&E framework will be put in place by PA-K in order to ensure effective implementation of the plan:

8.2 Performance Standards

PA-K shall undertake quarterly reviews of the implementation plans; these reviews will help track performance of the strategic plan based on internationally accepted norms and standards that include relevance, efficiency, effectiveness, success, and sustainability.

8.3 Evaluation Framework

PA-K shall undertake annual reviews of the implementation plans, a mid-term review of the Strategic Plan, and an End Term Evaluation at the end of the Strategic period. Ad hoc evaluations will be undertaken as necessary where unexplained variations between goal and performance are noted. The mid-term Strategic plan review in 2025 shall facilitate alignment with the national and youth development priorities as identified in the fourth Medium Term Plan, 2023-2027 of the Kenya Vision 2030.

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Year	Value	2025/26	2027/28
Online Record Book Update	Increased uptake of ORB	No. of new participants using OLB.	2023/24	58,000	238,000	588,000
	Provision of Award digital tools and infrastructure	No. of schools provided with digital tools	2023/24	300	500	900
Award Community and Learning Hub Uptake	Increased use of Award Community and Online Learning hub	No. of Award Leaders and Volunteers on the system	2023/24	700	2,500	2,800
Recruitment	Increased number of new entrants	No. of new entrants into the award (000's)	2023/24	50	250	650
		Number of new award centers enrolled	2023/24	500	2,500	6,050
Retention and completion	Increased transition rate	No. of award participants celebrated	2023/24	1,200	17,000	82,000
Resource Mobilization Framework	Enhanced support and Sustainability of the Award programme	No. of partnerships and collaborations formed.	2023/24	8	15	25
Strengthen the Policy, Legal, and Institutional framework	Improved customer confidence and satisfaction	No. of new staff recruited.	2023/24	3	9	15

8.4 Reporting Framework and Feedback Mechanism

Reporting on the implementation of this plan shall be regular. The frequency of reporting shall be on a quarterly and annual basis, and the responsibility of reporting status rests with the implementing department.

All lessons learnt during implementation shall be documented on a continuous basis, and necessary improvements and corrective adjustments shall be made promptly. The actual performance achievement shall be measured every quarter and compared with performance targets and standards. In the event the results fall outside the tolerance range, all possible corrective measures shall be undertaken to correct the deviation and prevent its recurrence. Annexes 2 and 3 provide the progress and annual reporting template, respectively.

Annex 1: Implementation Matrix

Strategy	Key Activities	Expected Output	Output Indicator	Target 2023-2027	Target					Budget (Ksh. Million)					Responsibility
					2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	
KRA 1: Online Record Book uptake															
Expected Outcome 1: Increased uptake of ORB															
Strategic Objective 1: Increase accessibility of ORB.															
Capacity building for users	Induct Participants	Participants inducted	No. of participants inducted	300,000	30,000	40,000	55,000	75,000	100,000	4.8	6.4	8.8	12.1	16.4	Programmes
	Train Award Leaders	Award Leaders trained	No. of award leaders trained	20,000	2,200	3,600	4,200	4,800	5,200	31.8	35	45	50.4	55.2	Programmes
	Train Volunteers	Volunteers trained	No. Volunteers trained	3000	300	400	550	750	1,000	1.5	2	2.7	3.7	5	Programmes
	Technical Support & Troubleshooting	Participants registered	No. of Participants onboarded	300,000	30,000	40,000	55,000	75,000	100,000	4.1	5.3	7.3	10	13.3	Programmes
	Progress Tracking & Reporting	Participants logging	No. of participants	300,000		40,000	55,000	75,000	100,000	4.1	5.3	7.3	10	13.3	Programmes

Strategy	Key Activities	Expected Output	Output Indicator	Target 2023-2027	Target					Budget (Ksh. Million)					Responsibility
					2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	
			competin g												
	Induct users on upgraded ORB	Users inducted	Active ORB	1	-	-	-	1	-	-	-	-	3.5	4.2	Programmes
	Create a feedback mechanism	Feedback mechanism created	Functional mechanism	1	-	-	-	1	-	-	-	-	4.8	-	Programmes
Provision of digital tools and infrastructure.	Establish and equip ORB centres of excellence	ORB centres of excellence established.	No.ORB centres of excellence	10,000	1,100	1,800	2,100	2,200	2,600	18.7	30.6	35.7	37.4	44.2	Programmes
		Award centres equipped	No. of award centres using ORB.	6,500	500	800	1,200	1,700	2,300	8.5	13.6	20.4	23.9.	33.1	Programmes
			No. of users with access to internet	320,000	54,000	59,000	64,000	69,000	74,000	10.8	11.8	12.8	13.8	14.8	Programmes
			No. of schools supported with computers	100	30	30	40	50	60	2.4	2.4	3.2	4.0	4.8	Programmes
Strategic Issue 1: Low Uptake of Digital Platforms															
Strategic Goal 1: Increase users on the platforms															
KRA 2: Award Community and Online Learning Hub uptake.															
Expected Outcome 2: Increased uptake of Award Community and learning hub															
Strategic Objective 2: Increase users on Award Community and Learning hub.															

Strategy	Key Activities	Expected Output	Output Indicator	Target 2023-2027	Target					Budget (Ksh. Million)					Responsibility
					2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	
Skills development	Sensitize Award Leaders	Award Leaders sensitized	No. of Award Leaders sensitized	5,000	800	900	1000	1100	1200	0.8	0.9	1.0	1.1	1.2	Programmes
	Support Award Leaders	Award leaders supported	No. of Award leaders supported	8,000	700	1,000	1,500	2,000	2,800	0.5	0.8	1.5	2.47	3.61	Programmes
	Peer to peer interactive platform	Peer to Peer platform	Interactive platform	1				1		-	-	-	2.0	-	Programmes
	Operationalize online learning hub	Learning hub operationalized	% Learning hub operationalized	1	-	-	50	50	-	-	-	-	2.0	2.0	Programmes
Strategic Issue 2 Recruitment, Retention and Completion															
Strategic Goal 2: Increase the enrolment of young people in the Award.															
KRA 3: Recruitment															
Expected Outcome 3: Increased number of new entrants															
Strategic Objective 3: Increase enrollment of participants and Award leaders.															
Licence	IAF Licence	Licence fee paid to IAF	Operating Licence renewed	2	-	1	-	1		2.93	2.64	2.68	2.68	2.68	Programmes
	PA-K Licence	License fee from Award Centers	No. of license issued to Award Centers	6,820	564	864	1,264	1,764	2,364	-	-	-	-	-	Programmes

Strategy	Key Activities	Expected Output	Output Indicator	Target 2023-2027	Target					Budget (Ksh. Million)					Responsibility
					2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	
	Identify and franchise commercial and operating units	Develop agreement documents	No. of agreements developed	15	3	3	3	3	3	1.2	1.3	1.4	1.5	1.6	Programmes
		Identify and franchise commercial and operating units	Develop agreement documents	No. of agreements developed	15	3	3	3	3	3	1.2	1.3	1.4	1.5	Programmes
	Recruit and induct new Award leaders	New Award leaders recruited and inducted	No. of Award leaders enrolled	6,500	500	800	1,200	1,700	1,850	3.6	5.7	8.6	12.3	13.5	Programmes
			No. of new Award leaders inducted	6,500	500	800	1200	1700	1,850	7.2	11.6	17.3	24.6	26.8	Programmes
	Recruit and induct new volunteers	New volunteers recruited and inducted	No. of new Volunteers enrolled	20,000	2,000	3,500	4,000	4,500	6,000	3.8	4.5	5.8	6.9	7.2	Programmes
			No. of new volunteers inducted	2,000	150	200	300	450	900	3.57	6.86	0.9	16.8	20.72	Programmes
New Award Centres	Recruit participants in new centres	Participants recruited	No. of participants enrolled	210,000	30,000	35,000	40,000	45,000	60,000	6.3	7.3	8.4	9.4	12.6	Programmes
	Create awareness to new Award centres	Awareness created	No. of institutions sensitized	15,000	2,000	2,500	3,000	3,500	4,000	3.88	4.5	6.8	9.78	11.9	Programmes
	Recruit Participants in	Participants in marginalized recruited	No. of young	32,500	2,500	4,000	6,000	8,500	11,500	3.75	5.82	6.2	7.43	8.65	Programmes

Strategy	Key Activities	Expected Output	Output Indicator	Target 2023-2027	Target					Budget (Ksh. Million)					Responsibility
					2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	
	marginalized areas		people enrolled												
	Recruit participants from TVETS, Teacher Training colleges and KMTCs	Participants in TVETS, Teacher Training colleges and KMTCs	No. of young people enrolled	15,000	2,000	2,500	3,000	3,500	4,000	4.8	5.7	6.1	6.6	6.75	Programmes
Strategic Issue 2 Recruitment, Retention and Completion															
Strategic Goal 2: Increase the enrolment of young people in the Award.															
KRA 4: Retention and completion															
Expected Outcome 4 Increased number of new entrants															
Strategic Objective 4: Increase enrollment of participants and Award leaders.															
Accreditation of the certificate locally	Consult relevant institutions	Certificates accreditation rights	Certificate s accreditation rights	1	-	-	1	-	-	-	-	3	-	-	
	Licensing	Licence fee paid	Amount paid for National Award Operators	1	1	1	1	1	1	2.93	2.64	2.68	2.68	2.68	Programmes
Engage TSC and MOE National Focal persons, Regional Directors, County	Award Centers engaged	Award Centers Supported	No of Award Centers Supported	10,000	1,100	1,800	2,100	2,200	2,600	4.2	6.8	8.0	8.4	9.0	Programmes

Strategy	Key Activities	Expected Output	Output Indicator	Target 2023-2027	Target					Budget (Ksh. Million)					Responsibility
					2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	
Directors, and QASO															
Impact Tracking.	Document events and impact stories.	Events and impact stories documented	No. of documentaries	50	10	10	10	10	10	3.0	-	-	10.0	10.0	Communications Programmes
	Upload participants stories into website	Link created to allow participants upload	Active Link	50	-	-	1	-	-	-	-	-	3.0	3.0	Communications programmes ICT
	Publicity of success stories	Success stories shared with Stakeholders	No. of stories shared	50	10	10	10	10	10	1.6	1.6	1.6	1.6	1.6	Communications
	Conduct Monitoring and Evaluation	Monitoring and Evaluation conducted	No. of M & E reports	100	20	20	20	20	20	2	2.2	2.5	2.7	3	Programmes Communications
Celebrate Participants, Award Leaders, and Volunteers	Gold Award Presentation	National Ceremony	No of Gold Award Ceremonies	5	1	1	1	1	1	20	25	30	35	40	CEO
	Organize Regional and County Award ceremonies	County award ceremonies	No. of county ceremonies	40	8	8	8	8	8	30	33	35	38	59	Programmes
Engagement Forums	Award Forums for Participants, Award leaders, and volunteers	Award forums held	No. of forums	165	5	10	30	50	70	5.5	11.1	33.3	36	52.1	Programmes
	National and Regional Adventurous Journeys and	National and Regional adventurous journeys held	No. of national adventurous journeys	20	4	4	4	4	4	-	-	-	5	10	Programmes

Strategy	Key Activities	Expected Output	Output Indicator	Target 2023-2027	Target					Budget (Ksh. Million)					Responsibility
					2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	
	Community Projects		No. of regional adventurous journeys held	25	-	-	10	15	25	-	-	-	13.78	14.6	Programmes
		National residential projects conducted	No. of National residential projects	20	4	4	4	4	4	-	-	-	12.0	22.0	Programmes
	Expedition Challenge	Train participants to develop Knowledge	No. of participants trained	100	-	-	-	40	60	-	-	-	8	11	Programmes
		Carry out expedition	No. of expedition undertaken	5	-	-	2	3		-	-	-	1.2`	1.5	Programmes
	Alumni network engagement	Engage Alumni	No. of alumni engaged	138,000	-	-	46,000	46,000	46,000	-	-	6	6	6	Programmes
	Conduct exchange programmes	Heads of Institutions and award leaders engaged	No. of exchange programs	80	5	10	15	20	30	0.9	1.5	2.8	3.30	4.0	Programmes
	Strategic Issue 3: Weak Resource Mobilization, Partnership and Collaboration framework														
	Strategic Goal 3: Enhance Resource Mobilization, partnerships and collaboration														
	KRA 5: Strategic Resource Mobilization , Partnership and Collaborations														
	Expected Outcome 3: Enhanced support and Sustainability of the Award programme														
	Strategic Objective 5: Support Organizational sustainability														

Strategy	Key Activities	Expected Output	Output Indicator	Target 2023-2027	Target					Budget (Ksh. Million)					Responsibility
					2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	
Diversify the award delivery model	Forge Partnerships and collaborations.	Partners identified	No. of partners identified	100	10	15	20	25	30	-	-	-	0.9	0.9	Partnerships Programmes Communications
	Host Partnership forums	Breakfast forums with Stakeholders	No. of forums held	10	2	2	2	2	2	0.9	0.9	0.9	3.0	3.0	Partnerships Communications
	Partner with Safaricom to zero-rate ORB platforms	ORB & Online hub platforms zero-rated	No. of Participants, award leaders & Volunteers												Partnerships
	Private-Public Partnerships	Programmes/projects implemented under PPP	No. of PPP Programmes/projects	50	-	5	10	15	20	-	0.3	0.4	2.5	1.5	Partnerships
	Create Award Foundation fund	Award Foundation fund created	Award Fund	1	-	-	-	1	-	-	-	-	-	6.0	Partnerships
	Develop resource mobilization framework	Resource mobilization framework developed	Framework developed	1	-	-	1	-	-	-	-	-	-	2.5	Partnerships
	Develop and implement Partnerships Engagement framework	Engagement frameworks developed	Framework developed	10	2	2	2	2	2	1.9	2.5	3.2	3.9	4.2	Partnerships
		MOU's/Agreements signed	No. of MOU's/Agreements signed	10	2	2	2	3	3	0.5	0.6	0.7	1.0	1.5	Partnerships

Strategy	Key Activities	Expected Output	Output Indicator	Target 2023-2027	Target					Budget (Ksh. Million)					Responsibility
					2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	
	Identify and franchise commercial and operating units	Develop agreement documents	No. of agreements developed	15	3	3	3	3	3	1.2	1.3	1.4	1.5	1.6	Programmes
		Franchise Commercial and operating license certificates	No. of Franchise Commercial and operating license certificates	3	3	3	3	3	3	0.5	0.6	0.7	0.8	0.9	Programmes
Strategic Issue 4: Policy, Legal, and Institutional Framework															
Strategic Goal 4: An enabling policy, legal, regulatory, and institutional framework															
KRA 6: Strengthen the Policy, Legal, and Institutional framework															
Expected Outcome 6: Improved customer confidence and satisfaction															
Strategic Objective 6: Efficient and effective service delivery															
Organizational capacity	Undertake Work Load Analysis and Job Evaluation	Work Load Analysis undertaken	Work Load Analysis report	2	-	-	-	1	1	-	-	-	3.9	4.5	HR & Admin
		Approved Job Evaluation Report	Alignment of grading structure												
	Board Induction	Board inducted	No. of Board Members inducted	2	1	1	1	1	1	3.5	3.5	3.5	3.5	3.5	HR & Admin

Strategy	Key Activities	Expected Output	Output Indicator	Target 2023-2027	Target					Budget (Ksh. Million)					Responsibility
					2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	
	Board capacity Building	Board members trained	No. of Board members trained	8	8	8	8	8	8		4.25	4.25	4.25	4.25	HR & Admin
	Board comparative learning	Comparative Learning Under taken	No. of learning engagements	2	2	2	2	2	2	-	5	5	5	5	HR & Admin
	Develop and Implement productivity framework	Productivity framework developed	Productivity Improved plan report	-	-	-	1	1	1	-	-	2.9	2.9	2.9	HR & Admin
	Conduct Employee Satisfaction Survey	Employee satisfaction report	Employee Engagement index	-	-	-	-	1	1	-	-	--	2.5	2.5	HR & Admin
	Undertake and implement skills gap analysis	Skills Gap analysis	Approved skills gap report	1	-	-	-	-	1	-	-	-	2.5	2.5	HR & Admin
	Develop performance management framework	Approved Performance Management framework	Performance management policy/framework in place	2	-	-	-	1	1	-	-		4..5	5.5	HR & Admin
	Develop Rewards and Recognition framework	Approved Rewards and Recognition framework	Approved framework												
	Develop Human Resource Development Plan	HRD Plan report	Approved HRD Plan	1	-	-	-	1	-	-	-	-	3.9	3.9	HR & Admin

Strategy	Key Activities	Expected Output	Output Indicator	Target 2023-2027	Target					Budget (Ksh. Million)					Responsibility
					2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	
	Review Human resource Instruments	Approved Human resource instruments reviewed	No. of HR instruments reviewed	3	-	3	-	3		-	3.8	-	2.5	2.5	HR & Admin
		Develop and implement a succession planning framework	Approved Succession planning framework in place	1	-	-	-	-	-	-	-	-	1.8	3.9	
		Implement approved Organizational Structure	Staff conversion and succession in place	2	-	-	-	1	1	-	-	-	110	25	
		Review of PA-K Remuneration structure	SRC remuneration structure reviewed	2	-	-	-	1	1				4.8	4.8	HR & Admin
	Undertake review on strategic plan 2023-2027 implementation	Strategic plan review forums	Strategic plan review report	4	-	-	-	2	2	-	-	-	3.5	3.5	HR & Admin
	Improved work environment	Lease of PA-K offices	PA-K offices established	1	-	-	1	1	1	-	-	19.5	19.5	19.5	HR & Admin
		Head Office partitioned & equipped	Partitioned offices	2	-	-	-	1	1	-	-	--	71		HR & Admin
		Furniture and fittings	Number of furnitures	40	-	-	-	20	20	-	-	-	5	12	HR & Admin

Strategy	Key Activities	Expected Output	Output Indicator	Target 2023-2027	Target					Budget (Ksh. Million)					Responsibility
					2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	
			& fittings installed												
		Develop and implement employee wellness programme	Approved Employee wellness framework	4	-	-	-	2	2	-	-	-	4.5	7.5	HR & Admin
	Payroll and benefits administration	Accurate payroll payments	Zero payroll errors	5	1	1	1	1	1	32	38	38	84	84	HR & Admin
Strengthen procurement processes	Consolidate and Implement Annual Procurement Plans	Approved APPs	No. of APPs approved	5	1	1	1	1	1	-	-	-	-	-	SCM
	Consolidate & implement PA-K Disposal Plans	Approved Disposal Plans	No. of Disposal Plans	5	1	1	1	1	1	-	-	-	-	-	SCM
	Operationalize and optimize E procurement system	Functional E procurement system	% of procurement processed through E procurement system	100%	100%	100%	100%	100%	100%	-	-	2.5	3.0	3.0	SCM
	Develop SCM Policy Framework	Approved SCM Policy	Policy approved	1	-	-	-	1	-	-	-	-	0.3	-	SCM
	Ensure full compliance	Compliance reports	No. of compliance	40	8	8	8	8	8	-	-	-	-	-	SCM

Strategy	Key Activities	Expected Output	Output Indicator	Target 2023-2027	Target					Budget (Ksh. Million)					Responsibility
					2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	
	with PPADA 2015		reports submitted												
	Strengthen Contract Management	Contract register & monitoring tools	% of contracts monitored	100%	75%	90%	100%	100%	100%	-	-	-	-	-	SCM
	Procure and manage office stationery and consumables	Continuous supply of consumables	% Stock Availability Rate	100%	85%	90%	95%	98%	100%	2.8	3.5	3.5	5.5	6	SCM
	Develop Merchandise Policy (pricing, branding, distribution & revenue controls)	Approved Merchandise Policy	Policy approved	1	-	-	-	1	-	-	-	-	1.5	1.5	SCM
Enhance Organizational Quality Assurance in SCM.	Consolidate Departmental Procurement Plans	Integrated Procurement Plan	No. of consolidated plans	5	1	1	1	1	1	-	-	-	-	-	SCM
	Conduct Market Research	Market survey reports	No. of surveys conducted	10	2	2	2	2	2	0.1	0.1	0.1	0.1	0.1	SCM
	Strengthen AGPO implementation	AGPO compliance reports	% of tenders reserved for special groups	100%	100%	100%	100%	100%	100%	-	-	-	-	-	SCM
	Internal Procurement Audits	Audit reports	No. of audits conducted	4	4	4	4	4	4	-	-	-	-	-	SCM

Strategy	Key Activities	Expected Output	Output Indicator	Target 2023-2027	Target					Budget (Ksh. Million)					Responsibility
					2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	
	Procurement Performance Reporting to Board	Quarterly reports	No. of reports submitted	4	4	4	4	4	4	-	-	-	-	-	SCM
Prudent Utilization of resources	Coordinate budget formulation and implementation	Approved annual budgets implemented	Percentage of budget implementation	100	100	100	100	100	100	1.15	1.15	1.15	1.15	1.15	Finance and Accounts
		MTEF Sub sector & Sector reports prepared	No. of reports	10	2	2	2	2	2	1.62	1.65	1.70	1.70	1.70	Finance and Accounts
	Audited quarterly and annual reports and financial statements	Quarterly and annual reports and financial statements prepared	No. of reports	5	1	1	1	1	1	1.15	1.15	1.15	1.15	1.15	Finance and Accounts
	Review finance and accounting manual	Reviewed finance and accounting manual	Approved finance and accounting manual	1	-	-	1	-	-	-	-	0.5	-	-	Finance and Accounts
	Sensitize staff on PFM Act and Regulations	Staff sensitized on PFM Act and Regulations	No. of Staff sensitized	86	18	18	40	40	40	2.5	2.5	4	4	4	Finance and Accounts
Increasing PA-K Revenue Generation	Issue invoices to Award Centers	Revenue increased	Percentage of revenue increased	50	-	-	-	20	30	-	-	-	1	1	Finance and Accounts
Risk Minimization	Enhance Risk Minimization	% Level of Risk Minimized	Risk Minimized	-	-	-	-	50	100	-	-	-	1.5	1.5	Audit

Strategy	Key Activities	Expected Output	Output Indicator	Target 2023-2027	Target					Budget (Ksh. Million)					Responsibility
					2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	
	Risk Regulatory Framework implemented	% Level of Risk regulatory framework implemented	Risk Regulatory framework implemented	-	-	-	-	50	100	-	-	-	2.0	2.0	Audit
Corporate image and publicity.	Review and implement communication strategy	communication strategy implemented	Validated and approved communication strategy	1	-					-	-	-	22.98	25.97	Communications
	Leverage mainstream media as a strategic partner	TV/Radio Interviews conducted and media roundtable	No. of media engagements	28	6	4	2	8	8	0.6	0.4	0.1	3.2	3.2	communications
	Media Training for Board of Trustees and management	Improved communication techniques and enhanced crisis management capabilities.	No. of media engagements	4	-	1	-	1	1		0.5		2.5	2.5	communications
	Develop a corporate social responsibility (CSR) strategy	An approved CSR strategy document	Volumes and efficiencies of CSR activities	1	-	-		1	-	-	-	-	2.5	2.5	Communications/CSR committee
	CSR activities/Tree Planting	Community and social impact	No. of CSR activities carried out	250,000	50,000	50,000	50,000	50,000	50,000	0.2	-	1.3	2.0	2.0	Communications/Environmental committee
	Participate in relevant national and	Increased brand visibility	No. of events participated in and	65	5	10	15	17	18	4.5	6.2	7.5	7.5	7.8	All departments

Strategy	Key Activities	Expected Output	Output Indicator	Target 2023-2027	Target					Budget (Ksh. Million)					Responsibility
					2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	
	international events		increase in awareness												
	Activation forums	Increased visibility and awareness	No. of forums conducted	3	-	-	1	1	1	-	2.0	-	2.5	2.5	Communications/p partnership
	Shows and exhibitions	Increased visibility and awareness	No. of shows and exhibitions	5	1	1	4	4	4	0.7	0.1	1.2	3.0	3.0	Communications/p programmes departments/Partnership
	Internal communication (including review of service delivery charter)	Improved employee engagement	Employee satisfaction rate	4	3	3	3	4	4	0.3	0.3	0.3	2.5	2.5	Communications
	Social media management and promotion	Increased awareness	No. of impressions and followers growth	4	-	1	1	1	1	0.4	0.5	-10	1.0	1.0	Communications/P rogrammes
	Branding, Publicity and Advertising	Brand positioning and awareness	No. of people exposed to the advert	5	1	1	1	1	1	0.2	0.25	0.2	4.0	4.0	Communications
Digitalization of services	Identify citizen-facing services	Citizen-facing services identified	No. of services identified	7	-	2	2	2	1	-	-	-	-	-	Communications
	Reengineer identified citizen-facing services	Citizen-facing services reengineered	No. of reengineered services	7	-	2	2	2	1	-	1.1	1.3	1.4	1.5	ICT HODs PROGRAMMES

Strategy	Key Activities	Expected Output	Output Indicator	Target 2023-2027	Target					Budget (Ksh. Million)					Responsibility
					2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	
	Onboard services to the eCitizen platform	Services onboarded	No. of services onboarded	7		2	2	2	1	-	0.1	0.1	0.1	0.1	ICT
	Digitalize services	Services digitized	No. of services digitalized	7		2	2	2	1	-	1.05	1.2	1.5	1	ICT
ICT Infrastructure Modernization	Develop ICT Policy	ICT Policy developed	No of ICT Policy developed	1		-	1	-	-	-	-	0.5	-	-	ICT, HODs, Board
	Develop a business Continuity and Disaster recovery plan	Business continuity and Disaster recovery plan developed and Implemented	No of business continuity and Disaster recovery plan	1	-	-	-	1	-	-	-	-	0.4	-	ICT, HODs, Board
	Acquisition, Installation and Maintenance of ICT Infrastructure	Assorted ICT Hardware Acquisition:	% of infrastructure (hardware and software) upgraded	100	-	20	20	30	30	-	1.	1.5	6.0	10.0	ICT
		Assorted ICT Software Acquisition		100	-	20	20	30	30	-	1.0	1.5	6.0	9.0	ICT
	Revamp and maintain PAK Website and Intranet	Website & Intranet revamped	Functional website and Intranet	1	-	-	-	1	-	-	-	-	1.1	-	ICT COMMUNICATION
		Website & Intranet maintained	Website uptime maintain	2	-	-	1	-	1	-	-	0.35	-	0.4	ICT COMMUNICATION

Strategy	Key Activities	Expected Output	Output Indicator	Target 2023-2027	Target					Budget (Ksh. Million)					Responsibility
					2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	
	Automate Board activities through eBoard system	eBoard System developed	No. of eBoard Systems	1	-	-	-	1	-	-	-	-	3.5	-	ICT
		eBoard System maintained	No. of eBoard Systems maintained	1	-	-	-	-	1	-	-	-	-	1.0	ICT
	Implement Cybersecurity Measures	Cybersecurity Controls established	% of ICT systems protected by updated firewalls, endpoint security, and intrusion detection tools	100	20	20	20	20	20	0.05	0.06	0.35	0.5	0.5	ICT
	Compliance with the data protection act of 2019	Institutional Compliance with the Data Protection Act, 2019	% of staff trained on data privacy and lawful data handling	100	-	25	25	25	25	-	0.05	0.05	0.05	0.05	ICT
Policy, Legal, and Institutional Framework Review	Governance, policy direction, and oversight	Board resolutions, approved policies, oversight reports, and	Board resolutions and governance decisions implemented	9	9	9	9	9	9	30	30	30	30	30	CEO

Strategy	Key Activities	Expected Output	Output Indicator	Target 2023-2027	Target					Budget (Ksh. Million)					Responsibility
					2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	2023 /24	2024 /25	2025 /26	2026 /27	2027 /28	
		organizational direction													
	Review PA-K Policy	Approved Policy	No. of Policy documents circulated	2				1	1	-	-	-	1.5	1.5	Programmes
	Develop Award Standards and guidelines	Award Standards and guidelines developed	Award Standards and guidelines	1				1		-	-	-	-	-	Programmes
	Asset management	Asset Register developed	Asset register	1	1	1	1	1	1	■	■	■	■	■	Finance/SCM
	Develop and implement a participant rewarding and recognition plan	A recognition system developed and implemented	Recognition and rewarding system	1	1	-	-	-	-	-	-	-	1	1	Programmes

Annex 2: Quarterly Progress Reporting Template

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

Annex 3: Annual Progress Reporting Template

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

Annex 4: Evaluation Reporting Template

Key Result Area	Outcome	Outcome Indicator	Baseline		Mid-Term Evaluation		End of the Plan Period Evaluation		Remarks	Corrective Intervention
			Value	Year	Target	Achievement	Target	Achievement		
KRA 1										
KRA 2										
KRA 3										



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