REPUBLIC OF KENYA

STATE DEPARTMENT FOR IMMIGRATION AND CITIZEN SERVICES

MIDTERM REVIEW OF THE STRATEGIC PLAN (2023-2027)

FOREWORD

The Ministry of Interior and National Administration plays a central role in safeguarding national security, maintaining public order, and ensuring efficient delivery of citizen services. The State Department for Immigration and Citizen Services (SDICS) is a key pillar in this mandate, providing critical services in registration of persons, civil registration, and migration management.

This Midterm Review provides an important opportunity to assess the progress made, identify challenges, and realign priorities to ensure effective implementation of the Plan.

Over the past two and a half years, the State Department has made commendable progress in enhancing service delivery through digital transformation, strengthening border management systems, and expanding access to registration services across the country through the *Usajili Mashinani* program. These efforts have contributed to improved efficiency, transparency, and accessibility of services to citizens.

However, the implementation period has also been characterized by emerging challenges, including increased demand for services, technological changes, and evolving migration and security dynamics. Addressing these challenges will require sustained commitment, innovation, and strengthened collaboration among stakeholders.

The findings and recommendations of this Midterm Review will guide the Ministry and the State Department in refining strategies, prioritizing interventions, and optimizing resource utilization for the remaining period of the Strategic Plan.

The Ministry remains committed to supporting the State Department in delivering on its mandate and contributing to national development. I am confident that, with continued dedication and partnership, the objectives of the Strategic Plan 2023–2027 will be achieved.

I would like to extend my appreciation to the Principal Secretary, State Department for Immigration and Citizen services Dr. Belio Kipsang, PhD., C.B.S. for not only providing technical and administrative support in the preparation of this report but also for his leadership in tracking and reporting of progress of implementation of our Strategic Plan’s aspirations

Hon. Onesimus Kipchumba Murkomen, E.G.H.

CABINET SECRETARY FOR INTERIOR AND NATIONAL ADMINISTRATION

ACKNOWLEDGEMENT

The Midterm Review (MTR) of the Strategic Plan 2023–2027 for the State Department for Immigration and Citizen Services (SDICS) provides a comprehensive assessment of the progress made during the first half of the Plan period. The review evaluates performance against set targets, highlights key achievements, and identifies challenges and emerging issues affecting implementation.

During the period under review, the Department has made notable strides in enhancing service delivery, particularly through digital transformation, increased registration precipitated by the *Usajili Mashinani* program. Nonetheless, the Department has also faced challenges, including rising demand for services and changing security dynamics.

The findings and recommendations contained in this report will inform strategic adjustments, guide resource allocation, and strengthen implementation during the remaining period. The Department remains committed to improving efficiency, accessibility, and integrity in the delivery of citizen services.

The State Department for Immigration and Citizen Services acknowledges the support and contributions of all stakeholders in the preparation of this Midterm Review Report.

I extend my appreciation to all directorates and staff for their cooperation and provision of data, and to the Central Planning and Project Monitoring Department for coordinating the review process and compiling the report.

Finally, I call upon all stakeholders to support the implementation of the MTR recommendations and the Strategic Plan to ensure a progressive and forward-looking Department. I extend my sincere appreciation to the Cabinet Secretary, fellow Principal Secretaries, stakeholders, and staff for their valuable contributions during the review process.

Dr. Belio Kipsang, PhD., C.B.S.

PRINCIPAL SECRETARY
STATE DEPARTMENT FOR IMMIGRATION AND CITIZEN SERVICES

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ABBREVIATIONS AND ACRONYMS

Abbreviation/ Acronym	Meaning
AI	Artificial Intelligence
AIA	Appropriation-In-Aid
AFIS	Automated Fingerprint Identification System
BETA	Bottom-Up Economic Transformation Agenda
CBK	Central Bank of Kenya
CRM	Customer Relation Management System
CPPMD	Central Planning Projects and Monitoring Department
CRS	Civil Registration Services
CRVSS	Civil Registration Vital Statistics System
CRFF	Comprehensive Refugee Response Framework
DIS	Directorate of Immigration Services
DRS	Department of Refugees Services
EAC	East Africa Community
e-FNS	Electronic Foreign National Services
e-GP	Electronic Government Procurement
ETA	Electronic Travel Authorization
FY	Financial Year
GJLOs	Governance Justice Law & Order Sector
GOK	Government of Kenya
GPRS	Government Performance Reporting System
HOD	Head of Department
ICT	Information and Communication Technology
IPRS	Integrated Population Registration Systems
ICTAS	ICT Authority
JKIA	Jomo Kenyatta International Airport
KRA	Key Result Areas
KYC	Know Your Customer
LCU	Live Capture Unit
MDAs'	Ministries, Departments and Agencies
MCDA	Ministries, Counties, Departments and Agencies
M&E	Monitoring and Evaluation
MTP IV	Fourth Medium Term Plan
MTR	Midterm Review
NGAO	National Government Administrative Officers
NIMERS	National Integrated Monitoring and Evaluation System

NIIMS	National Integrated Identity Management System
NPR	National Population Register
NRB	National Registration Bureau
NPS	National Police Service
NSSF	National Social Security Fund
ODPC	Office of the Data Protection Commissioner
OSHA	Occupation Safety and Health Act
PESTEL	Political, Economic, Social, Technological, Environmental, Legal
PIMS	Public Investment Management System
PPE	Personal Protective Equipment
SDICS	State Department for Immigration & Citizen Services
SHA	Social Health Authority
SOP	Standard Operating Procedure
SWOT	Strength, Weakness, Opportunity, Threat
UPI	Unique Personal Identifier

KEY CONCEPTS AND TERMINOLOGIES

1. **Monitoring:** The systematic and continuous process of collecting, analyzing, and interpreting data and information to track the progress and performance of county programs, projects, and services.
2. **Evaluation:** The systematic assessment and analysis of the design, implementation, and impact of county programs, projects, and services, often conducted at specific points in time.
3. **Baseline Data:** The initial data or information collected at the beginning of a program or project against which future progress and changes are measured.
4. **Indicators:** Quantitative or qualitative variables that are used to measure changes or progress toward specific goals and outcomes.
5. **Outcome:** The intended or actual result or impact of a program, project, or service on beneficiaries or the community.
6. **Output:** The specific products, services, or deliverables produced or provided because of a program or project activities.
7. **Stakeholder:** Any individual, group, organization, or community that has an interest or is affected by county programs, projects, or services.
8. **Mid-Term Review:** A comprehensive assessment of progress and achievements conducted midway through the implementation of a program or project.

EXECUTIVE SUMMARY

The Mid-Term Review (MTR) of the Strategic Plan 2023–2027 for the State Department for Immigration and Citizen Services (SDICS) provides an assessment of the Department's performance over the first half of the implementation period. The review covered the period FY 2023/2024-2024/2025 and half year 2025/26 and evaluates progress made towards the achievement of strategic plan goals, objectives, and set targets, while identifying challenges encountered and proposing mitigation measures to enhance performance in the remaining period.

During the review period, the State Department recorded notable achievements across its key result areas. These include increased issuance of national identity cards, passports, and birth and death certificates, as well as enhanced access to services through digital platforms such as e-Citizen. The Department also developed Shirika Plan, strengthened border management systems, improved migration control mechanisms, and enhanced data integrity through the integration of key registries. Further, there has been progress in policy and legal reforms, including the review and development of relevant laws and regulations to support efficient service delivery.

In addition, the State Department expanded outreach programmes and mobile registration services to marginalized and underserved areas, contributing to improved inclusivity and access to essential services. Institutional capacity was strengthened through staff training, infrastructure development, and adoption of ICT solutions to support automation and efficiency.

Despite these achievements, the Department faced several challenges that affected optimal performance. These include budgetary constraints, delays in procurement processes, technological gaps, rising demand for services, and emerging security threats related to migration and identity management, inadequate number of staff and occasional system downtimes also impacted service delivery.

To address these challenges, the review recommends enhanced resource mobilization, strengthening of public-private partnerships, hastening digital transformation, and conducting continuous capacity building for staff. It also emphasizes the need for improved monitoring and evaluation systems, strengthened inter-agency collaboration, and timely implementation of policy and legal reforms.

Overall, the Mid-Term Review finds that the Department has made significant progress towards the realization of its strategic objectives, with most indicators on track or moderately achieved. With the implementation of the recommended measures, the Department is well-positioned to achieve its targets by the end of the Strategic Plan period in 2027, thereby contributing to improved governance, national security, and efficient service delivery to citizens

CHAPTER ONE: INTRODUCTION

Background

The State Department for Immigration and Citizen Services (SDICS) derives its mandate from the Constitution of Kenya, relevant statutes, and Executive Order No. 1 of 2025, which outlines its functions, institutional framework, and reporting structure within Government. The Department plays a critical role in national governance by facilitating the registration of persons, management of migration, and provision of citizen services that are essential for security, planning, and socio-economic development.

The core functions of the State Department include registration and issuance of national identity cards, management of the National Registration Bureau, administration of civil registration services (births and deaths), coordinating activities and programs relating to asylum seekers and refugees in Kenya, issuance of passports and other travel documents, management of foreign nationals, border controls, offering consular services, and enforcement of migration laws. Additionally, the State Department is responsible for maintaining accurate and secure population data, which supports policy formulation, national planning, and service delivery across Government.

The Strategic Plan which covers the period 2023–2027 and aligns with key national, regional, and global development frameworks, including Kenya Vision 2030, the Medium-Term Plan IV, the Bottom-Up Economic Transformation Agenda (BETA), East Africa Community Vision 2050, Africa Agenda 2063, and the United Nation 2030 Agenda for Sustainable Development. It outlines the Department's strategic objectives, Key Result Areas, programmes, and performance indicators aimed at enhancing efficiency, accessibility, and security in service delivery.

The Strategic Plan prioritizes enhancement of service delivery, digital transformation of registration and immigration services, strengthening of migration management and border control systems, improvement of data integrity and integration of population registries, and expansion of access to services through decentralization and outreach programmes. It also focuses on institutional capacity building, policy and legal reforms, strengthening partnerships and inter-agency collaboration.

The implementation of the Strategic Plan commenced in 2023 against a backdrop of increasing demand for citizen services, rapid technological advancements, evolving migration trends, and heightened security concerns. These dynamics necessitated the adoption of innovative approaches, including digital transformation, systems integration, and enhanced inter-agency collaboration to improve service delivery and safeguard national interests.

Justification

The Midterm Review (MTR) of the Strategic Plan 2023–2027 is necessary to provide a systematic assessment of progress made in the implementation of planned programmes and projects between the period July 2023 to December 2025. It offers an opportunity to determine whether the Department is on course to achieve its strategic objectives and deliver on its mandate effectively.

Additionally, the MTR enhances accountability and transparency by providing evidence on performance, resource utilization, and results achieved. It supports informed decision-making, facilitates identification of implementation challenges and gaps, and provides a basis for re-prioritization and resource allocation for the remaining period of the Strategic Plan.

Objectives of the Mid-Term Review

The main objective of the Midterm Review (MTR) of the Strategic Plan 2023–2027 for the State Department for Immigration and Citizen Services (SDICS) is to assess the progress of implementation of the set goals, set targets, and strategic objectives.

The specific objectives of the review were to:

i. Assess and document key achievements realized during the first half of the implementation period.
ii. Assess and document emerging issues and propose ways of incorporating them into plans
iii. Examine and record the challenges hindering the full realization of set targets and recommend suitable mitigation measures
iv. Capture and document key lessons learned over the past two and a half years of implementation
v. Develop the Mid-Term Review report and outline strategies to guide the implementation of the remaining period of the Strategic Plan.

Scope of Review

The Midterm Review (MTR) of the Strategic Plan 2023–2027 for the department covered the period from July 2023 to December 2025 of implementation. The review focused on assessing progress made towards the achievement of the strategic objectives, key result areas, programmes, and performance indicators as outlined in the Strategic Plan.

The scope included evaluation of outputs and outcomes across all core functional areas of the Department, namely registration of persons, civil registration services (births and deaths), immigration services, registration and Management of Refugees, and management of citizen services. It also examined cross-cutting areas such as policy and legal reforms, digital transformation, institutional capacity, and inter-agency collaboration.

In addition, the review assessed resource utilization that includes both financial and human inputs, and their contribution to the achieved results. It further considered the implementation environment, emerging issues, risks, and challenges that influenced performance during the review period.

Methodology and Evaluation Criteria

The Midterm Review (MTR) was done by combining both qualitative and quantitative techniques. Data was collected through review of the Strategic Plan, annual work plans, progress reports, budget sector reports, audit report, and performance contract reports.

Internal and external stakeholders were engaged through interviews, as well as physical and virtual consultations, to gather insights on implementation progress, challenges, and emerging issues. County forum consultations were conducted across the country, engaging over 700 participants, including staff from field offices, whose inputs were reviewed and incorporated into the report. In addition, consultations were held with staff from the head office and diaspora offices to capture their perspectives on implementation progress, challenges, and emerging issues. A consultative meeting with the Principal Secretary and Heads of Departments was subsequently held to validate the final draft of the report.

The findings were blended to inform conclusions and recommendations for the remaining plan period.

The review was guided by the following evaluation criteria:

i. **Relevance** – alignment with mandate and national priorities;
ii. **Effectiveness** – achievement of planned outputs and outcomes;
iii. **Efficiency** – optimal use of resources;
iv. **Impact** – contribution to service delivery and national development;
v. **Sustainability** – continuity of benefits over time

Organization of the Report

This Midterm Review Report is organized into several sections. The first section provides the introduction that includes background, justification, objectives, scope, and methodology evaluation criteria of the review.

The second section outlines the Department's mandate, vision, mission, strategic objectives, situation analysis, strategic issues, goals, and key result areas. The third section delineates the key achievements, analysis of performance, schedule performance, monitoring, evaluation and reporting framework.

The fourth section explicates the challenges, emerging issues and lessons learnt, while the fifth section presents conclusions and recommendations.

CHAPTER TWO: STRATEGIC PLAN CONTENT ANALYSIS

2.0 Overview

This chapter reviews, based on the extent of progress made by the state department in achieving the strategic goals set out in its 2023-2027 strategic plan, the strategic direction the State department will undertake for the attainment of these strategic goals in order to deliver on its mandate. The chapter also provides the vision and mission for the State Department.

2.1 Strategy as an imperative for organizational success

The strategic plan is pivotal in planning, budgeting, performance evaluation and making informed decisions in service delivery. The SDIC strategic plan 2023-2027 outlines the road map for the achievement of its Mandate. The State Department has demonstrated commitment to its strategic issues and Key Result Areas (KRAs).

2.2 The context of strategic planning

The 2023-2027 Strategic Plan is anchored on the provisions of the Fourth Medium Term Plan (MTP IV) of Vision 2030 themed "Transforming Lives: Advancing Socio-economic development through the "BETA "Bottom-up Economic Transformation Agenda" ,Public Finance Act 2012,and the Constitution of Kenya. The plan is also aligned to the East Africa Agenda 2050, Africa Union Agenda 2063, and Sustainable Development Goals (SDGs).

Table 2. 1: Summary of Change at MTR

Section	Change at MTR	Implication	Action
1.0 Introduction	✓ New regulations were developed (Refugee, registration of persons, immigration).	✓ Streamline and improving services delivery	✓ Update the Section to align with the new regulations
2.0 Strategic Direction	✓ Not changed	✓ Not changed	✓ Not changed
3.0 Situational and stakeholder analysis	✓ Review of the organizational structure done to capture change of names of departments such as IPRS to National Data Management Directorate	✓ Enhanced service delivery	✓ The new structure is to be updated to cover new mandate and new approved structures
	✓ Visa free regime	✓ Reduction in revenue collected ✓ Increase in number of travelers	
	✓ waiver of ID fee	✓ Reduction in revenue collected, ✓ Increased demand of IDs	

Section	Change at MTR	Implication	Action
	✓ operationalization of field offices	✓ increased access to service delivery	
	✓ Abolishment of vetting requirements	✓ Increased demand for identification and travel documents	
	✓ Gazettement of new fees for service	✓ Increased revenue collected	
4.0 Strategic Issues, Goals and Key Result Areas	✓ The Directorate has reviewed its previous twenty-five strategic issues to just seven that comprehensively address all strategic interventions proposed for achievement of its mandate	✓ All the aspirations of the Department will be achieved through an improved organizational focus, efficiency, and performance by enabling the department to concentrate resources, time, and efforts on the most strategic objectives.	✓ Updated in the reviewed implementation matrix
5.0 Strategic Objectives and Strategies	✓ The Department further as a result of revising its KRAs revised its strategies to just twelve	✓ This will enhance organizational performance by increasing focus on priority areas, improving resource allocation, and enabling more effective implementation of programmes and projects.	✓ New strategies and objectives to be updated
6.0 Implementation and coordination framework	✓ The implementation framework reviewed to reflect the reduced KRAs and strategies. Consequently, new and realistic targets and feasible targets captured while realistic activities are set to be undertaken during the remaining implementation period	✓ The review identifies gaps, overlaps, delays, and weaknesses in coordination among departments, agencies, and stakeholders, thereby improving communication, accountability, and resource utilization	✓ Changes captured in the revised table five
7.0 Resource Requirements and Mobilization Strategies	Resource requirements were revised to factor changes in current changes in allocations and projections.	Priority innervations will be funded hence streamlining implementations.	Resource requirements to be matched with new planned activities
8.0 Monitoring and Evaluation	✓ The MMEC constituted and members appointed by the accounting officer	✓ M&E function will be enhanced	✓ To be reflected under the new M&E framework

2.3 Strategic direction

2.3.1 Mandate

The State Department for Immigration and Citizen Services derives its mandate from Executive Order No. 1 of 2025.

The functions are:

i. Registration of births and deaths
ii. Registration of Persons,
iii. Policy on the National Integrated Identity Management System (NIIMS)
iv. Development of the National Integrated Identity Management System (Digital ID-Maisha Namba)
v. Oversight over and coordination of the management of the National Primary Data Registers for Citizens and Foreign Nationals
vi. Collaboration with other ministries Departments and Agencies regarding the collection of relevant primary data
vii. Co-ordination of e-Citizen services
viii. Oversight of the Integrated Population Registration Systems (IPRS)
ix. Implementation of Citizenship and Immigration Policy
x. Implementation of Refugees' and Asylum Seekers' Policies.

2.3.2 Vision statement

To be a global leader in migration management, Population Registration and Provision of e-Citizen Services.

2.3.3 Mission statement

To enhance national security and socio-economic development by maintaining a comprehensive population database, efficient migration management, effective coordination of e-Citizen services and timely registration and issuance of secure identification and travel documents.

2.3.4 Strategic goals

The Strategic Goals include;

i. Strengthen policy legal and Institutional Frameworks
ii. Enhance management of Immigration Services
iii. Enhance National Registration of Persons
iv. Improve Births and Deaths Registration Completeness & Access to certificates
v. Enhance Population Data Management
vi. Improve Management of Asylum seekers and Refugees.
vii. Enhance Access to Government Services On-boarded on e-Citizen Platform
viii. Enhance Administration and Institutional Capacity.

2.4 Situation Analysis

This chapter reassesses the internal and external environment within which the State Department for Immigration and Citizen Services operates, with a view of determining progress, challenges, and emerging issues affecting the implementation of the Strategic Plan.

2.4.1 Macro-Environment (PESTEL)

The macro environment – Political, Economic, Social, Technological, Environmental and Legal - examines external factors influencing the operations of the State Department since the Strategic Plan was developed.

Table 2. 3: Summary of changes in PESTEL

Category	Summary of the Change
Political	✓ The approaching election resulted in a surge in ID registration
Economic	✓ Increased service fees have led to higher revenue collection ✓ Waiver of application fees led to high ID uptake.
Social	✓ Increased population growth has increased demand for ID, passport registration and civil registration services. ✓ Recognition of Pemba community as an indigenous community in Kenya has promoted social inclusivity. ✓ Abolition of the vetting requirement in application for travel and identification documents has led to equity and equality in service delivery. ✓ The *Usajili Mashinani* Initiative has brought services closer to the hard-to-reach regions.
Technological	✓ Enhanced automation and digitization increased access to government services, improved efficiency, transparency and accountability. ✓ Cybersecurity attacks on government websites necessitated the need for stronger safeguards and stricter data protection measures. The Department has engaged with ICTA's smart academy in training members of staff on cyber security matters hence reduction of cyber-attacks. ✓ System downtimes and occasional technical failures disrupted service delivery. The Department has increased servers to reduce redundancy and downtime. ✓ Mobile registration and passport Processing Kits has brought services closer to the marginalized and diaspora communities. ✓ Inadequate equipment and unstable communication network.
Environmental	✓ Extreme weather conditions such as floods and drought disrupted accessibility of services especially in the remote areas thus affecting service delivery timelines. ✓ Existence of asbestos roofs in offices and residential buildings continue to be hazardous to the staff and clients ✓ Poor sanitary conditions ✓ Corrosive environmental conditions on office equipment and building(Mombasa)
Legal	✓ Formulation of new policies, regulations and guidelines has streamlined service delivery. ✓ Amendments of registration acts ✓ Increased litigations have derailed service delivery

2.4.2 Micro-Environment

The micro-environment focuses on immediate factors within the State Department that directly influence the implementation of the Strategic Plan.

The State Department has made notable progress in strengthening its operational capacity through adoption of digital systems while also benefiting from a skilled and experienced workforce supported by the ongoing capacity building initiatives among other strengths. It has a network of offices across the country and in 36 operational foreign missions abroad which has decentralized services and cascaded service delivery closer to the people.

2.4.3 Summary of Strengths, Weaknesses, Opportunities and Threats (SWOT)

The State Department has established a strong foundation for improved service delivery, addressing internal inefficiencies and proactively managing external risks to remain adaptive to shifts in the Macro and Micro environment.

Despite these strengths, the State Department has also experienced several challenges including inadequate staffing in critical service areas, budget constraints and occasional systems downtime that have contributed to delays in service delivery.

A summary of the changes in SWOT that have affected the implementation of the Strategic Plan can be found in Table 2.4.

Table 2. 2: Summary of changes in SWOT

Factor	**Summary of Change**
Strengths	✓ Procurement of 56 motor vehicles to facilitate service delivery. ✓ Recruitment of 288 immigration officers, 315 civil registration officers, 6 supply chain management officers, 11 drivers, 104 support staff, 123 clerical officers, 1 Senior director presidential unit, 5 Assistant commissioners for refugees and 95 ICT officers to manage e-Citizen strengthened institutional capacity and reduced workload pressure. ✓ Enhanced automation of services improved processing time, transparency, accessibility, and efficiency in service delivery
Opportunities	✓ Collaboration with development partners to support operations ✓ Operationalization of more field offices to bring services to the people ✓ Deployment of technology (AI) to enhance efficiency in service delivery ✓ Onboarding of more services to the e-Citizen platform making services easy to access
Weaknesses	✓ Numerous, undesignated, unregulated border crossing points continued to pose challenges to effective border security and thwarting surge of illegal migrants ✓ Understaffing increased workload and affected timely service delivery in some operational areas ✓ Inadequate equipment limited efficiency in operations ✓ Inadequate facilities for persons with disabilities ✓ Insufficient funds for utilities i.e. fuel, consumables ✓ Inadequate interoperability of systems affecting seamless sharing of data, and coordination across departments
Threats	✓ Geo-political dynamic increased pressure on migration management and border security operations ✓ Rising cybersecurity attacks render digital systems susceptible to risks of data breaches leading to service disruptions ✓ Systems' downtime occasionally interrupted service delivery and affected customer satisfaction ✓ Extreme weather conditions such as floods and droughts thwarts accessibility and effective delivery of services in affected regions

2.5 Strategic Issues, Goals and Key Result Areas

2.5.1 Strategic Issues

This section highlights new strategic issues that have emerged since the implementation of the Strategic Plan. The new strategic issues have been summarized in table 2.5 below.

2.5.2 Strategic Goals

This section evaluates the current strategic goals linked to specific strategic issues providing clear directions needed in addressing the identified strategic issues. It also addresses strategic goals that need refinement, consolidation or expansion (see table 2.5).

2.5.3 Key Result Areas (KRAs)

This section assesses the alignment of each KRA with its corresponding strategic goal. It captures the KRA's priority areas, existing gaps and emerging issues that may be accommodated in the new KRAs.

Changes in the strategic issues, goals or KRAs are summarized in Table 2.5.

Table 2.5: Summary of changes in strategic issues, strategic goals and KRAs

Strategic Issues	Strategic Goals	KRA
Institutional capacity	Strengthen Policy, Legal and Institutional Reforms	**KRA 1**: Policies, Legal and Institutional reforms
Secure identification and travel documents	Enhance security of identification and travel documents	**KRA 2**: Timely issuance of secure identity and travel documents
Migration governance	Enhance safety, order and regular migration	**KRA 3**: Safe, orderly and regular migration
System integration, manual records, procedures and processes	Integrate and modernize systems, digitize records, procedures and processes	**KRA 4**: Business Process Reengineering
Population registration coverage	Improve population registration coverage	**KRA 5**: Population registration coverage improved
Protracted refugee situation	Enhance refugee management	**KRA 6:** Refugee Management.
Access to Government services	Ease access to Government services	**KRA 7:** e-Government services

2.6 Strategic Objectives and Strategies

This section evaluates the alignment of the current strategic objectives and strategies with the State Department's KRAs. The State Department assesses the relevance and achievability of the strategic objectives formulated at the beginning of the strategic plan period and determines if each strategy should be maintained, modified or discontinued.

The table 2.6 summarizes the changes in strategic objectives and strategies.

Table 2.6: Summary of changes in strategic objectives and strategies

KRA	Strategic Objective (s)	Strategies	Remarks
KRA 1: Policies, Legal and Institutional reforms	Objective1: To Strengthen Policy, Legal and Institutional Reforms	S1: Strengthen administrative and support services	Changed in the implementation matrix and the entire SP
KRA 2: Timely issuance of secure identity and travel documents	Objective 2: To enhance security of identification and travel documents	S1: Streamline processing and issuance of identity and travel documents S2: Enhance security in production of identity and travel documents	Changed in the implementation matrix and the entire SP
KRA 3: Safe, orderly and regular migration	Objective 3: To enhance safety, order and regular migration	S1: Strengthen migration, residency and border governance	Changed in the implementation matrix and the entire SP
KRA 4: Business Process Reengineering	Objective 4: To integrate and modernize systems, digitize records and streamline procedures and processes	S1: Automation S2: Population registration systems integration, modernization and interoperability	Changed in the implementation matrix and the entire SP
KRA 5: Population registration coverage improved	Objective 5: To Improve Population registration coverage	S1: Operationalize Unique Personal Identifier (UPI) S2: Operationalize Registration Offices (CRS, Immigration, NRB, DRS)	Changed in the implementation matrix and the entire SP
KRA 6: Refugee Management.	Objective 6: To Enhance refugee management	S1: Operationalize Shirika Plan	Changed in the implementation matrix and the entire SP
KRA 7: e-Government services	Objective 7: To ease access to government services	S1: Strengthen e-Citizen services	Changed in the implementation matrix and the entire SP

2.7. Review of Organizational Structure, Staff Establishment Skill Set, and Competence Development

This section reviews organizational structure, staff establishment skill set, and competence development as highlighted in table 2.7 and table 2.8.

Table 2.7: Summary of changes in the Staff Establishment Review Matrix

Cadre	Approval Establishment (A)	In Post at the beginning (B)	In post at the Midterm C	Variance	Remarks
Administration-PS	6	10	6	0	The approved staff establishment requires urgent review and revision to align with the expanded mandate and wide scope of operations of the State Department for Immigration. The current establishment does not adequately support service delivery.
Human Resource Management	10	63	78	68	
Senior Psychological Counselor	0	1	1	1	
Accounts	21	19	32	11	
Planning	4	4	5	1	
Supply Chain	11	36	36	25	
Finance	5	5	8	3	
ICT	25	33	121	96	
Public Communication	5	10	10	5	
Records Management	26	52	51	25	
Office Administrative services	97	405	352	255	
Archivist	3	8	7	4	
Internal Audit	0	0	1	1	
Library services	4	0	0	-4	
Coxswain	3	3	3	0	
Legal	2	0	1	-1	
Engineers	0	2	2	2	
Receptionist	17	5	3	-14	
Clerical	314	4289	4277	3963	
Drivers	56	255	258	202	
Support Staffs	138	993	1318	1180	
Directorate of Immigration Services	1071	1035	1267	196	
Department Refugee Services	143	6	5	-138	
Civil Registration Services	1297	264	578	-719	
National Registration Bureau	1994	503	883	-1111	
Fingerprint Personnel	0	319	0	0	
Directorate of National population Data Management	48	0	1	-47	
E citizen Services	242	0	0	-242	
Administration Division	5	0	20	15	

Cadre	Approval Establishment (A)	In Post at the beginning (B)	In post at the Midterm C	Variance	Remarks
Counselling Division	0	0	1	1	
Senior Assistant Social Development Officer	0	0	1	1	
TOTAL	**5547**	**8320**	**9326**	**3779**	

Table 2.8: Summary of changes in Skill sets and competence development

Skill set	Training Target (No)	Actual Trained (No)	Variance	Remarks
Strategic leadership	50	0	-50	Budgetary cuts affected attainment of planned targets
Supervisory	200	0	-200	
Senior management	400	50	-350	
Records Management	50	0	-50	
Secretarial	100	0	-100	
Group trainings	5,700	534	-5,166	
Total	**6,500**	**584**	**-5,916**	

2.8 Review of Leadership and Governance

The State Department has been operating under the Ministry of Interior and National Administration Leadership and Governance framework. During the review period, the Department was guided by Principal Secretary, Director Generals and Secretaries for the State Department. Leadership emphasized alignment with national priorities such as security enhancement, digital transformation, and improved public service delivery. Consequently, the Department has been able to make tremendous strides in digital transformation, strengthened Migration management and expanded citizen management.

2.8.1 Review of Systems and Procedures

The Department has continued to improve its systems and procedures to enhance efficiency in service delivery. However, some of processes and procedures are semi-automated.

Table 2.9: Review of Systems and Procedures

Systems / Procedures	Previous System	New System	Impact
Travel authorization	e-Visa	ETA	Ease mobility of travelers Improved pre-screening of travelers
Passport processing in the field	Server based system	Added Mobile passport processing kits in Missions abroad	Enhanced accessibility to services
Registration of persons	Manual registration	LCU	Improved efficiency Enhanced security Improved data integrity
Digitization of Services	Semi-manual	e-Citizen platform	Improved efficiency and convenience in service delivery
On boarding of services	Manual	e-Citizen platform	Improved efficiency in service delivery

Systems / Procedures	Previous System	New System	Impact
e-Citizen gateway 222222	Independent/fragmented payment system	Consolidated/Single account payment system	Streamlined revenue collection and improved cash flow and liquidity management
Procurement	Manual	e-GP	Enhanced transparency and accountability

2.8.2. Review of the Risk Management framework

The review of the risk management framework assessed the effectiveness of mechanisms in place for identifying, monitoring, and mitigating risks that affect the implementation of the Strategic Plan 2023–2027. Table 2.10 highlights risk management framework review.

Table 2.10 Risk Management Framework Review Matrix

Risk (existing/emerging) Materialized	Severity (L, M, H)	Mitigation
Litigations	Medium	✓ Ensure compliance with legal frameworks
Staff shortages	Medium	✓ Recruiting additional staffs
Cybersecurity threats	Medium	✓ Train staff on cyber security ✓ Installation of firewalls ✓ Access control measures ✓ Enforcement of ICT policy and strategy ✓ Conducting regular system audits
Budgetary constraints	Medium	✓ Enhance resource mobilization ✓ Prioritize key programs ✓ Explore partnerships
Social-economic and cultural practices	Low	✓ Conduct public awareness campaigns ✓ Implementation of the Shirika Plan
Equipment failures	Medium	✓ Establish preventive maintenance schedule and procure reliable equipment
Technological and system changes/failures	High	✓ Continuous upgrading of system and software ✓ Redundancy and replication of servers ✓ Automated backups ✓ Observing security protocols
Environmental	Medium	✓ Enforce Occupation Safety and Health Act (OSHA) ✓ Disaster preparedness, response and recovery

2.9 Resource Requirements and Mobilization Strategies

2.9.1. Financial Allocations and Expenditure

Table 2.11: Resource Allocated Vs Expenditure

COST ITEM	Resource Requirement (Kshs. Millions)				Allocated (Kshs. Millions)				Expenditure (Kshs. Millions)			
	FY2023/ 2024	FY2024/ 2025	Mid-Year FY2025/ 2026	Total	FY2023/2024	FY2024/ 2025	Mid-Year FY2025/ 2026	Total	FY2023/2024	FY2024/ 2025	Mid-Year FY2025/ 2026	Total
Recurrent	10,956.56	17,399.59	7,556.05	35,912.20	3,960.59	13,121.61	5,899.71	22,981.91	3,889.00	13,070.68	5,257.40	22,217.08
Development	4,450.00	9,718.71	10,387.60	24,556.31	2,744.00	7,099.36	7,549.40	17,392.76	2,744.00	6,999.13	6,633.42	16,376.55

COST ITEM	Resource Requirement (Kshs. Millions)				Allocated (Kshs. Millions)				Expenditure (Kshs. Millions)			
	FY2023/2024	FY2024/2025	Mid-Year FY2025/2026	Total	FY2023/2024	FY2024/2025	Mid-Year FY2025/2026	Total	FY2023/2024	FY2024/2025	Mid-Year FY2025/2026	Total
Total	**15,406.56**	**27,118.30**	**17,943.65**	**60,468.51**	**6,704.59**	**20,220.97**	**13,449.11**	**40,374.67**	**6,633.00**	**20,069.81**	**11,890.82**	**38,593.63**

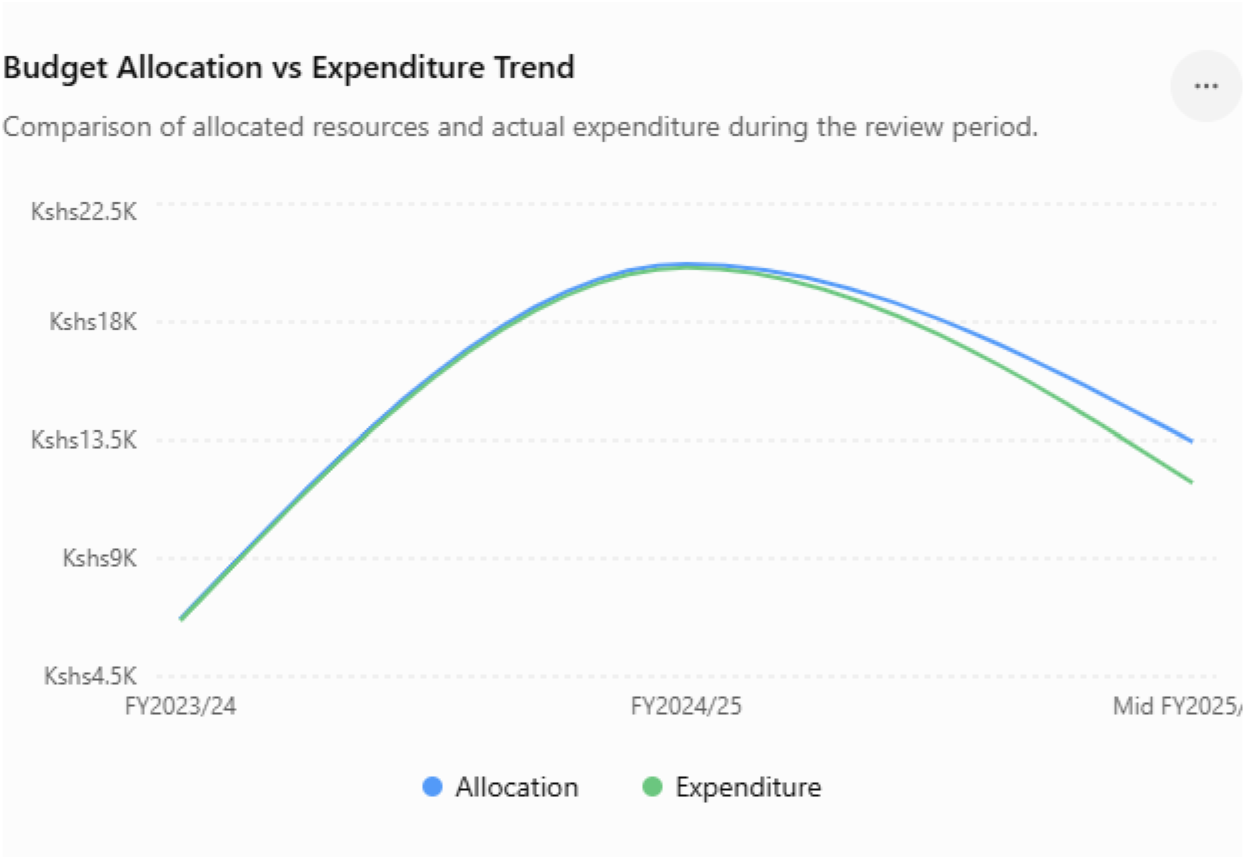
The table above shows the resource allocation and expenditure for the State Department for the mid-term review. During this period, the State Department required **Kshs 60,468.51million** to optimally deliver on its mandate. However, the total allocation was **Kshs. 40,374.67 million** out of which **Kshs. 38,593.63 million** was expended.

Table 2.12: Resource Expenditure

Financial Year	Resources allocated (Kshs. Million)	Expenditure (Kshs. Million)	Variance (Kshs. Million)	Remarks
FY2023/2024	6,704.59	6,633.00	71.59	The expenditure represented 98.9% absorption rate. The Kshs 71.59 million unspent was due to delay in exchequer
FY2024/2025	20,220.97	20,069.81	151.16	The expenditure represented 99% absorption rate. The Kshs 151.16 million unspent at the end of the financial year was due to delay in exchequer
Mid-Year FY2025/2026	13,449.11	11,890.82	1,558.29	The expenditure represented 88.4% absorption rate as at the mid of the financial year. The budget expenditure is still ongoing
Total	**40,374.67**	**38,593.63**	**1,781.04**	The overall absorption rate in the period under review is 95.6% of the budget allocation

The table above highlights the absorption rate during the mid-term period for the State Department based on the actual allocations while the figure below shows the comparison of allocated resources and actual expenditure

Figure 2.1 Budget Allocation vs Expenditure Trend.



Key Findings

Absorption rates remained consistently high:

FY2023/24: 98.9%

FY2024/25: 99%

Mid FY2025/26: 88.4%

The high absorption rate demonstrates strong expenditure management capacity.

However, delayed exchequer releases constrained implementation timeline

2.9.2 Resource Mobilization Strategies.

The State Department continues to participate in the Sector Working Group (SWG) under the Governance, Justice Law and Order Sector (GJLOS) to bid for the resources required to deliver on its mandate. During this resource mobilization strategy, the State Department has been able to grow its budget year after year and enhance its Appropriation-In-Aid (AIA) from its revenue collection streams, a phenomenon that continues to facilitate cashflow management and liquidity needed to timely procure supplies for production and materials for effective and efficient service delivery. Additionally, SDICS endeavors to collaborate with development partners that provide grants and operational support in service delivery.

2. 10 Administrative uses of the Strategic Plan

During the review period the Department prepared comprehensive workplans and performance contracts that were key in the planning, budgeting and implementation of projects and programs. The plans enabled coordination of activities across departments and ensured prudent use of resources.

2.10.1 Review of the Annual Work Plan and Budget

The State Department's Annual work plan and budget were developed in alignment with the Strategic Plan, providing a structured basis for implementation of programs and activities. However, implementation was affected by budgetary constraints, delays in exchequer releases, and procurement challenges which led to partial or delayed execution of some planned activities.

Table 2.13: Annual Planning and budgeting alignment review matrix

Activity	Planned budget (Kshs millions)	Actual Expenditure	Variance	Reason for Variance	Achievement level	Gaps Identified	Recommendations
Registration of births and deaths	3,085.92	3,007.97	77.95	Delay in exchequer	*A total of 3,389,522 births and death registered. *UPI system rolled out in Nairobi County. *CRVSS system rolled out in 19 counties. *40 Staff trained on UPI. *Conducted 39 Mobile Registration exercises hard to reach areas. *500 high speed scanners were acquired to enable digitization of records. *33.5 % level of manual record digitized. *258 sub-county offices operationalized bringing services closer to the people. *315 Civil Registration Officers recruited and deployed. *Two (2) vital statistics reports developed and disseminated during the review period	Manual registration	Foster roll-out of digital systems
Registration of Persons/ Issuance of National Identity Cards	11,427.40	11,275.80	151.60	Delay in exchequer	*Card design and upgrade of National ID security features was fully done to produce the 3rd generation ID card *ID card central production system maintenance was continuously done. *4,925,504 3rd generation ID cards (Maisha card) were issued. *NPR live capture was implemented thus shortening the ID card processing timelines *7,000,000 ID Card Consumable materials were supplied and technical support offered *Acquisition of software licenses and Hardware maintenance was undertaken *Established customer care center at NSSF building	Manual registration	Fast track the implementation of system-based registration and processing of IDs

Activity	Planned budget (Kshs millions)	Actual Expenditure	Variance	Reason for Variance	Achievement level	Gaps Identified	Recommendations
Oversight of the Integrated Population Registration Systems (IPRS)	779.53	754.53	24.99	Delay in exchequer	*Integrated Primary Data Sources (NRB, CRS, DRA and DOI) *Validated 22.8M Records (Data) from the PRAs * Created customer care centre at 3rd floor Nyayo house. * Updated Data Recovery Centre *Integrated 230 agencies for KYC services. *Mounted Information, Education and Communication materials mounted on both 3rd and 4th floors, Roll-Up Banners in 4th and 3rd offices. *Upgraded IPRS systems *Trained 2 officers on Cyber Security	System downtime	Continuous system upgrade and maintenance
Issuance of travel documents	18,354.81	17,038.60	1,316.21	Delay in exchequer	*Implemented the free visa regime through introduction of the ETA system to prescreen travelers and ease cross-border movement *Cleared over 18,782,468 travelers at the point of entry and exit *Opening of new passport processing centers in Kericho, Bungoma and Garissa to bring service closer to the people *Processed and issued 1,242,213 citizens with passports. *Processed and issued 427,484 citizens with temporary permits. *Purchase and installed two (2) high-end passport printers *Established Passport personalization Centre at Nyayo House Ground floor. *Recruited 288 Immigration officers *Introduction of new classes of permit to capture emerging phenomenon of migration, comply with EAC common market protocol. *Through a multi-agency committee recognized 6,966 members of Pemba Community as one of Kenya's ethnic communities. *Continuous field operations and patrols conducted	Understaffing	Review staff establishment Recruit more officers to provide optimal services to the public
						System downtime	Continuous system upgrade and maintenance
Regulating entry and exit						Digitization of immigration records	Hasten digitization process
Control of residency of foreign nationals						Undesignated, unregulated border crossing points	Strengthen border surveillance and enhance inter-agency coordination
Provision of consular services						Inadequate system infrastructure	Upgrade system infrastructure
Enforcement of immigration laws and regulations						Inadequate office space	Expansion of office space

Activity	Planned budget (Kshs millions)	Actual Expenditure	Variance	Reason for Variance	Achievement level	Gaps Identified	Recommendations
					*Established 18 passport processing centers in missions abroad through the use of e-passport mobile kits *Successfully deployed 45 Immigration attaches to various missions abroad *Operationalized consular services by posting immigration attaches in the three missions Stations: Kuwait, Kuala-Lumpar and Gaborone *VPN Aggregator procured and installed *Successfully conducted public sensitization and community engagements in four counties ie. Garissa, Wajir, Tana River and Lamu. *Repatriated 3,712 and deported 192 irregular migrants *Trained 740 Immigration officers on counterterrorism, imposter detection, document fraud detection and cyber-crimes.		
Co-ordination of e-Citizen services	3,921.12	3,841.33	79.79	Delay in exchequer	• Onboarded 17,186 services onto the e-Citizen platform and fully integrated into the government payment gateway enabling secure digital revenue collection • Implemented a queue management system at Huduma Centers to reduce congestion and improve service flow • Established a customer care centre at Nyayo House • 636 MDAs trained as part of the e-Citizen onboarding program • Conducted public awareness campaigns to promote digital service uptake and reduce reliance on manual service channels	Inadequate staffing Inadequate system infrastructure Inadequate office space	Recruit more officers to provide optimal services Upgrade system infrastructure Expansion of office space
Co-ordination of the implementation of Refugees' and Asylum Seekers' Policies	361.55	330.64	30.91	Delay in exchequer	• Registered 242,243 refugees and asylum seekers • Issued 57,112 Refugee IDs • Recruited 4 Refugee management officers (P&P) and engaged 354 officers on contract • 34,802 Asylum seekers issued with Refugee Status Determination (RSD) decisions • Developed the Shirika Plan as a comprehensive policy framework for refugee settlement and self-reliance in Kenya • Trained 583 stakeholders on refugee Legal and Policy Framework	Inadequate government funding of the programme	Enhance resource allocation for the programme to roll-out Shirika Plan

Activity	Planned budget (Kshs millions)	Actual Expenditure	Variance	Reason for Variance	Achievement level	Gaps Identified	Recommendations
					• 3,004 refugees repatriated voluntarily to their country of origin • 268 forums on peaceful coexistence between refugees and host communities held • Facilitated durable solutions including resettlement, voluntary repatriation, and local integration pathways • Advocated for refugee onboarding into SHA, NSSF, and CBK Financial Inclusion Strategy • Integration of the refugee ID into the Kenya Information and Communications (Registration of telecommunications service subscribers) Regulations of 2025 as a Know Your Customer (KYC) document enabling SIM card registration for mobile money access		
Coordination and implementation of administrative and support services	2,294.36	2,195.01	99.36	Delay in exchequer	Amended Registration of Persons Rules 2024 • Amended Births and Deaths Registration Rules • Enactment of the Refugee Regulations 2024 to operationalize the Refugee Act 2021 • Implemented National Visa Free Policy • Amendment of Kenya Citizenship and immigration Rules (2025) • Recruited 1,623, trained 535, and promoted 3,013 officers; • Acquired 56 new vehicles and 7 motorcycles to support operations • Sensitization of NGAOs on new registration guidelines • Refurbished ground, 4th, 6th, 17th, 20th–23rd floors at Nyayo House; • Upgraded ICT infrastructure including servers, workstations and network equipment • Development of Head of Department reporting tool (Angaza system) • Appointed Data protection officers and conducted 7 Data protection impact assessment reports • Coordinated the roll out of Usajili Mashinani Initiative	Inadequate logistical support and equipment	Procure motor vehicles and other supplies for production to facilitate operational efficiency
						Understaffing	Recruit more officers to provide optimal services
						Existence of draft policy frameworks	Fast tracking approval of draft policy framework
						Lack of policy framework	Implementation of policy framework

2.10.2 Review of Performance Contracting

The Mid-Term Review found that Performance Contracting in the State Department supported improved accountability and alignment of targets with strategic objectives. Progress was recorded in key service delivery areas, aided by digital platforms and regular performance monitoring. However, challenges such as resource constraints, procurement delays, system downtimes, and data reporting gaps affected full achievement of some targets. Strengthening data systems, monitoring frameworks, and capacity in results-based management is necessary to enhance performance in the remaining period.

CHAPTER THREE: PERFORMANCE REVIEW

3.0 Overview

This chapter presents key findings from the mid-term review. It highlights analysis of performance, key achievements, schedule performance and monitoring, evaluation and reporting framework

3.1 Analysis of Performance

This section provides an analysis of the KRAs performance at the output level from the output implementation matrix.

3.1.1 Performance by required Result Areas (Output Level)

The table below presents the achievements in the mid-term period.

Table 3.1: Performance by Key Result Areas (Output Level)

KRA	Strategic Objective	Target (%)	Achievement (%)	Variance (%)	Remarks
KRA 1: Policies Legal and Institutional Framework	SO1.1: To Strengthen policy, legal and Institutional Frameworks	100	133	33	The following policies /bills were not done due to inadequate technical capacity: • Development Data Protection Policy • Development of the National Policy on Refugee Management • Development of the National Civil Registration and Identity Management Policy (IPRS Policy)
KRA 1: Average Score		100	133	33	

KRA	Strategic Objective	Target (%)	Achievement (%)	Variance (%)	Remarks
KRA 2: Control and regulation of entry and exit of all persons into the country	SO2.1: To Enhance Management of Immigration Services	100	49	-51	• Acquired land for patrol bases but are yet to be constructed. • Holding facilities and staff houses yet to be established • Document kits yet to be acquired
KRA 2: Average Score		100	49	-51	
KRA 3: - Issuance of Kenya passports and other travel documents	SO3.1: To Enhance Management of Immigration Services	100	77	-23	• Customer relation management system has yet to be installed. • Some booklets were not procured due to insufficient funds • File management system yet to be procured and installed
KRA 3: Average Score		100	77	-23	
KRA 4: - The control and regulation of residency	SO4.1: To Enhance Management of Immigration Services	100	71	-29	Upgrade of the e-FNS to In-Country event System is still ongoing.
KRA 4: Average Score		100	71	-29	
KRA 5: Provision of consular services to nationals and foreigners at the Kenya missions abroad.	SO5.1: To Enhance Management of Immigration Services	100	54	-46	• Development of Diaspora system and conducting outreach program is to be done by the State Department of Diaspora affairs • The installation of active directory is at approval stage.
KRA 5: Average Score		100	54	-46	
KRA 6: - Enforcement of the relevant immigration Acts and Regulations	SO6.1: To Enhance Management of Immigration Services	100	96	-4	Training of Immigration officers on; investigations, prosecution, Counterterrorism, Imposter Detection,

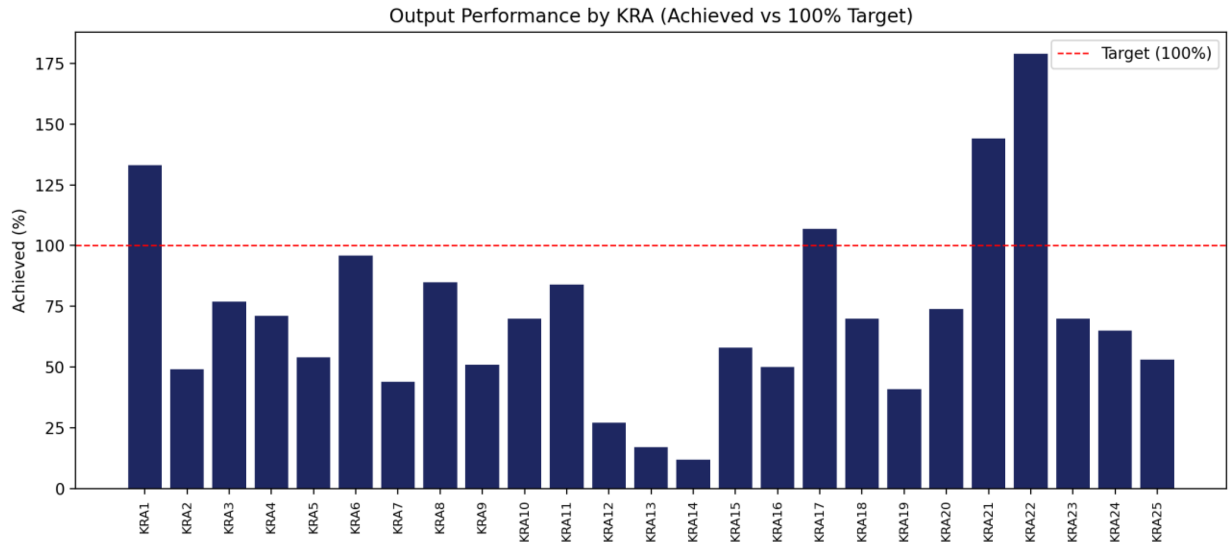
KRA	Strategic Objective	Target (%)	Achievement (%)	Variance (%)	Remarks
					Document fraud Detection and Cyber Crime yet to be fully undertaken
KRA 6: Average Score		100	96	-4	
KRA 7: Identification and registration of all Kenyan citizens who have attained the age of eighteen (18) years and above.	SO7.1: To Enhance Registration of Persons	100	44	-56	• Procurement of live capture units is done in phases due to prioritization of resources • The upgrade of NRB network is yet to be fully upgraded • Digitization of fingerprint records is yet to begin • Implementation of digital ID card was affected due to delays in contract signing • Transition to third generation ID by holders of second-generation ID card has not been realized
KRA 7: Average Score		100	44	-56	
KRA 8: -Production and issuance of secure identification documents	SO8.1: To Enhance Registration of Persons	100	85	-15	The central infrastructure upgrade and integration of NRB system with other MDAs was not fully realized
KRA 8: Average Score		100	85	-15	
KRA 9: Management of a comprehensive database of all registered persons	SO9.1: To Enhance Registration of Persons	100	51	-49	The fingerprint laboratory has not been established. The electronic bulk filing system has not been installed. ID postproduction and card management system has not been installed
KRA 9: Average Score		100	51	-49	
KRA 10: - Registration and issuance of civil servants' cards for all Ministries, Departments and Agencies	SO10.1: To Enhance Registration of Persons	100	70	-30	Insufficient allocation of funds to conduct engagement forums with all the MCDAs
KRA10: Average Score		100	70	-30	
KRA 11: Detection and prevention of illegal registration	SO11.1: To Enhance Registration of Persons	100	84	-16	• The overachievement was due to improved surveillance and sensitization of staff and stakeholders.

KRA	Strategic Objective	Target (%)	Achievement (%)	Variance (%)	Remarks
					• There was also collaboration with stakeholders for mobile registration.
KRA 11: Average Score		100	84	-16	
KRA 12: Registration of births and deaths	SO12.1: To Enhance Registration of Persons	100	27	-73	• UPI system is yet to be rolled out nationally • mobile registration is not yet conducted in all the planned counties. • Training of staff and Registration agents was only conducted in Nairobi County
KRA 12: Average Score		100	27	-73	
KRA 13: Preservation, security and custody of births and deaths	SO13.1: To Improve Births and Deaths Registration Completeness & Access to Certificates	100	17	-83	• Binding of records yet to be undertaken • High speed scanners and digitization software were not acquired therefore digitization did not take place
KRA13: Average Score		100	17	-83	
KRA 14: - Issuance of births and deaths certificates	SO14.1: To Improve Births and Deaths Registration Completeness & Access to Certificates	100	12	-88	• Construction of CRS offices stalled due to budget cut under supplementary. • Offices were operationalized based on the available resources.
KRA14: Average Score		100	12	-88	
KRA 15: - Processing of vital statistics – both natality (birth statistics) and mortality (death statistics)	SO15.1: To Improve Births and Deaths Registration Completeness & Access to Certificates	100	58	-42	CRVSS system rolled out in 19 counties based on available resources thus other counties are still pending.
KRA15: Average Score		100	58	-42	
KRA 16: - Re-registration upon legitimation and recognition	SO16.1: To Improve Births and Deaths Registration Completeness & Access to Certificates	100	50	-50	Data collection on legitimation and recognition has yet to be regularized.
KRA 16: Average Score		100	50	-50	
KRA 17: - Create and manage a unified authentic National Master Population Database of all Kenyan citizens and foreign nationals in Kenya.	SO17.1: To Enhance Population Data Management	100	107	7	• The IPRS application is yet to be fully upgraded

KRA	Strategic Objective	Target (%)	Achievement (%)	Variance (%)	Remarks
					• The number of agencies connecting to IPRS is demand driven
KRA 17: Average score		100	107	7	
KRA 18: Provide comprehensive, reliable and secure data for Government and other authorized users.	SO18.1: To Enhance Population Data Management	100	70	-30	• The SOPs development is at the initial stage • The upgrade of cybersecurity was not done due to insufficient budget allocation. • Creation of social medial handles is at the initial stages for online presence.
KRA 18: Average score		100	70	-30	
KRA 19: Documentation, registration of refugees and asylum seekers in the country	SO19.1: To Improve Management of Asylum Seekers and Refugees	100	41	-59	Lack of budgetary allocation to development of a Refugee management System, Refugee Policy and verification exercise and Recruitment hindered achievement of set targets.
KRA 19: Average score		100	41	-59	
KRA 20: Coordination of activities and programmes relating to asylum seekers and refugees	SO20.1: To Improve Management of Asylum Seekers and Refugees	100	74	-26	Due to the need for extensive consultations with stakeholders, the launch and roll out was delayed by 2 years, additionally inadequate funding to DRS affected achievement the set target under Shirika Plan
KRA 20: Average Score		100	74	-26	
KRA 21: Protection and assistance of refugees	SO21.1: To Improve Management of Asylum Seekers and Refugees	100	144	44	There is need to fast-track the activities that are lagging behind like MEAL, Offices established and operationalized and Reception Centers established and operationalized
KRA 21: Average Score		100	144	44	
KRA 22: Facilitate the support and adoption of an end-to-end e-Citizen ecosystem	SO22.1: To Enhance Access to Government Services on-boarded on e- Citizen Platform	100	178	78	Disaster Recovery Site not acquired System upgrade has not been completed
KRA 22: Average Score		100	178	78	
KRA 23: Facilitate integration of all Government's payments to the Gazette payment gateways,	SO23.1: To Enhance Access to Government Services on-boarded on e- Citizen Platform	100	70	-30	Identification of 22617 services, onboarding and integration to the payment gateway was implemented jointly hence success on the onboarding stage translates to success in the other two stages
KRA 23: Average Score		100	70	-30	

KRA	Strategic Objective	Target (%)	Achievement (%)	Variance (%)	Remarks
KRA 24: Provide guidance in the automation of the services and onboarding of identified new services onto the e-Citizen platform	SO24.1: To Enhance Access to Government Services onboarded on e- Citizen Platform	100	65	-35	• Only 29% of staffing was done. • The Organization structure has not been fully operationalized • Gava express has been suspended in order to focus on the electronic platform • Server relocation to a safer environment has been done. However, Secondary servers are yet to be procured
KRA 24: Average Score		100	65	-35	
KRA 25: Administration and Support Services	To Enhance Administration and Institutional Capacity	100	53	-47	The following were not achieved due to insufficient resources: • Purchase of lifts • Acquisition of offices • Purchase of 644 vehicles. • Linkage of headquarters to regional offices. • Construction of data recovery sites and data center's
KRA 25: Average Score		100	53	-47	
Overall Average score		**100**	**71**	**-29**	

Figure 3.1 Output erformance per KRA



The chart shows the percentage achieved against the 100% target (red dashed line) for each of the 25 Key Result Areas. KRA 1, 17, 21 and 22 exceeding their targets, while KRA 12, 13 and 14 show the weakest performance, falling significantly below target

3.1.2 Performance at Outcome Level

Table 3.2 below presents a summary of performance by key result area at the outcome level.

Table 3.2: Performance at Outcome level

KRA	Strategic Objective	Outcome Indicator	Target Midterm	Achieveme nt	Variance	Remarks
KRA 1: Policies Legal and Institutional Framework	Objective 1: To Strengthen policy, legal and Institutional Frameworks	Number of policies, legal and institutional frameworks developed and /or reviewed	13	16	3	Target met
KRA 2: - Control and regulation of entry and exit of all persons into the country	Objective 2: To enhance Management of Immigration Services	Number of people cleared at entry and exit points	14,800,000	18,782,468	3,982,468	Increase of the number of travelers due to the free visa regime
KRA 3: - Issuance of Kenya passports and other travel documents	Objective 3: To enhance Management of Immigration Services	Number of people issued with passports.	4.700,000	1,242,213	-3,457,787	The review of fees affected the demand
		Number of people issued with Temporary permits.	4.700,000	427,484	27,484	Target was met
KRA 4: - The control and regulation of residency	Objective 4: To Enhance Management of Immigration Services	Number of people issued/renewed with Work permits	39,500	35,742	-3,758	Increase of fees affected the demand
KRA 5: - Provision of consular services to nationals and foreigners at the Kenya	Objective 5: To Enhance Management of Immigration Services	Increase number of Kenyan diplomatic missions with dedicated	12	3	-9	These Missions are in: Gaborone, Kuala lumpar and Kuwait.

KRA	Strategic Objective	Outcome Indicator	Target Midterm	Achievement	Variance	Remarks
missions abroad.		immigration representation				Negotiations between MFA and DIS are still ongoing
KRA 6: - Enforcement of the relevant immigration Acts and Regulations	Objective 6: To Enhance Management of Immigration Services	Percentage of Compliance increased	100	99%	-1%	Increased Enforcement and Surveillance, multi-agency cooperation
KRA 7: Identification and registration of all Kenyan citizens who have attained the age of eighteen (18) years and above.	Objective 7: To Enhance Registration of Persons	Number of Kenyan Citizens who have attained the age of 18 years and above registered and issued with ID cards	5,900,000	5,143,289	756,711	Target was not met due to the increase of fee in one period
KRA 8: -Production and issuance of secure identification documents	Objective 8: To Enhance Registration of Persons	Number of secure ID documents produced and issued	5,900,000	4,767,559	1,132,441	The variance was as a result system downtime
KRA 9: - Management of a comprehensive database of all registered persons	Objective 9: To Enhance Registration of Persons	% of Comprehensive of the database	100	100	0	Database fully updated and maintained
KRA 10: - Registration and issuance of civil servants' cards for all Ministries, Departments and Agencies	Objective 10: To Enhance Registration of Persons	Number of civil servants issued with ID cards	7500	5295	-2205	The increase of fees charged affected the uptake
KRA 11: - Detection and prevention of illegal registration.	Objective 11: To Enhance Registration of Persons.	Number of illegal registrations detected and prevented	450	195	-255	Sensitization of staff and stakeholders on registration guidelines was undertaken
KRA 12: - Registration of births and deaths	Objective 12: To Enhance Registration of Persons	Number of births and deaths certificates Issued	4,500,000	2,389,522	-2,110,478	UPI and CRVSS system yet to be rolled out in all the counties There was shortage of registration materials during this review period
KRA 13: - Preservation, security and custody of births and deaths records.	Objective 13: To Improve Births and Deaths Registration Completeness & Access to Certificates	Number of Civil registries constructed and rehabilitated	35	0	-35	Construction stalled during this period due to budgetary cut under supplementary
KRA 14: - Issuance of births and deaths certificates	Objective 14: To Improve Births and Deaths Registration Completeness & Access to Certificates	Number of births and deaths certificates Issued	5,500,000	3,723,372	-1,776,628	There were no adequate resources to conduct campaigns and mobile outreaches as

KRA	Strategic Objective	Outcome Indicator	Target Midterm	Achievement	Variance	Remarks
						certification is demand driven
KRA 15: - Processing of vital statistics – both natality (birth statistics) and mortality (death statistics)	Objective 15: To Improve Births and Deaths Registration Completeness & Access to Certificates	Vital Statistic report	2	2	0	Target was met as the report is generated annually
KRA 16: - Re-registration upon legitimation and recognition	Objective 16: To Improve Births and Deaths Registration Completeness & Access to Certificates	Number of Re-registrations upon legitimation and recognition	20,200	10 000	-10,200	Data collection on legitimation and recognition has yet to be regularized.
KRA 17: - Create and manage a unified authentic National Master Population Database of all Kenyan citizens and foreign nationals in Kenya.	Objective 17: To Enhance Population Data Management	%Level of comprehensiveness of the National integrated database	100	97	-3	The IPRS application is yet to be fully upgraded The application software is already upgraded waiting for the necessary licenses to operate.
KRA 18: - Provide comprehensive, reliable and secure data for Government and other authorized users.	Objective 18: To Enhance Population Data Management	Number of agencies linked to the database	250	230	-20	The request for integration by agencies is need based and demand driven. So far a number of firms have been integrated.
KRA 19: Documentation, registration of refugees and asylum seekers in the country	Management of Refugees and Asylum seekers improved	Number of Refugees and Asylum seekers Registered	850,000	841,207	-8,793	Registration of Asylum seekers is on demand basis.
KRA 20: - Coordination of activities and programmes relating to asylum seekers and refugees	To Improve Management of Asylum Seekers and Refugees	Number of refugee programs coordinated	22	28	6	These reflect the programmes undertaken by partners who sign framework agreements with DRS
KRA 21: - Protection and assistance of refugees	To Improve Management of Asylum Seekers and Refugees	Number of programs for protection and assistance of refugees	7	28	21	Most of the refugee programs are run by Donors
KRA 22: - Facilitate the support and adoption of an end-to-end e-Citizen ecosystem;	To Enhance Access to Government Services onboarded on e- Citizen Platform	No of services onboarded	12500	17186	4686	Onboarding carried out as a national campaign resulting in over achievement

KRA	Strategic Objective	Outcome Indicator	Target Midterm	Achievement	Variance	Remarks
KRA 23: Facilitate integration of all Government's payments to the gazetted payment gateways	To Enhance Access to Government Services onboarded on e-Citizen Platform	Number of digitized services which have been integrated to the payment gateway	5000	17186	12186	Onboarding carried out as a national campaign resulting in over achievement
KRA 24: Provide guidance in the automation of the services and onboarding of identified new services onto the e-Citizen platform	To Enhance Access to Government Services onboarded on e-Citizen Platform	Number of MCDAs provided with training during onboarding	318	636	318	Training was fast tracked as a result of national campaign to onboard on the e-Citizen platform.
KRA 25: Administration and Support Services	To Enhance Administration and Institutional Capacity	Percentage improvement in service delivery	35	30	-5	Target not met due to inadequate training, non-removal of asbestos roof from the regional offices and purchase of lifts due to transition to e-GP

3.1.3 Overall Output/ Outcome Performance

3.2 Key achievements

This section provides a clear account of major achievements during the review period.

Table 3.3: Key Achievements

Key Result Area	Key Achievements
KRA 1: Policies Legal and Institutional Framework	• Amendment Registration of Persons Rules, 2024 • The Births and Deaths Registration Rules (Legal Notice 270 of 1966) (Legislation as at 1st October 2024) • Development of Shirika Plan • Implementation of The National Visa Free Policy • Amendment of Kenya Citizenship and Immigration (Amendment) Rules, 2025 • Enactment of the Refugee Regulations 2024 to operationalize the Refugee Act 2021
KRA 2: - Control and regulation of entry and exit of all persons into the country	• Implemented the free visa regime through introduction of the ETA system to prescreen travelers and ease cross-border movement • Cleared over 18,782,468 travelers at the point of entry and exit
KRA 3: - Issuance of Kenya passports and other travel documents	• Opening of new passport processing centers in Kericho, Bungoma and Garissa to bring service closer to the people • Processed and issued 1,242,213 citizens with passports. • Processed and issued 427,484 citizens with temporary permits. • Purchase and installed two (2) high-end passport printers • Established Passport personalization Centre at Nyayo House Ground floor. • Recruited 288 Immigration officers
KRA 4: - The control and regulation of residency	• Introduction of new classes of permit to capture emerging phenomenon of migration, comply with EAC common market protocol. • Through a multi-agency committee recognized 6,966 members of Pemba Community as one of Kenya's ethnic communities. • Continuous field operations and patrols conducted
KRA 5: - Provision of consular services to nationals and foreigners at the Kenya missions abroad.	• Established 18 passport processing centers in missions abroad through the use of e-passport mobile kits • Successfully deployed 45 Immigration attaches to various missions abroad • Operationalized consular services by posting immigration attaches in the three missions Stations: Kuwait, Kuala-Lumpur and Gaborone. • VPN Aggregator procured and installed,
KRA 6: - Enforcement of the relevant immigration Acts and Regulations	• Successfully conducted public sensitization and community engagements in four counties ie. Garissa, Wajir, Tana River and Lamu. • Repatriated 3,712 and deported 192 irregular migrants • Trained 740 Immigration officers on counterterrorism, imposter detection, document fraud detection and cyber-crimes.
KRA 7: Identification and registration of all Kenyan citizens who have attained the age of eighteen (18) years and above.	• Card design and upgrade of National ID security features was fully done to produce the 3rd generation ID card • ID card central production system maintenance was continuously done
KRA 8: -Production and issuance of secure identification documents	• 4,767,559 3rd generation ID cards (Maisha card) were issued

Key Result Area	Key Achievements
	• NPR live capture was implemented thus shortening the ID card processing timelines • 7,000,000 ID Card Consumable materials were supplied and technical support offered • Acquisition of software licenses and Hardware maintenance was undertaken
KRA 9: - Management of a comprehensive database of all registered persons	• The AFIS system was installed with 60 additional Fingerprint matching units to accommodate NPR live capture • Database maintenance and update was fully done
KRA 10: - Registration and issuance of civil servants' cards for all Ministries, Departments and Agencies	• 5295 Civil Servants issued with civil servants ID cards
KRA 11: - Detection and prevention of illegal registration.	• CCTV cameras in processing areas, entry and exit points Installed at the headquarters • Operationalized SOP for National registration processes • Undertook 4 stakeholder engagement for a
KRA 12: - Registration of births and deaths	• A total of 3,389,522 births and death registered during the period • UPI system rolled out in Nairobi County • CRVSS system rolled out in 19 counties • 40 Staff trained on UPI • Conducted 39 Mobile Registration exercises hard to reach areas
KRA 13: - Preservation, security and custody of births and deaths records.	• 500 high speed scanners acquired to enable digitization of records • 33.5 % level of manual record digitized
KRA 14: - Issuance of births and deaths certificates	• 432 sub-county offices operationalized bringing services closer to the people. • 315 Civil Registration Officers recruited and deployed
KRA 15: - Processing of vital statistics – both natality (birth statistics) and mortality (death statistics)	• Two (2) vital statistics report developed and disseminated during the review period
KRA 17: - Create and manage a unified authentic National Master Population Database of all Kenyan citizens and foreign nationals in Kenya	• Integrated primary registration agencies (NRB, CRS, DRS, DIS) • Validated 22.8 million records from Primary Registration Agencies • Created customer care center at 3rd floor Nyayo House • Upgraded Data Recovery Centre • Integrated 230 agencies for the KYC services
KRA 18: - Provide comprehensive, reliable and secure data for Government and other authorized users.	• Mounted Information, Education and Communication materials mounted on both 3rd and 4th floors, Roll-Up Banners in 4th and 3rd offices. • Trained 2 officers on Cyber Security;
KRA 19: Documentation, registration of refugees and asylum seekers in the country	• 242,243 Refugees and asylum seekers registered • 57,112 refugees issued with Refugee IDs • Recruited 4 Refugee management officers (P&P) and engaged 354 officers on contract
KRA 20: - Coordination of activities and programmes relating to asylum seekers and refugees	• Shirika Plan was launched, implementation matrix developed and a Shirika plan coordination developed • Trained 583 stakeholders on refugee Legal and Policy Framework •
KRA 21: - Protection and assistance of refugees	• 268 forums on Peaceful coexistence between refugees and host communities were held • 3,004 Refugees were repatriated voluntarily to their country of origin • DRS advocated for enhanced access to services by Refugees resulting in on boarding of more Refugee into IPRS, • Advocated for refugee onboarding into SHA, NSSF, and CBK Financial Inclusion Strategy • Integration of the refugee ID into the Kenya Information and Communications (Registration of telecommunications service subscribers) Regulations of 2025 as a Know Your

Key Result Area	Key Achievements
	Customer (KYC) document enabling SIM card registration for mobile money access
KRA 22: - Facilitate the support and adoption of an end-to-end e-Citizen ecosystem;	• 17186 services were on-boarded on the e-Citizen platform
KRA 23: Facilitate integration of all Government's payments to the gazette payment gateways	• All 17186 on-boarded services were integrated into the government payment gateway
KRA 24: - Provide guidance in the automation of the services and onboarding of identified new services onto the e-Citizen platform	• 636 MDAs whose services were on-boarded have undergone adequate training as part of the onboarding program • Established a customer care centre at Nyayo House
KRA 25: Administration and Support Services	• Acquired 56 new vehicles and 7 motorcycles • Recruited 1,623, trained 635, and promoted 3,013 officers. • Refurbished ground ,4^{th},6^{th},17^{th} ,20^{th} ,21,22^{nd} and 23^{rd} floor in Nyayo house • Tarmacking and laying cabros at Nyayo house compound • Development of Head of Department (HoD) reporting tool (Angaza system) • Appointed Data protection officers and Conducted 7 Data protection impact assessment reports

3.3 Schedule Performance

Table 3.4 highlights pending priorities and interventions for the remaining implementation period of the Strategic Plan.

Table 3.4: Pending Priorities and Interventions

KRA	Pending Priorities	Proposed Interventions
KRA 1: Policies Legal and Institutional Framework	Development Data Protection Policy	Prioritization of resources to fast-track the development and review of policies/bills Enhance technical capacity of the officers
	Finalize the development of Kenya National Migration Policy	
	Development of the National Policy on Refugee Management	
	Development of the National Civil Registration and Identity Management Policy (IPRS Policy)	
	Finalize development of Risk Management Framework	
	BILLS	
	Review the Births and deaths Registration Bill (Cap 149)	
	Review of registration of persons act cap 107, laws of Kenya	
	Review of the Kenya citizenship and immigration act (Cap 170)	
	Repeal Kenya Citizenship and Foreign Nationals Management Service Act	
	Development of e-Citizen bill 2023	
	Development of Integrated Population Registration bill	

KRA	Pending Priorities	Proposed Interventions
	Statutory Interventions:	
	Registration of Persons (NIMMS Regulations,2020)	
	The Kenya Citizenship and Immigration Regulations 2026	
KRA 2: - Control and regulation of entry and exit of all persons into the country	Completion of the Integrated Immigration Border Management System	Facial recognition and behaviour detection needs additional funds for networking, procurement of servers, and preparation of server-rooms at ports of entry.
		Fast track approval of entry/exit system designs layout at JKIA by the Kenya Airports Authority.
		Fast track approval of the in-country event system designs
	Procurement and deployment of Questioned documents kits	Fast track procurement and deployment of questioned document kits
	Operationalise Konyau border point and Immigration patrol bases in Kopanga and Ole Posemoru	Conclude the feasibility study and land acquisition process.
	Establishment and equipping Immigration holding facilities	Fast track establishment of two holding facilities in Coast and Nairobi
	Acquiring Staff houses at the ports of entry	Fast track feasibility study and land acquisition process
	Refurbishing Immigration offices and borders	Fast track approval for renovation of Namanga, Loitoktok, Isebania and Malaba border to remove asbestos material.
KRA 3: - Issuance of Kenya passports and other travel documents	Procurement of supplies for passport production, e-Passport booklets and two passport printers.	Allocation of funds for the e-passports booklet, passport printers, regional passport processing centres, modernize the call centre, training of officers and digitization of records.
	Operationalize the remaining four regional passport processing centres (Malindi, Machakos, Nyeri, Meru)	Allocate funds for implementation
	Modernize the call centre	Upgrade and automate call centre infrastructure
	Upgrade e-Passport database	Fast track approval for upgrade of e-passport database
	Digitization of Immigration records	Fast track digitisation of immigration records
	Continuous training of officers	HR department to prioritise continuous capacity building of staff according to the existing skill set gaps
KRA 4: - The control and regulation of residency	Procurement, configuring and integrating the Risk and intelligence analysis tools for ETA, passport and foreign national's management systems	Finalize the development of the Risk and intelligence analysis tools by including the business intelligence, anomaly detection and machine learning
KRA 5: - Provision of consular services to nationals and foreigners at the Kenya missions abroad	Procure and installing the active directory	Fast track approval for the procurement of Active Directory
	Deploying of e-passport mobile Kits to remaining missions abroad	Fast track procurement of e-Passports Mobile Kits

KRA	Pending Priorities	Proposed Interventions
KRA 6: - Enforcement of the relevant immigration Acts and Regulations	Training and gazettement Immigration officers as investigators and prosecutors	Fast track Gazettement Immigration officers as investigators and prosecutors
	Continuous Public sensitization and community engagements	Additional funds for sensitization of communities
	Continuous training of officers on trans-national organized crimes (TOC), counterterrorism, impostor detection, document fraud detection and cybercrime.	Additional funds for training of officers
KRA 7: Identification and registration of all Kenyan citizens who have attained the age of eighteen (18) years and above.	Procurement and Installation of 3,000 LCUs	Procurement and installation of live capture units in 411 Sub-Counties
	ID Card Biometric readers	Allocate funds for Procurement of ID Card Biometric readers
	Digitization of records	Allocate funds for procurement of heavy-duty scanners for digitization of 10,000 fingerprint records
	Maisha digital ID card	On board all registered persons to the digital identity platform
	Construction of 200 National Registration registries	Increase the budget allocation for development
	Refurbishment of 100 National Registration registries	
	Operationalize additional 50 NRB offices	Increase allocation for field services to operationalize additional offices at the Sub-County level
KRA 8: -Production and issuance of secure identification documents	Installation of servers, network upgrades and data recovery sites	Prioritize resources for acquiring Data Recovery Sites and for network installation in preparation for roll out of LCU in Sub-County offices
KRA 9: - Management of a comprehensive database of all registered persons	Smart electronic bulk filing storage system	Prioritize resources for Procurement, Installation and maintenance of bulk filers
	Integration and linkages of silo databases	Integration and linkage of silo databases for interface and verification of information
	ID Post-production and Card management systems	Development and deployment of ID Post-production and Card management system
	System maintenance	Undertake continuous system maintenance
KRA 10: - Registration and issuance of civil servants' cards for all Ministries, Departments and Agencies	Issuance of 3,000 civil servants ID cards	Decentralize civil servants ID issuance
		Automate issuance of civil servants ID via LCU
		Conduct sensitization to civil servants
KRA 11: - Detection and prevention of illegal registration.	Training and Sensitization of staff and stakeholders on the registration guidelines for border and cosmopolitan areas	Prioritize resources for capacity building
KRA 12: - Registration of births and deaths	Procure and distribute adequate registration materials (B1&D2)	Prioritize acquisition and distribution of registration materials to all field offices
	Registration Agents trained	Prepare training materials and a training plan
	Training of staff on UPI	
	Development and dissemination of advocacy materials	Prepare advocacy materials and a dissemination plan
KRA 13: - Preservation, security and custody of births and deaths records.	Binding of Birth and death records	Collect data on unbound records and conduct digitization
	Acquisition of High-speed scanners	Procure and distribute High speed scanners in all sub counties
	Digitize Civil Registration Records	Procure digitization equipment and software

KRA	Pending Priorities	Proposed Interventions
KRA 14: - Issuance of births and deaths certificates	Operationalize Civil registries in all sub-counties	Equip all CRS offices with High- speed scanners
	Construction and refurbishment of Civil registries	Construction and refurbishment of civil registration offices
	Declaration of vacancies, advertisements and Filling of posts	Recruitment of technical and support officers
KRA 15: - Processing of vital statistics – both natality (birth statistics) and mortality (death statistics)	Roll out the CRVSS and UPI in all registries	Implement CRVSS and UPI in all civil registration registries
	Maintenance and upgrade of the CRVS in all registries	Upgrade software, hardware, and training staff to handle the systems effectively
	Prepare and disseminate Kenya Vital Statistics Report and informational products	Strengthen data collection and management for vital statistics.
KRA 16: - Re-registration upon legitimation and recognition	Authentication of documents	Introduce secure digital authentication systems
KRA 17: - Create and manage a unified authentic National Master Population Database of all Kenyan citizens and foreign nationals in Kenya	Application software upgrade	Resource mobilization, to pay the contractor for the services rendered in arrears
	Upgrade of data recovery center	New infrastructure procured, pending installation
	Customer Care Centers	Request for office space for customer care Centre creation
KRA 18: - Provide comprehensive, reliable and secure data for Government and other authorized users.	Cyber Security System Upgrade	Procurement and funding of the upgrade services
	Informed personnel on Cyber Security	Train more officers on cyber security
	Media engagement	Creation of Social media handles for online presence and public engagement
	Development of Standard Operating Procedure (SOP)	The development of SOP requires additional funds through the budgeting period in the subsequent FY after the Strategic Plan MTR.
KRA 19: Documentation, registration of refugees and asylum seekers in the country.	Conduct verification to ascertain refugee population	Budget allocation to DRS to conduct verification exercise
	Develop National policy on Refugee Management	Fast track development and approval of the Refugee Management Policy
	Acquire and install Refugee Information Management system	Budget Allocation to DRS for development and operationalization of a Refugee Management System
	Maintenance of Refugee Information management system	
KRA 20: - Coordination of activities and programmes relating to asylum seekers and refugees	Implementation of Shirika plan	Budget allocation to the National Shirika Coordination Unit
KRA 21: - Protection and assistance of refugees	Surveillance along refugee migration corridors enhanced	Collaborate with local stakeholders (NGAO, NPS) to enhance information sharing
	Establish and operationalize offices for DRS	Explore existing Government offices and request for shared space Budget allocation to DRS
	Reception Centers established and operationalized for DRS	Advocate for funding from donors to establish and operationalize 1 reception Centre
	Conduct monitoring, evaluation and learning (MEL)	Budget allocation to DRS for MEL
	Establish a secondary data center	Acquisition of a secondary data center

KRA	Pending Priorities	Proposed Interventions
KRA 22: - Facilitate the support and adoption of an end-to-end e-Citizen ecosystem	Acquire tooling (hardware and software) of the Security Operation Center	Procure equipment for the Security Operation Center
	Establish disaster Recovery Site	Procure Disaster Recovery site
KRA 23: Facilitate payment of all Government's services to the Gazetted payment gateways.	Automate Revenue Management System	Acquire an automated Revenue Management System
KRA 24: - Provide guidance in the automation of the services and onboarding of identified new services onto the e-Citizen platform	Enhance functioning of contact Centre	Acquire contact Centre equipment
		Implement Customer Relation Management System (CRM) for integration with all MDAs
KRA 25: Administration and Support Services	Acquire and Install 9 lifts	Prioritize resources for implementation
	Acquire 400 vehicles and 7 motorboats.	
	Acquire office space	
	Implementation of fuel management system and HOD reporting tool.	
	Increasing bandwidth for internet connectivity and installation of new connection in all offices	
	Interconnection of regional and county officers to HQ	
	Development of a planning application software	
	Development of risk management register	
	Development of data centers.	
	Construction of recovery sites	
	Integration of systems of all directorates	
	Digitization of 10,000,000 files and records	
	Training of 3,000 officers	
	Disaster management and mitigation measures	
	Public health and safety of the staff	

3.3.1 Priority Activities for the Remaining Plan Period

Table 3.5 shows priority activities for the remaining plan period

Table 3.5: Priority Activities for the Remaining Plan Period

Key Result Area	Key Activities	Budget Requirements
KRA 1: Policies Legal and Institutional Framework	Development of Data Protection Policy	850,000,000
	Review Kenya National Migration Policy	
	Development of the National Policy on Refugee Management	
	Development of the National Civil Registration and Identity Management Policy (IPRS Policy)	
KRA 2: - Control and regulation of entry and exit of all persons into the country	Completion of the Integrated Immigration Border Management System	9,935,500,000
	Procure and deploy Questioned documents kits	
	Establish and equip Immigration patrol bases	
	Establish and equip Immigration holding facilities	
	Acquire Staff houses at the ports of entry and exit	
	Refurbish Immigration offices and borders	
	Gazettement of new border points	
KRA 3: - Issuance of Kenya passports and other travel documents	Continuous acquisition Passport production supplies	18,027,000,000
	Acquire e-Passport books	
	Acquire additional Passport printers	
	Complete establishing and equipping the remaining regional passport processing centers	
	Establish State-of-the-art call Centre	
	Upgrade e-Passport database	
	Digitize Immigration records	
	Continuous training of officers	
KRA 4: - The control and regulation of residency	Procure, configure and integrate the Risk and intelligence analysis tools for ETA, passport and foreign national's management systems	175,000,000
KRA 5: - Provision of consular services to nationals and foreigners at the Kenya missions abroad.	Procure and install the active directory,	926,000,000
KRA 6: - Enforcement of the relevant immigration Acts and Regulations	Train and gazette Immigration officers as investigators and prosecutors	220,000,000
	Continuous Public sensitization and community engagements	
	Continuous training of officers on terrorism related courses, impostor detection, document fraud detection and cyberspace	
KRA 7: Identification and registration of all Kenyan citizens who have attained the age of eighteen (18) years and above	Acquire and install live-capture units in 411 Sub County Offices	14,157,700,000
	Acquisition, Configuration, Testing and Distribution of ID card/Biometric Readers	
	Procure heavy duty scanners for digitization of National Registration Bureau Records	

Key Result Area	Key Activities	Budget Requirements
	On board registered persons to the digital identity platform	
	Operationalize additional NRB offices at the Sub-County level	
	Construction of National Registration registries	
	Refurbishment of National Registration registries	
KRA 8: -Production and issuance of secure identification documents	Installation of servers, network upgrades, antivirus and data recovery sites	14,980,000
KRA 9: - Management of a comprehensive database of all registered persons	Procure smart electronic bulk filing storage system	759,000,000
	Development and deployment of post-production Card management system	
KRA 10: - Registration and issuance of civil servants' cards for all Ministries, Departments and Agencies	Printing and distribution of cards	3,250,000
KRA 11: - Detection and prevention of illegal registration.	Training and Sensitization	53,500,000
KRA 12: - Registration of births and deaths	Maintain and roll-out UPI system	1,432,200,000
	Train Staff on UPI	12,800,000
	Conduct Mobile Registration outreaches	359,000,000
	Issue Maisha Number	420,000,000
	Train Registration Agents	38,200,000
	Develop and disseminate advocacy materials	5,000,000
KRA 13: - Preservation, security and custody of births and deaths records.	Acquire and deploy E-archiving Solution	17,600,000
	Bind Historical records	3,000,000
	Digitize Civil Registration records	100,000,000
	Acquire high speed scanners	200,000,000
KRA 14: - Issuance of births and deaths certificates	Link Registries with tracking systems	50,000,000
	Construct Civil registries	1,250,000,000
	Operationalize Civil registries in all sub counties	200,000,000
	Recruit CRS staff	380,000,000
KRA 15: - Processing of vital statistics – both natality (birth statistics) and mortality (death statistics)	Roll out CRVS in National, counties and sub-counties registries	500,000,000
	CRVS in all registries at National, counties and sub-counties maintained and upgraded	100,000,000
	Improve vital Statistics and make them reliable	18,000,000
KRA 16: - Re-registration upon legitimation and recognition	Authenticate documents	50,000,000
KRA 17: - Create and manage a unified authentic National Master Population Database of all Kenyan citizens and foreign nationals in Kenya	Upgrade application software	351,000,000
	Establish Customer Care Centers	7,000,000
	Develop a business continuity plan	100,000,000
KRA 18: - Provide comprehensive, reliable and secure data for Government and other authorized users.	Upgrade Cyber Security System.	300,000,000
	Train personnel on Cyber Security	5,000,000
	Conduct media engagement	6,000,000
	Develop Standard Operating Procedure (SOP	28,000,000

Key Result Area	Key Activities	Budget Requirements
KRA 19: Documentation, registration of refugees and asylum seekers in the country	Recruitment of Refugee Management Officers	3,000,000
	Verification of Refugees	58,960,000
	Development of a Refugee Management Policy	19,000,000
	Development and Operationalization of a Refugee Management System	600,000,000
KRA 20: - Coordination of activities and programmes relating to asylum seekers and refugees	Operationalization of the National Shirika Coordination Unit	156,000,000
KRA 21: - Protection and assistance of refugees	Expansion and Refurbishment of DRS Camp Offices	30,000,000
	Solarization of DRS Camp Offices	8,000,000
	Border Monitoring	12,500,000
KRA 22: - Facilitate the support and adoption of an end-to-end e-Citizen ecosystem;	Acquisition of a secondary data center	10,000,000,000
	Procure equipment for the Security Operation Center	
	Procure Disaster Recovery site	
	Onboarding of identified Services	
	Support and Maintenance of the System	
KRA 23: Facilitate integration of all Government's payments to the gazetted payment gateways.	Acquire an automated Revenue Management System	1,000,000,000
KRA 24: - Provide guidance in the automation of the services and onboarding of identified new services onto the e-Citizen platform.	Acquire contact Centre equipment	1,000,000,000
	Implement CRM system for integration with all MDAs	
KRA 25: Administration and Support Services	Purchase and Installation of 9 lifts	225,000,000
	Purchase of 400 vehicles and 7 motorboats	8,800,000,000
	Construction of State Departments headquarters	3,000,000,000
	Implementation of fleet management system and HOD reporting tool	50,000,000
	Contracting a vendor for development of planning application software	100,000,000
	Implementation of the risk management register and risk system	20,000,000
	Conduct training for 3,000 officers	2,400,000,000
	Contracting Internet service provider	6,000,000
	Construction of network infrastructure and purchase of interlinking equipment	10,000,000,000
	Disaster management and mitigation measures	100,000,000
	Public health and safety of the staff	7,000,000
TOTAL		**73,437,690,000**

3.4 Monitoring, Evaluation and Reporting Framework

3.4.0 Overview

The Monitoring and Evaluation (M&E) framework provides a mechanism for tracking progress, assessing performance, and measuring the achievement of the Strategic Plan 2023–2027 objectives. It facilitates timely collection, analysis, and reporting of performance information to support informed decision-making, accountability, and continuous improvement in implementation of programmes and activities.

3.4.1 Monitoring Framework

The State Department's Monitoring and Evaluation (M&E) function is housed within the Central Planning, Projects, and Monitoring Department (CPPMD). The CPPMD serves as the primary liaison between the Principal Secretary, the State Department's Directorates, and the Monitoring and Evaluation Directorate within the Ministry of Planning and National Development to ensure robust oversight, the M&E structure is organized as follows:

- **The M&E Committee:** Chaired by the Principal Secretary, this committee consists of all Heads of Directorates. It is the final authority for reviewing, endorsing, and submitting reports to the Minister and the Ministry of Planning.
- **The CPPMD (M&E Secretariat):** This unit leads the M&E team, coordinating data collection, verification, and analysis. It facilitates the compilation of quarterly and annual reports for review by the M&E Committee.
- **Directorate-Level Systems:** Each Directorate is responsible for establishing an internal M&E system aligned with its specific goals, objectives, and targets, which will feed into the State Department's consolidated M&E system.

The State Department is committed to evidence-based decision-making. The M&E Committee met periodically to assess progress against planned policies, programmes, and projects. All M&E outputs were aligned with and fed into established national frameworks, specifically:

- **National Integrated Monitoring and Evaluation System (NIMES)**
- **Public Investment Management System (PIMS)**
- **Government Performance Reporting System (GPRS)**

However, the framework has yet to be fully operational due to lack of goodwill and insufficient allocation for the same

3.4.2 Performance Standards

The strategic technical team identified the correct indicators and ensured they reflected the department's core mandate. However, after the review the team identified indicators that were not smart and did not reflect the success of the department. The M&E Teams as the auditors for verifying the data collection methods collaborated with the technical team in ensuring the highest standards were met. This consistency provides the logic, and methodology applied in the implementation of the monitoring framework. This ensures there was no disconnect between policy, measurement and implementation of the strategic plan.

Therefore, the standards were met.

3.4.3 Evaluation Framework

The Department is reviewing its evaluation framework to align with National Integrated Monitoring and Evaluation System (NIMES). This will strengthen the shift towards evidence-based decision-making, stakeholder inclusion, and impact-focused evaluations. Additionally, there is need for continuous capacity building of staff to undertake evaluations to embrace periodic reviews for evidence-based decision making

CHAPTER FOUR: CHALLENGES, EMERGING ISSUES AND LESSONS LEARNT

4.1 Challenges

The table below summarizes some of the challenges identified in implementing the Strategic Plan.

Table 3.6: Challenges

S/NO	Challenge Encountered	Effect/Impact	Proposed Solution
1.	Inadequate resources	Slow achievement of the planned targets	Enhance resource mobilization
2.	Inadequate office space	Low productivity of staff	Acquisition of more office space
3.	Change in administrative policies	Increase in demand of services	Allocate more resources.
4.	Reduction of donor funding	• Reduction of staff leading to workover load. • Inadequate services.	• Lobby for more donors to come on board and fund projects • Seeking more funding from the GOK
5.	Litigations	Delayed implementation of projects/programs Constraint to our limited resources	• Engage stakeholders through public participation to minimize resistance to programs and projects • Align operations to existing laws and regulations • Use alternative dispute resolution mechanisms.
6.	Bureaucratic procedures and processes	Delay in implementation of projects and service delivery	• Streamline the system, processes and procedures • Conduct regular audits • Embracing whole government approach in implementation projects
7.	Weak stakeholders' coordination mechanism	Reduced participation has led to gaps in information	Enhance stakeholder involvement through regular consultative meetings and inclusive participation.
8.	Inadequate capacity building in skills and competencies among staff	• Compromised service delivery • Difficulty in implementing projects	Regular training, mentorship, sensitization and succession management of staff.
9.	Mental health	• Loss of staff • Reduced productivity of staff	Psycho-social support Awareness creation
10.	Inadequate interoperability of system	Limited harmonization/ seamless flow in service delivery within government due to incompatibility of government systems	Interlink the government systems.
11.	Inadequate monitoring and evaluation system	Limited availability of data/ reports which affects decision making	Strengthen the monitoring and evaluation system

4.2 Emerging Issues

A summary of emerging issues affecting or changing direction in the implementation of the Strategic Plan is shown in Table 4.2

Table 3.7: Emerging Issues

S/NO	Issue	Potential implications on the Strategic Plan	Strategic Response
1.	Evolving information Communication technology	• Use of AI and modern technology to enhance efficiency in service delivery. • Exposure of threats to the systems may lead to disruption of service delivery and potential loss/ compromise of data	• Sensitization and training of staff on cybersecurity. • Liaise with ODPC • Installation of firewalls, upgrading of databases to latest oracle version
2.	Changes in Directives and Policies	Change of priorities of Strategic Plan objectives	Realigning the Strategic plan to the Directive/Policies
		New registration guidelines for border Kenyans is a challenge since the applicant has to be accompanied by a parent and an assistant chief hence low registration	Review the new registration guidelines for border Kenyans to improve access
3.	High public demand for government accountability and transparency	Implementation of the Strategic Plan priorities may change in response to accountability to the members of the public	Improve communication with the members of the public through public participation and offering more improved public feedback mechanisms
4.	Extreme weather conditions	Destruction of government assets and potential loss of data	• Incorporating the environmental consideration to mitigate adverse effect of extreme weather conditions. • Conduct environmental impact assessment before implementing a project • Conduct risk assessment based on existing weather forecast data and have mitigation measures.
5.	Changes in geo-political dynamics	Changes in geo-politics can influence achievement of Strategic plan objectives	Factor in potential geo-political changes during planning stage

4.3 Lessons Learnt

The table below indicates some of the lessons learnt from identified challenges and the emerging issues relating to the implementation of the Strategic Plan.

Table 3.8: Lessons Learnt

S/NO	Lesson learnt	Recommended Action
1.	Robust stakeholder engagement is critical for efficient and effective service delivery	There is need for enhanced stakeholder engagement
2.	Capacity building is important for effective and efficient implementation of the Strategic plan	Regularly sensitize and train staff
3.	There can be an unanticipated change in policies of service delivery	Flexibility in implementing the Strategic plan to accommodate changes in policies
4.	Transparency and accountability are critical for efficient and effective implementation of Strategic Plan	Promote mechanisms that enhance transparency and accountability in implementing the strategic plan
5.	Adequate resources are key to ensure the Strategic plan objectives are achieved	Prioritize allocation of resources to key programs and projects
6.	Strong monitoring and evaluation system is important	Have a reporting mechanism in place.
7.	The use of technology is very critical in ensuring efficiency, transparency, and accountability in service delivery	Continuous deployment of systems and ICT tools in operation.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.0 Overview

This chapter provides the overall conclusions and recommendations of the Mid-Term Review of the Strategic Plan 2023–2027 for the State Department. It summarizes the key findings on performance, highlighting progress made, challenges encountered, and emerging issues affecting implementation. The chapter also provides strategic and actionable recommendations aimed at strengthening institutional capacity, addressing identified gaps, and guiding effective implementation of the remaining period of the Strategic Plan.

5.1 Conclusion

The overall objective of the Midterm Review was to assess the progress of implementation of the Strategic Plan 2023–2027 against set targets and strategic objectives, and to inform necessary adjustments for the remaining period. The review was conducted using a mixed-methods approach, combining analysis of performance data, document reviews, to provide both qualitative and quantitative insights.

The findings across the Key Result Areas indicate that the Department has made notable progress in service delivery, digitization of systems, migration management and expansion of access to citizen services. However, common challenges were observed, including budgetary constraint, system inefficiencies, staffing gaps, and evolving security and technological risks, which affected the full achievement of some targets.

Overall, the results demonstrate that the Department is moderately on track in implementing the Strategic Plan. While significant milestones have been achieved, there is need to strengthen resource allocation, enhance institutional capacity, improve systems and infrastructure, and reinforce monitoring and evaluation mechanisms. Addressing these areas will be critical to ensuring successful implementation of the remaining period and achievement of the Plan's objectives by 2027.

5.2 Recommendations

1. Promote systems interoperability by integrating population registration systems to enable seamless data sharing and improve efficiency in service delivery across the State Department.
2. Invest in capacity building through regular training, mentorship, sensitization and structured succession management to enhance skills, competencies and institutional sustainability.
3. Strengthen monitoring and evaluation systems by improving data collection, analysis and reporting mechanisms to support evidence-based decision making.
4. Streamline bureaucratic processes by embracing whole government approach in implementation of projects.
5. Strengthen stakeholder coordination by enhancing participation, information sharing and collaboration through regular consultative meetings.

ANNEXES

Table 1: Implementation Status Report

Strategy	Key activities	Expected output	Output indicator	Target Mid-Term	Achievement	Achievement %	Remark	Lead	Support
KRA 1: Policies Legal and Institutional Framework									
SO1.1: To Strengthen policy, legal and Institutional Frameworks									
Development of new Policies, Legal and Institutional Frameworks	Develop Policies, legal and institutional frameworks	Policies legal and institutional frameworks developed	No of policies legal and institutional frameworks developed	5	12	240	The target was surpassed reflecting strong commitment to policy and legislative reform	HODs	Stakeholders
	Review Policies legal and institutional frameworks	Policies and legal frameworks reviewed	No of Policies legal and institutional frameworks reviewed	5	3	60	The target was not met due to the following challenges: • Budgetary constraints The review process is lengthy and multi-staged involving drafting, public participation, inter agency consultations and approvals by Cabinet and the AG which collectively extend the turnaround times beyond what had been anticipated.	HODs	Stakeholders
	Review Institutional frameworks	Institutional frameworks Reviewed	No of Institutional frameworks Reviewed	3	1	33	Approval done on 19th Dec 2024	PS/HRM	HODs
		Data Protection Commissioners audit of the State Department data protection compliances implemented	% of State Department data protection compliances implemented	100	100	100	Data Protection Officers appointed and DPIAs submitted to ODPC	PS/NIIMS	
	Review DPIAs	Data Protection Impact Assessments (DPIAs) reviewed and developed	No of DPIAs reviewed and developed	3	7	233	The Department developed Electronic Maisha Card (NRB) , Civil Registration and Vital Statistics (CRVSS) –Assignment of UPI (Maisha Namba) , Master Population Database (IPRS/NIIMS), Electronic Travel Authorization (eTA) ,Kenya Passport Management System (KPMS), Electronic Foreign	PS/NIIMS	

Strategy	Key activities	Expected output	Output indicator	Target Mid-Term	Achievement	Achievement %	Remark	Lead	Support
							Nationals System; and eCitizen Services DPIAs		
Average KRA 1 performance % **133.2**									
KRA 2: KRA 2: Control and regulation of entry and exit of all persons into the country									
SO2.1: To Enhance Management of Immigration Services									
Improve Border Management Information Systems	develop, Install and Integrated Immigration Border Management System. (ETA (Processing Center), API/PNR (Command Center and Passenger Information Center), Entry Exit System (Biometric Corridor and E-gates), In Country foreign Nationals Management Monitoring System and Data centre	Integrated Immigration Border Management System	% completion of the Integrated Immigration Border Management System	50	60	120	**ETA-** Implemented although the business intelligence, a-normally detection and machine learning yet to be integrated	DIS	PPP
	Procure and deploy Master Questioned documents kits	Questioned documents kits procured and deployed	No. of questioned documents kits procured and deployed	123	0	0	20 - Satellites Transceivers Radios 1 VSC-90 forensic machine at Kisumu office DIS has received Magnifiers and UV touched from IOM. 6 Yamaha Motorcycles Request for procurement of equipment for establishing a documents forensic lab in Nyayo house awaiting approval.	DIS	PS
Enhance Border Patrols	construct and equip immigration patrol bases	Immigration patrol bases constructed and equipped	No. of immigration patrol bases constructed and equipped	2	0	0	Kopanga patrol-base DIS has acquired the land title where the base will be established Oleposimuru land has been allocated to DIS by the Narok County Government	DIS	PS
	Purchase and deploy motor boats and motor vehicles	Motorboats and motor vehicles Purchased and deployed	No. of motorboats and motor vehicles Purchased and deployed	50	0	0	The was a change in policy where the state department has the responsibility of buy vehicles and distributing. Currently out of 92 47 are operational.	DIS	PS

Strategy	Key activities	Expected output	Output indicator	Target Mid-Term	Achievement	Achievement %	Remark	Lead	Support
	Construct and equip Immigration holding facilities	Immigration holding facilities constructed and equipped	No. of Immigration holding facilities constructed and equipped	2	0	0	The project is yet to start	DIS	PS
	Adopt a multi-agency collaborative and coordinated approach	Joint operations and meetings held	No. of joint operations and meetings	500	1000	200	These comprised of scheduled and Ad hoc meeting. Scheduled meetings are supposed to be monthly in all 29 active border stations	DIS	PS
Operationalize immigration points of entry and exit	Construct staff houses at the ports of entry	Staff houses at the ports of entry Constructed	No. of staff houses at the ports of entry Constructed	50	0	0	Availability of funds, Negotiations between KRA, DIS and Housing not completed.	DIS	PS
	Refurbish immigration offices and borders	Immigration offices and borders Refurbished	No. of immigration offices and borders Refurbished	5	6	120	DIS refurbished 6 immigration offices Foreign National Section 17th Floor HQ, Passports Counters Ground floor HQ, Passports Collection Counters Ground Floor HQ, Kericho Passport Control Center, Bungoma Passport Control Center, Garissa Passport Control Center and Malindi Passport Control Center Refurbishment of Loitoktok, Malaba, Isebania and Namanga borders to remove asbestos is awaiting approval	PS/DIS	PS
	Operationalize gazetted border control stations	Gazetted border control stations opened, constructed and equipped	No. of gazetted border control stations opened, constructed and equipped	2	0	0	DIS is in the process of getting the land to setting up the border infrastructure before gazettement.	PS/DIS	
Average KRA 2 performance (%) 48.89									
KRA 3 : - Issuance of Kenya passports and other travel documents									
SO3 : To Enhance Management of Immigration Services									
S1 Streamline supplies for passport production consumables and e passport books	-Continuous Stock taking and projections -Procurement of materials for passport production consumables -Developing a framework to engage	Passport production supplies acquired	No of passport production supplies acquired	125,000	125,000	100	All the supplies for production need were acquired, these include maintenance boxes, special passport ink, printer spare parts and printer heads, Heavy Duty Printers, Passport Mobile kits, Desktops and	PS/DIS	

Strategy	Key activities	Expected output	Output indicator	Target Mid-Term	Achievement	Achievement %	Remark	Lead	Support
	multiple suppliers for						Laptops among others.		
	the same design, quality and price for passport production consumables and e passport books	e-Passport books acquired	No e-Passport books acquired	2,000,000	1,305,000	65.25	These are the booklets that have been procured as per the availability of funds. DIS is in the process of procuring 2 million 2nd edition of the third-generation e-passport	PS/DIS	
Enhance Security at the passport's issuance points	procure and install Biometric access control	Biometric access control installed	% of Biometric access control installed	100	100	100	Biometric access controls were installed in the passport personalization center and production area.	PS/DIS	
	procure, Install and monitor CCTV cameras in processing and personalization centers	CCTV cameras in processing and personalization centres Installed and monitored	% of CCTV cameras in processing and personalization centres Installed and monitored	100	100	100	CCTV camera were installed in the counters, processing, personalization and production area.	PS/DIS	
	Procure, Develop and implement file management system	File management system installed	% of file management system installed	100	20	20	More tha 10,000,000 files identified for digitization but funds required for development of EDMS system	PS/DIS	
Upgrade Equipment and other Facilities	Purchase and install high high-end capacity passport printers	Passport printers acquired	No. of passport printers acquired	2	2	100	Two high-capacity printers were procured and installed. Procurement process for the other two is ongoing.	PS/DIS	
Cascade passport processing centres	Construction of secure ICAO compliant and equipping a passport personalization centre	Passport personalization centre constructed and equipped	% completion of Passport personalization centre constructed and equipped	100	100	100	Passport personalization centre constructed and equipped at Nyayo House Ground floor.	PS/DIS	
	Construction and equipping of regional passport processing centre in every region and Nairobi satellite area	Regional passport control centre constructed and equipped	No. of regional passport control centre constructed and equipped	4	4	100	The Directorate established Kericho, Bungoma and Garissa passport control offices. Malindi office has been completed its awaiting site handover.	PS/DIS	
	Construct and equip a state-of-the-art call centre and Install a (CRM) System	State-of-the-art call centre Constructed and equipped	% completion of State-of-the-art call centre Constructed and equipped	100	20	20	The Directorate established a communication unit under which we have the call center and officers have been posted. But there is need to have a customer relation management system to better handle complaints.	PS/DIS	

Strategy	Key activities	Expected output	Output indicator	Target Mid-Term	Achievement	Achievement %	Remark	Lead	Support
							The Directorate through e-Citizen has introduced the 22222 which applicants can track their passport applications.		
	Construction/ acquiring and staffing of immigration offices in counties	County immigration offices constructed/acquired and staffed	No. of offices constructed/acquired	4	3	75	DIS has established Kericho Passport Control Center, Bungoma Passport Control Center, Garissa Passport Control Center and Malindi Passport Control Center ongoing	PS/DIS	
Upgrade and Modernize Immigration information Systems	Upgrade E-passport Servers, database systems and security firewalls.	e-Passport Servers, database systems and security firewalls upgraded	% of e-Passport Servers, database systems and security firewalls upgraded	100	70	70	Passport server infrastructure was upgraded from physical servers which were outdated to hyper convergence infrastructure which has both physical and virtual environment Security firewalls were upgraded Database (oracle 12c to 19c) is awaiting Approval	PS/DIS	
	Upgrade e-passport design and security features	Passport design and security features upgraded	% of Passport design and security features upgraded	100	100	100	Passport design and security features upgrade completed	PS/DIS	
	Regular Software update and upgrade	Software updated and upgraded	No. of Software updated and upgraded	100	80	80	The e-passport software was upgraded from version 5.5 to the current version 5.9 to improve security and make it more compliant to the data protection issues.	PS/DIS	
	Annual licensing fee, ICAO annual subscription fee	licenses	No. of licenses	5	5	100	DIS has renewed the annual firewall licenses, subscribed to the annual database licenses, annual ICAO subscription, antivirus licenses, AFIS licenses	PS/DIS	
	Develop Disaster Recovery Site	Disaster Recovery Site	% completion of disaster recovery site	100	-	0	State Department is to undertake this project on behalf of the all Directorates	PS/DIS	
	Digitize records contained in files, establish offsite record centre	Immigration records digitized	Number of records digitized	10,000,000	0	0	The project was approved by the PS, the project terms of reference and technical specifications developed, file classification developed and the directorate is in the process of engaging the service provider.	PS/DIS	HRM

Strategy	Key activities	Expected output	Output indicator	Target Mid-Term	Achievement	Achievement %	Remark	Lead	Support
	Develop, Review, validate and implement SOPs for all immigration services	SOP's Developed and validated	No. of SOP's Developed, reviewed and validated	9	8	88.9	DIS has developed Travel Documents, ETA, BM, FNM, Permit and Passes, PR, Citizenship, Enforcement SOP's the documents have been validated, final drafts are being prepared for approval.	PS/DIS	
Capacity Building	Training of Immigration officers and professionalize immigration career	Officers Trained	No. of officers trained	1000	1,775	177.5	972 trained in 2023-2024 704 trained in 2024-2025 99 trained in 2025-2026 This has been possible due to support from various partners. Officers were trained in various courses such as; Basic Induction Course for Immigration Officers, Basic and Advanced Document Examination, Sensitization on Violent Extremism and Terrorism; Financial Literacy through Sacco Movements, Post graduate Diploma in Migration Studies, Data Protection Act Sensitization, Chinese Language, eTA processing among others	PS/DIS	HRM
	Recruitment of immigration officers	Immigration officers recruited	No. of Immigration officers recruited	400	288	72	This is due to the availability of funds and also PSC revised the authorized establishment which has lower numbers than what was proposed.	PS/DIS	HRM
Average KRA 3 performances (%) 77.30									
Key Result Area 4: The control and regulation of residency									
SO4.1: To Enhance Management of Immigration Services									
S1: Enhance Information Management System	Procure, configure and integrate risk and intelligence analysis tools for ETA, passport and foreign national's management systems	Risk and intelligence analysis tools for ETA, passport and foreign national's management systems procured, configured and integrated	% of Risk and intelligence analysis tools for ETA, passport and foreign national's management systems procured, configured and integrated	100	75	75	Tool is being Developed by the vendor which will include the business intelligence, anomaly detection and machine learning	PS/DIS	
	Develop and install in-country events for foreign nationals'	Inter-country events for foreign national's	% of Inter-country events for foreign national's	100	50	50	It included as one of the components of the IBMS system.	PS/DIS	

Strategy	Key activities	Expected output	Output indicator	Target Mid-Term	Achievement	Achievement %	Remark	Lead	Support
	management and monitoring system	management and monitoring system developed and installed	management and monitoring system developed and installed				**In-country Event system**: - the design phase completed awaiting approval for the implementation phase to start.		
	Develop, deploy and integrate a new Foreign National Management system	Foreign National Management system developed/upgraded	% of Foreign National Management system developed/upgraded	100	0	0	The system will now be replaced by the upcoming **In-country Event system.**	PS/DIS	
Enforce immigration regulations on residency	Conduct field operations and patrols	Field operations and patrols conducted	No. of field operations and patrols conducted	500	500	100		PS/DIS	
	Purchase of vehicles	Vehicles purchased	No. of Vehicles purchased	60	0	0	Function being undertaken by the State Department	PS/DIS	
	Deployment of immigration enforcement officers to regional offices	Immigration Enforcement Officers Deployed	No. of Immigration enforcement officers deployed	75	104	138.67	DIS has created enforcement units in every regional office and borders.	PS/DIS	HRM
	Training of Immigration enforcement officers	Immigration enforcement officers Trained	No. of Immigration enforcement officers trained	186	250	134.41	Officers have been trained on counter terrorism	PS/DIS	HRM
Average KRA 4 Performance (%) 71.15									
Key Result Area 5: Provision of consular services to nationals and foreigners at the Kenya missions abroad									
	Strategic Objective 1: To Enhance Management of Immigration Services								
S1: Operationalize offices in foreign missions	Establish passport processing centers in foreign mission Equipping of passport centres	Passport control centres established	No. of passport control centres established	3	18	600	The Directorate is achieving this through the deployment of e-passports mobile Kits.	PS/DIS	
	Acquisition of staff houses for immigration attaches Procure staff houses for immigration attaches	Staff Houses procured	No of houses procured	30	0	0	Function restricted to the State department for Housing and Urban Development	PS/DIS	
	Deploy Immigration attaches to foreign Missions abroad	Immigration foreign attaches deployed	No. of Immigration deployed	40	45	112.5	In addition to posting additional officers to existing missions DIS managed to post officers to Mogadishu, Gaborone, Cairo, and now Kuala Lumpur for the first time.	PS/DIS	
S2 Enhance Integrated Information	Upgrading secure VPN connection and encryption solutions	VPN Aggregator, Licensing and	% of VPN Aggregator, Licensing and	100	70	70	VPN Aggregator procured and installed,	PS/DIS	

Strategy	Key activities	Expected output	Output indicator	Target Mid-Term	Achievement	Achievement %	Remark	Lead	Support
Management Systems	Procurement of next generation firewall VPN Aggregator, Licensing and active directory,	active directory, procured and installed	active directory, procured and installed				Active directory proposal at approval stage		
	Procure, Develop, implement and integrate a diaspora registration system	Diaspora registration system installed	% completeness of Diaspora registration system installed	50	0	0	Lack of adequate budgetary allocation	PS/DIS	
	Deploying more e passports mobile kits to missions abroad Procuring, installing passport system and deploying the Kits	e-passports mobile kits deployed to missions abroad	No. of e passports mobile kits deployed to missions abroad	25	25	100	Mobile KITs are in □Bern /Geneva 451 □Brussels 261 □Cairo 681 □Canberra 631 □Doha 831 □Dubai 851 – UAE Outreach □Hague 671 □Islamabad KIT □Kigali - □Kuala Lumpur KIT □Kuwait KIT □London 861 – UK Outreach 431 – UK Outreach 2 □Los Angeles 231 □Madrid 251 □New York 891 □New Delhi 841 □Ottawa 241 □Paris 661 Outreach □Pretoria 871 - Southern Africa □Riyadh 211 □Rome 701 □Stockholm 901 □Tokyo 911 □Washington DC 881 – WDC Outreach	PS/DIS	
S3: Conduct Outreach Programs	Travelling to neighboring countries to offer consular services	Outreaches conducted	No. of outreaches done	1,680	0	0	Function under the State department for Diaspora Affairs	PS/DIS	
Average KRA 5 performances **96.07**									
Key Result Area 6: Enforcement of the relevant immigration Acts and Regulations.									
Strategic Objective 1: To Enhance Management of Immigration Services									

Strategy	Key activities	Expected output	Output indicator	Target Mid-Term	Achievement	Achievement %	Remark	Lead	Support
S1: Training and Sensitization	Training and sensitizing officers on emerging trends on terrorism, impostors, document fraud cyber-attacks and technologies/technic s to tackle them	Officers' capabilities to address immigration related offenses in terrorism, impostor detection, document fraud detection and cyberspace enhanced	No. of officers trained and sensitized	1,800	740	41.1	DIS has trained officers in courses related to: Terrorism - 312 Impostor Detection - 30 Document Fraud Detection - 110 288 during induction were trained in all the three courses above.	PS/DIS	
	Promote and conduct public sensitization and community engagements	Public sensitization and community engagements conducted	% of communities sensitized	50	50	100	Sensitized the Kenya-Somalia border communities Garissa County 60 persons Wajir County 60 persons Tana River 60 persons And Lamu county 100 persons	PS/DIS	
S2: Participate in International and Regional enforcement forums	Participate in bilateral, regional and international joint law enforcements operation	Bilateral, regional and international joint law enforcements operation attended	% of joint law enforcements operation attended	100	100	100	Officers attended the *Usalama* watch 8- 11, 4 meetings Operation *weka* 3 These are regional meetings including SADAC and EAC regional body	PS/DIS	
S3: Full automation and continuance Adoption of new technology	Optimize website to improve customer experience and security Develop, review and operationalize website, fully automate the enforcement and prosecution section, continuous use of latest technology to detect immigration crimes	Website operationalized, enforcement and prosecution section automated, continuous update of systems and technology	% completeness of website operationalized, enforcement and prosecution section automated, continuous update of systems and technology	100	70	70	Website was update with current immigration services for all sections, recent facts, Service charter uploaded, the design was changed and its mobile friendly. What need to be done Link to ETA, officer need to be trained and sensitized, it also needs to be configured for the visual impaired persons On automation of enforcement and prosecution section records it will part of the upcoming digitization process.	PS/DIS	
Average KRA 6 Performance (%) 77.78									
Key Result Area 7: Identification and registration of all Kenyan citizens who have attained the age of eighteen (18) years and above									
Strategic Objective: To Enhance National Registration of Persons									

Strategy	Key activities	Expected output	Output indicator	Target Mid-Term	Achievement	Achievement %	Remark	Lead	Support
S1: End to End automation of ID Registration	Acquire and install live-capture units in all sub county and Divisional registries	Live capture-units acquired and installed	No. of live capture units installed	1000	47	4.7	Acquisition of LCUs is on-going. 358 units acquired between January to April 2026	PS/NRB	
	Maintenance of electronic document management system	Electronic Document Management System maintained	% level of maintenance of Electronic Document Management System	50	50	100	Maintenance of electronic document management system is done on continuous basis	PS/NRB	
	Upgrade of NRB Central Network and Infrastructure	Upgraded networks and infrastructure	% of networks and infrastructure upgraded	50	10	20	The 10% achievement is for the replacement of the core switch	PS/NRB	
	Acquisition, Configuration, Testing and Distribution of ID card/Biometric Readers	ID Card Biometric readers	No of ID Card Biometric readers	100	0	0	No budget	PS/NRB	
	Procure heavy duty scanners for digitization of National Registration Bureau records	Records digitized	No. of records digitized	5,000	0	0	Digitization of records has not been realized due to lack of resources	PS/NRB	
S2: Roll out Maisha Ecosystem	Roll out of Maisha Card (3rd Generation ID)	Maisha Card rolled out	No of person issued with Maisha Cards	16,000,000	4,130,856	25.45	Holders of 2nd generation ID card have not transitioned to 3rd generation ID card (Maisha card)	PS/NRB	
	On board registered persons to the digital identity platform and roll out of Maisha digital ID card	Registered persons on boarded to digital identity platform	No. of registered persons on boarded	5,000,000	0	0	The project is at the initial implementation stages (Sstakeholder engagement meetings ongoing).	PS/NRB	
	Review card design and upgrade of National ID security features	Card design reviewed and security features updated	% Level of upgrade	50	100	200	Card design review and upgrade of National ID security features was fully undertaken	PS/NRB	
	Upgrading of the Identity Management System (IDMS) to adopt the UPI (Maisha Namba)	IDMS upgraded	% Level of upgrade	50	35	70	- New servers for identification database upgraded - SAN storage upgraded	PS/NRB	
	Procurement of motor vehicles and other equipment's	motor vehicles and other equipment procured	No. of motor vehicles and other equipment	5,000	3810	76.2	0 Vehicles 3810 (Computers, Scanners and Laptops)	PS/NRB	

Strategy	Key activities	Expected output	Output indicator	Target Mid-Term	Achievement	Achievement %	Remark	Lead	Support
	Refurbishment of national registration registries	Registries renovated	No. of registries renovated	400	14	3.5	Refurbishment of national registration registries was affected by insufficient resources	PS/NRB	
	Operationalize additional NRB Offices at the county and sub county level	NRB Field offices operationalized	No. of NRB offices operationalized	200	64	32	Limited resources affected operationalization of gazetted Sub-Counties	PS/NRB	
Average KRA 7 Performance (%) 44.32									
KRA 8: Production and issuance of secure identification documents									
Strategic Objective: To Enhance National Registration of Persons									
SI: Acquisition of materials for the production of 3rd generation ID card (Maisha Card)	Supply of Id card consumable materials and technical support	ID card consumable materials and technical support provided	Number of ID card consumable materials and technical support provided	5,000,000	9,000,000	180	Additional consumable materials were procured in preparation for increased demand of the ID card due to the upcoming elections	PS/NRB	
S2: Modernization of production facilities	Upgrading the Central Processing and Production system	Upgraded Central Processing and Production system.	% level of Upgraded Central Processing and Production system	100	100	100	Maintenance is continuous	PS/NRB	
	Integration with other MDAs, UPI, SHIF linked with Live capture enrolment system, ID Post-production and Card Delivery System	Integrated system	Number MCDAs, connected	500	250	3	Integration is done upon request by individual organizations	PS/NRB	
	Acquisition of software licenses	Software and hardware maintenance	Number of software and hard water maintained	100	80	80	Maintenance is continuous and achieved through KDEAP	PS/NRB	
	Installation of servers, network upgrades, antivirus, data recovery sites	Central infrastructure upgraded	% of Central infrastructure upgraded	50	30	60	New personalisation equipment procured and installed (Maisha Card)	PS/NRB	
Average KRA 8 Performance (%) 84.6									
Key Result Area 9: Management of a comprehensive database of all registered persons									

Strategy	Key activities	Expected output	Output indicator	Target Mid-Term	Achievement	Achievement %	Remark	Lead	Support
Strategic Objective: To Enhance National Registration of Persons									
S1: Modernization and automation of the National digital Identity Management system	Sourcing of registration data from primary and secondary sources	comprehensive database of all registered persons	%	50	100	200	The data base is updated on continuous basis	PS/NRB	
	Updating the data base	Updated database	No	8	1	100	The data base is one and is updated on continuous basis	PS/NRB	
	Introduce Application Programming Interface (API)	Integration and linkages of silo databases for interface and verification of information	No. of silo databases linked	2	0	0	Integration and linkages of silo databases is yet to be undertaken	PS/NRB	
	Procure smart electronic bulk filing storage system	Secure storage and retrieval and management	No. of bulk filers procured and operationalized	4	0	0	Procurement of smart electronic bulk filing storage system has not been done due limited resources	PS/NRB	
	Onboard registered persons to the digital identity platform and roll out of Maisha digital ID card	Registered persons onboarded to digital identity platform	No. of registered persons onboarded	5,000,000	0	0	On-boarding of registered persons to the digital identity platform has not been undertaken due to lack of funding	PS/NRB	
S2: Upgrade of the AFIS and ID Post-production and Card management system	Upgrade the current AFIS system	Fully upgraded AFIS system	% Level of upgrade	100	100	100	AFIS system fuLly upgraded	PS/NRB	
	To establish fingerprint laboratory	Fingerprint laboratory established	% level of completion	50	0	0	Activity to be dropped and digitization of records prioritized	PS/NRB	
	Systems analysis and Design, Development and deployment of Card collection management system, Development and deployment of Business Information management system	ID Post-production and Card management systems developed	% of ID Post-production and Card management systems	50	5	10	Consultation forums were undertaken with the system developer	PS/NRB	
Average KRA 9: Performance (%) 51.25									

Strategy	Key activities	Expected output	Output indicator	Target Mid-Term	Achievement	Achievement %	Remark	Lead	Support
Key Result Area 10: Registration and issuance of civil servants' cards for all Ministries, Departments and Agencies									
Strategic Objective: To Enhance National Registration of Persons									
S1: Production and issuance of civil Servants ID cards	Printing and distribution of cards	Civil servants' cards	Number	7500	5,295	70.6	Mobile registration to be prioritized to attain 100% achievement	PS/NRB	
Average KRA 10: Performance (%) 70.6									
Key Result Area 11: Detection and prevention of illegal registration									
Strategic Objective: To Enhance National Registration of Persons									
S1: Capacity Building on detection and prevention of illegal registration	Training and sensitization	Number of people trained and sensitized	Number	5,000	1737	34.74	Training and sensitization of staff and stakeholders on-going	PS/NRB	
	Procurement of ID card Readers, Software Configuration and testing, Deployment and maintenance	End user equipment acquired and installed	% of End user equipment acquired and installed	50	0	0	Activity repeated. (Same as ID card biometric readers captured under KRA 7	PS/NRB	
	Procure, Install and monitor CCTV cameras in processing areas, entry and exit points	CCTV cameras in processing areas, entry and exit points installed and monitored	% completion	50	50	100	CCTVs were fully installed at the targeted areas at the headquarters	PS/NRB	
S2: Collaboration with Key stakeholders	Signing of SOPs and MOUs with relevant stakeholders	SOPs and MOUs signed	Number	2	4	200	Standard Operating Procedures for National Registration processes developed and 4 stakeholder engagement fora held	PS/NRB	
Average KRA 11: Performance (%) 83.69									
Key Result Area 12: Registration of births and deaths									
Strategic Objective: To Improve Births and Deaths Registration Completeness & Access to Certificates									

Strategy	Key activities	Expected output	Output indicator	Target Mid-Term	Achievement	Achievement %	Remark	Lead	Support
S1 Modernization and automation of the Civil Registration Management system	Operationalize UPI system	UPI system developed and maintained	% UPI system operationalize d	50	75	150	Work in progress for the remaining percentage	PS/C RS	
	System Training on UPI	Staff and RAs trained on UPI	No. Trained	1000	40	4	40 officers from Nairobi City County trained on CRVS system. The system is yet to be rolled out country-wide	PS/C RS	
	Mop Mobile Registration	Mobile Registration conducted	No. of mobile outreaches conducted	1430	39	2.72	Inadequate resources and low budget allocation towards the same	PS/C RS	
S2 Roll out Maisha Ecosystem	Issue Maisha Namba	Maisha Namba issued	Number of Maisha Cards issued	7,500,000	155,238	0.2	The system is yet to be rolled out country-wide	PS/C RS	
	Training of Registration Agents	RAs trained	No. of RAs trained	8,500	450	5.29	RAs trained on (E-notification module) in Nairobi City County. The system is yet to be rolled out country-wide	PS/C RS	
	production and dissemination of IEC materials	Informed public	No. of advocacy materials developed and disseminated	5,000,000	10,000	0.2	10,000 factsheets and vital statistics report developed and disseminated during the review period	PS/C RS	
Average KRA 12: Performance (%) 27.07									
Key Result Area 13: - Preservation, security and custody of births and deaths records.									
Strategic Objective: To Improve Births and Deaths Registration Completeness & Access to Certificates									
S2 : Modernize storage and archival facilities	procure and deployment of E-archiving solution	E-archiving Solution acquired and deployed	E-archiving solution in place	2	0	0	Inadequate resources	PS/C RS	
	Binding of Birth and death records	Historical records bound	No. of records bound	62,667	0	0	Inadequate resources	PS/C RS	
	Equip all CRS offices with High- speed scanners	High speed scanners acquired	No. of high-speed scanners acquired	500	0	0	Inadequate resources	PS/C RS	
S3: Digitize CRS records	Digitize Civil Registration Records	Civil Registration records Digitized	% level of manual record digitized	50	33.5	67	Inadequate resources	PS/C RS	

Strategy	Key activities	Expected output	Output indicator	Target Mid-Term	Achievement	Achievement %	Remark	Lead	Support
Average KRA 13: Performance (%) 16.75									
Key Result Area 14: Issuance of births and deaths certificates									
Strategic Objective: To Improve Births and Deaths Registration Completeness & Access to Certificates									
S1: Development of births and deaths certificates issuance tracking system	Develop, install & interlink CRVS registries	Registries interlinked	No of Registries interlinked with CRVS	250	0	0	Inadequate resources	PS/CRS	
S2: Strengthen Institutional Capacity of CRS	Construction and refurbishment of civil registration offices	Civil registries constructed	No of civil registries constructed	166	0	0	Budget cuts by the government	PS/CRS	
	Operationalize Civil registries in all sub-counties	operationalized Civil registries in all the sub counties	No. of operational CRS offices	250	16	0.064	All 432 sub-county offices operationalized in the year 2026	PS/CRS	
	Declaration of vacancies, advertisements and filling of posts	CRS staff recruited	No. of CRS staff recruited	636	315	49.52	Inadequate resources	PS/CRS	
Average KRA 14: Performance (%) 12.40									
Key Result Area 15: Processing of vital statistics – both natality (birth statistics) and mortality (death statistics)									
Strategic Objective: To Improve Births and Deaths Registration Completeness & Access to Certificates									
S1: Strengthen the Civil Registration Vital Statistics System	Roll the CRVS in all registries at National, counties and sub-counties.	CRVS rolled out in National, counties and sub-counties registries	No. of National, counties and sub-counties registries with CRVS	250	19	7.6	The system is still undergoing maintenance and upgrading	PS/CRS	
	Maintenance and upgrade of the CRVS in all registries at	CRVS in all registries at National,		1	1	100	**There is only one CRVS System.**	PS/CRS	

Strategy	Key activities	Expected output	Output indicator	Target Mid-Term	Achievement	Achievement %	Remark	Lead	Support
	National, counties and sub-counties.	counties and sub-counties maintained and upgraded	No. of CRVS maintained and upgraded				System undergoing maintenance and upgrading		
S2: Produce Vital Statistics Annual Report	Produce and disseminate Kenya Vital Statistics Report and informational products	Reliable vital Statistics	Vital Statistics report	3	2	66.67	The third report is work in progress	PS/CRS	
Average KRA 15: Performance (%) 58.08									
Key Result Area 16: Re-registration upon legitimation and recognition									
Strategic Objective 1: Improve Births and Deaths Registration Completeness & Access to Certificates									
S1: Enhance legal proof of identity	Authentication of documents	Authentic documents	No. of documents authenticated	5,000	2500	50	Data collection on legitimation and recognition yet to be regularized	PS/CRS	
Average KRA 16: Performance (%) 50									
Key Result Area 17: - Create and manage a unified authentic National Master Population Database of all Kenyan citizens and foreign nationals in Kenya									
Strategic Objective: - To Enhance Population Registration Services									
S1. Modernization on of the National Population Master Database	Upgrade of the IPRS Application Software	Application Software upgraded	% Application Software upgraded	50	80	133	Target surpassed. The contractor has already done the application upgrade up to milestone three as per the contract guidelines. The Billing Software upgraded waiting for the necessary licenses to operate.	PS/DNPR/IPRS	
	Hardware Refresh	New hardware	% of new hardware installed	50	50	100	Target surpassed. All the hardware and servers installed.	PS/DNPR/IPRS	
	Servers and other Hardware Maintenance Services	Servers and other hardware Maintained	No of Servers and other hardware Maintained	10	14	140	Target surpassed. The servers are now virtualization meaning we can achieve unlimited computer power in the current deployment.	PS/DNPR/IPRS	
	Development of Business Continuity plan	Availability of Services 24/7	% of Business Continuity Plan completion	2	2	100	Target surpassed. The first DR Site is located at GDC The second DR site is located at Moran Data Centre	PS/DNPR/IPRS	
	Validation and Consolidation of NIIMS and IPRS database into Maisha Integrated	Comprehensive Database	No. of records validated and consolidated (Mn)	21.6	22.8	105	Target surpassed. This target reflects on the new registration that has not been updated in the register in the previous year, based on the targets by the PRAs.	PS/DNPR/IPRS	

Strategy	Key activities	Expected output	Output indicator	Target Mid-Term	Achievement	Achievement %	Remark	Lead	Support
	Database								
S2: Integration with primary population registration agencies for data sourcing.	Improve Sources of data from Primary registration agencies	Seamless data flow	%. of data sources integrated to the master database	50	50	100	Target achieved. All validated data from the Primary Registration Agencies (NRB, CRS, DRA and DOI) were updated.	PS/D NPR/ IPRS	
	Establish a customer care center	customer care center	No. of a customer care center	1	1	100	Target achieved. The directorate converted one of its offices at 3rd floor Nyayo house to serve as a customer care centre due to unavailability of additional office spaces for the customer care centre.	PS/D NPR/ IPRS	
	Establishment of three (3) data recovery sites	Data Recovery site	No. of Recovery sites deployed	2	2	100	Target achieved. The first DR Site is located at GDC The second DR site is located at Moran Data Centre.	PS/D NPR/ IPRS	
	Upgrade of connectivity between primary and secondary sites	Primary and secondary sites connected	No. of sites connected	250	230	92	Target not achieved. Agency integration request for KYC services is demand driven.	PS/D NPR/ IPRS	
Average KRA 17: Performance (%) 107.8									
Key Result Area 18: - Provide comprehensive, reliable and secure data for Government and other authorized users									
Strategic Objective: - To Enhance Population Registration Services									
S1: Continuous stakeholder engagements	Workshops	Workshop reports	No of workshop held	5	5	100	2 Data Protection Impact Assessment (DPIA),2 IPRS Scheme of Service, 1 IPRS Draft Bill.	PS/D NPR/ IPRS	
	Development of IEC materials	IEC materials	Types of IEC materials	3	6	200	Customer guide mounted at both 4th and 3rd floors. Both 3rd and 4th floor offices have Roll-Up banners listing of IPRS Mandate and Charts.	PS/D NPR/ IPRS	
	Media engagement	Media engagement	No of media engagements	3	1	33.33	The Directorate is part of SDICS *Usajili* website that provides requisite information to the public. Media Engagements and Event held at Radison Blue Hotel, Serena Hotel, Stanley Hotel. Public support through iprs.go.ke	PS/D NPR/ IPRS	
S2: Enhance security of data	Upgrade of Cyber Security System	Cyber System security system upgraded	% of Cyber System security system upgraded	50	50	100	Cyber Security provided by PowerNet The available funds were used to procure application and hardware upgrade. The need to	PS/D NPR/ IPRS	

Strategy	Key activities	Expected output	Output indicator	Target Mid-Term	Achievement	Achievement %	Remark	Lead	Support
							upgrade Cyber Security has been captured in the procurement plan.		
	Training officers on cyber security	Informed Personnel on cyber security	No. of Officers Trained	50	2	4	Trained officers on Cyber Security; 2 ICT officers. Nontechnical team trained on Data Protection principals.	PS/D NPR/ IPRS	
	Deployment of Modern Physical Security measures	Secure data centers	No. of physical Security measures Implemented	10	3	30	Additional 3 server protection racks installed by the vendor undertaking the upgrade. Biometric Access Control System. Grill Doors fitted. Surveillance Cameras fitted.	PS/D NPR/ IPRS	
	Development of Security standard operation procedures (SOPs)	SOP documents	No. of SOPs developed	5	1	20	Development of the SOP is at the preliminary stage; Goal definition, Audience identification and Outlining of Steps.	PS/D NPR/ IPRS	
Average KRA 18: Performance (%) 69**.62**									
Key Result Area 19: Reception, registration, documentation of refugees and protection of asylum seekers in the country									
Strategic Objective 1: To register all asylum seekers and refugees									
S1. Enhance refugees and asylum seekers registration and documentation	Conduct Verification exercise	Verification conducted and refugee population ascertained	No. of verification exercises conducted	1	0	0	Verification was not done due to lack of funding occasioned by drastic donor cuts.	PS/D RS	UNHCR
	Register Refugees and Asylum seekers	Refugees and Asylum seekers registered	% of Refugees and Asylum seekers registered	139,184	242,243	174	-23/24:146,622 -24/25:73,672 -Half year 25/26:21,949	PS/D RS	UNHCR
	Production of Refugee Identification Cand	Refugee IDs produced and issued	% of refugees issued with Refugee IDs	40,000	57,112	142	-23/24:25,477 -24/25:28,253 -Half year 25/26:3, 382	PS/D RS	UNHCR
	Develop a National Refugee Management Policy	Refugee Management policy developed and approved	% of development of a National Refugee Policy	100	10	10	At the initiation stage	PS/D RS	UNHCR
	Digitization of Refugee Appeal Board services.	Digitized services	% completion	50	0	0	Board terms came to an end	PS/D RS	UNHCR

Strategy	Key activities	Expected output	Output indicator	Target Mid-Term	Achievement	Achievement %	Remark	Lead	Support
	Advertise and recruit new Refugee management officers	Refugee management officers recruited	No. of Refugee management officers recruited	244	0	0	Recruitment was affected by budgetary constraints that limited the number of officers who could be inboarded within the reporting period	PS/DRS	UNHCR
S2: Modernization and automation of Refugee Management System	Acquire and install Refugee Information Management system	Installed and functional system in place	% completion	100	0	0	The system is not yet in place due to lack of funding	PS/DRS	UNHCR
	Maintenance of the Refugee Information Management System	System Maintained	% of efficiency	-	-	-	The system is not yet in place	PS/DRS	UNHCR
Average KRA 19: Performance (%) 40**.75**									
Key Result Area 20: Coordination of activities and programmes relating to asylum seekers and refugees									
Strategic Objective 1: To register all asylum seekers and refugees									
S1 implementation and roll out of the Shirika plan for Refugees and Host Communities	Stakeholders' consultative workshops, engage a consultant to develop a costed plan, Implementation of the plan	Shirika Plan rolled out	% level of implementation of Shirika plan	30	10	33.33	Stakeholders sensitized and Shirika plan launched Prioritization of funding required	PS/DRS	UNHCR
S2 implementation and roll out of the Kenya Comprehensive Refugee Response Framework (CRRF).	Stakeholders' consultative workshops, engage a consultant to develop a costed plan, Implementation of the plan	Kenya Comprehensive Refugee Response Framework (CRRF).	% level of implementation of Kenya Comprehensive (CRRF)	50	57	114	Kenya Global Refugees Forum (GRF) pledges in progress where 4 out of 7 pledges are being implemented Target on Course	PS/DRS	UNHCR
Average KRA 20: Performance (%)**73.67**									
Key Result Area 21: Protection and assistance of refugees									
Strategic Objective 1: To register all asylum seekers and refugees									
S1: Protection of Refugees	Advocacy and Awareness on legal issues relating to refugees	Stakeholders trained on legal issues relating to refugees	% of stakeholders trained	50	50	100	In 2023, 235 stakeholders were trained on legal issues while 348 were trained during FY 2022/2023-2024/2025 and 47 stakeholders for half year of FY 2025/26.	PS/DRS	UNHCR

Strategy	Key activities	Expected output	Output indicator	Target Mid-Term	Achievement	Achievement %	Remark	Lead	Support
	Enhance border monitoring	Surveillance along refugee migration corridors enhanced	No. of border monitoring missions conducted	20	5	25	Border monitoring missions were not conducted due to lack of funding. This activity is supported by donor funding and had to be scaled down due to funding cuts	PS/DRS	UNHCR
	Conduct peace building forums in refugee hosting areas	Peaceful co-exitance between refugees and host communities	No. of peace forums held	30	268	893	During the reporting period there was heighted inter community conflict as well as unrest brought about by funding cuts necessitating more peace forums to be held	PS/DRS	UNHCR
	enhancement of voluntary repatriation of refugees	Refugees repatriated voluntarily	No. of Refugees repatriated voluntarily	5,000	4,013	80	-23/24:762 -24/25:2,253 - Half year 25/26:236 The repatriation is done on voluntary basis	PS/DRS	UNHCR
	Capacity Building of officers	Officers trained	No. of officers trained	200	60	30	Training needs not achieved due to limited funding	PS/DRS	UNHCR
	Conduct MEAL on programmes in refugee hosting areas	MEAL Conducted	No. of MEAL activities	10	3	30	DRS successfully conducted MEAL activities in 2022, 2023, and 2024(1 per year). However, in 2025, these activities were not undertaken due to resource constraints.	PS/DRS	UNHCR
S2: Provide assistance to refugees	Establish and operationalize offices	Offices established and operationalized	No. of offices established	2	0	0	An office in Kitale was to be established but this was not done due to resource constrains	PS/DRS	UNHCR
	Establish and Operationalize reception centers	Reception Centers established and operationalized	No. of reception centers established	1	0	0	Centre not established due to lack of Funds		
Average KRA 21: Performance (%) 144.75									
Key results area 22: Enhance service delivery to ensure customer satisfaction									
Strategic Objective: To Enhance Access to Government Services onboarded on e-Citizen Platform.									
S1: Integration of all Government's payments to the gazetted payment gateways	Identify and catalogue citizen facing services	Services identified	No. of services identified and listed	50	50	100	26495 services were identified	PS/e-Citizen	

Strategy	Key activities	Expected output	Output indicator	Target Mid-Term	Achievement	Achievement %	Remark	Lead	Support
S2: Modernize and Automate Records Management for Efficiency	Digitize the services	Digitized services	% of services digitized	100	85	85	22617 services were digitized	PS/e-Citizen	
S3: Management and Optimization of the e- Citizen Ecosystem	Upgrade system	System upgrade	Certificate of completion on the upgrade	2	0	0	System upgrade is ongoing. One certificate will be issued upon completion. 86% complete	PS/e-Citizen	
	Develop e-citizen application	Develop e- Citizen application and USSD format	No. of apps developed and USSD format developed	1	1	100	USSD payment option available	PS/e-Citizen	
S4: Enhance e-Citizen Security and Resilience	Establishment of a data recovery site	Data Recovery site	No. of Recovery sites deployed	1	0	0	Procurement process delayed. An alternative method under security procurement has been adopted	PS/e-Citizen	
	Establish a security operation center	Security operation center established	% level of Operationalization of Security center	100	90	90		PS/e-Citizen	
	Construction materials and works	Constructions works	% of construction works	50	0	0		PS/e-Citizen	
	Installation of Servers	Servers	No of servers	45	635	1411	Even though the target has been surpassed, the number falls below the requirements	PS/e-Citizen	
	Networking	Networks	% of networking	50		0		PS/e-Citizen	
	Equipping (Racks, power backups, fire suppression)	Equipment	No. of equipment	40		0		PS/e-Citizen	
Average KRA 22: Performance (%) 178.6									
Key results area 23 Facilitate integration of all Government's payments to the gazetted payment gateways									
Strategic Objective: To Enhance Access to Government Services onboarded on e-Citizen Platform.									
S1: Develop and integrate Payment gateways	Technical support and system maintenance	Agencies integrated	No. of agencies integrated	500	583	116.6		PS/e-Citizen	
	Integration of payment gateways	Payment gateways	No. of payment gateways	3	1	33	Currently only one payment gateway service provider is licensed	PS/e-Citizen	
	Database and system architecture management	Database managed	% management	100	100	100		PS/e-Citizen	

Strategy	Key activities	Expected output	Output indicator	Target Mid-Term	Achievement	Achievement %	Remark	Lead	Support
	Performance optimization and monitoring	Monitoring and optimization	% Monitoring and optimization	100		0		PS/e-Citizen	
S2: Facilitate real time uptime of payment gateway Systems	Payment Gateway payment operated on real time	System uptime	% of System uptime	100	99.9	99.9		PS/e-Citizen	
Average KRA 23: Performance (%) 69.9									
Key results area 24: Facilitate the automation of the services and onboarding of identified new services onto the e-Citizen platform									
Strategic Objective: To Enhance Access to Government Services onboarded on e-Citizen Platform.									
S1: Enhance onboarding of e-Citizen services	Re-engineer business process for e-Citizen services carry out surveys, trainings of MCDAs	MCDAs trained	Number of MCDAs provided with training during onboarding	318	636	200	Training was fast tracked as a result of national campaign to onboard on the e-Citizen platform.	PS/e-Citizen	
S2: Enhance Sensitization and Training	Sensitize the public on the existence of e-Citizen platform and applications.	Informed public	No. of public sensitized	12,500	-	0	Sensitization was done in talk shows through radio and tv stations. The number cannot be determined but it surpasses the target by far.	PS/e-Citizen	
	Training of the MCDAs on the new business process	Trained MCDAs	No. of MCDAs Trained and reports	350	583	166		PS/e-Citizen	
S3: Leverage on ICT Communication platforms	Roll out *Gava* Express to *Mashinani*	Gava Express centers established	No. of centers established	250	0	0	E Citizen services to be offered only virtually. The Gava express strategy has therefore been put on hold	PS/e-Citizen	
	Development of Business Continuity plan	Optimal access of Services 24/7	% level of Business Development Continuity Plan	50	0	0	Procurement process delayed. An alternative method under security procurement has been adopted	PS/e-Citizen	
S4: Recruit and deploy e-citizen officers	Advertise and recruit new **e-citizen** officers	**e-citizen officers** recruited	No. of **e-citizen officers** recruited	349	91	26	Awaiting PSC approval to recruit the remaining number	PS/e-Citizen	
Average KRA 24: Performance (%) 65.33									
KRA 25: Strengthening Administration and Institutional Capacity									
Strategic Objective: To Enhance Administration and Institutional Capacity									
Modernization and maintenance	Acquisition of motor vehicles	Motor vehicles acquired	Number	700	56	8	The State Department purchased:	PS/SDIS	

Strategy	Key activities	Expected output	Output indicator	Target Mid-Term	Achievement	Achievement %	Remark	Lead	Support
of Plant Machinery and Equipment			Motor vehicles acquired				44 Isuzu D-MAX 7 Isuzu MUX 1 Subaru Forester 2 Ford Everest 2 Toyota Prado		
	Acquisition of computers printers and accessories	computers printers and accessories	Number of computers printers and accessories	5000	4763	95	Procurements for the financial year 2025/2026 are underway due to the new e- procurement system(e-GP)	PS/S DIS	
	Installation of lifts	Installation of lifts	Number of lifts installed	3	0	0	Insufficient funds	PS/S DIS	
	Acquisition consumable stores	consumable stores	Number of consumable stores acquired	5,000	5,000	100		PS/S DIS	
	Acquisition of office equipment	office equipment	Number of offices equipment	2,500	3176	127	Procurements for the financial year 2025/2026 are underway due to the new e- procurement system(e-GP)	PS/S DIS	
	Acquisition of furniture and equipment	furniture and equipment	Number of furniture and equipment acquired	2,500	1842	73	Procurements for the financial year 2025/2026 are underway due to the new e- procurement system(e-GP)	PS/S DIS	
	Acquisition of software and hardware	software and hardware	Number of software and hardware acquired	80%	20%	80%	Achieved through KDEAP project	PS/S DIS	
	Installation and installation of generators and power backup systems	generators and power backup systems	Number of generators and power backup systems acquired and installed	25	0	0	No generators purchased	PS/S DIS	
	Maintenance of vehicles	Plant, Machinery and Equipment maintained	Number of Plant Machinery and Equipment maintained	475	0	0	Lack of funds	PS/S DIS	
S2: Provision of conducive work environment	Maintenance and refurbishment of office accommodation at Nyayo House	Nyayo house Refurbished	Percentage Level of refurbishment	100	80	80	Refurbishment works on 4th, 6th,17th,20th, 21st among other floors were done but not	PS/S DIS	

Strategy	Key activities	Expected output	Output indicator	Target Mid-Term	Achievement	Achievement %	Remark	Lead	Support
							completed due to budgetary constraints.		
S3: Enhance Information Systems and Information Systems Security	Provision of Data centers	Data centers	Number	0	5	0	Insufficient funds	PS/SDIS	
	Provision Disaster recovery sites	Recovery sites	Number	0	1	0	Insufficient funds	PS/SDIS	
	Establish WAN/LAN interconnectivity in all regional, county and sub county offices.	All Regional and county offices linked to HQ	% level of regional offices connected.	100	80	80	DIS done. NRB and CRS on going	PS/DIRECTORATES	
	Integration of Information systems across SDICS Directorates	Integrated information system	% level of integration	100	60	60	Two systems done Angaza and fleet management Most integration done on IPRS Funds required for	PS/SDIS	
S4: Performance Management	Conducting training needs analysis, seek approval from Human Resource Advisory Committee and Training	Staff trained	Number of staff /trained	2,500	534	21	Training budget cuts affected implementation	PS	
	Seeking approval from Public Service		Number of staff recruited	2,500	1623	65	Lack of sufficient budget	PS	

Strategy	Key activities	Expected output	Output indicator	Target Mid-Term	Achievement	Achievement %	Remark	Lead	Support
	and National Treasury, advertise and recruit	Staff recruited							
	Regular Monitoring and Evaluation exercises	M&E reports	No. of M&E reports	10	10	100	Target achieved	PS	
S5: Resource mobilization	Preparation of Annual and Supplementary Budgets	Resources mobilized	Amount in Kshs. Millions	62,500	40,374	65	There was a delated release of exchequer	PS	
S6: Decentralization of Citizen Services	Operationalization of field offices	Field offices operationalized	No. of field offices operationalized	50	3	6%	Budgetary constraints	PS/S DIS	
	Construction of Eldoret Immigration and Citizen Services Complex	Eldoret Immigration and Citizen Services Complex	Percentage Level of construction	50	0	0	Budgetary constraints	PS/S DIS	
	Construction of immigration offices in Nairobi	Immigration offices	Number of immigration offices in Nairobi constructed	3	0	0	Budgetary constraints	PS/S DIS	
	Construct National Immigration Academy	National immigration academy	% completion	50	0	0	Budgetary constraints	PS	
	Construct new regional offices	Regional offices constructed	No. regional offices constructed	6	0	0	Budgetary constraints	PS/AUDIT	
S7: Enhance Risk Management	Undertake risk profile of the SDICS	Approved risk register	Number	3	0	0	The register is in draft form awaiting PS approval	PS/AUDIT	
Average KRA 25 Performance (%) 39.75									

Table 2: Outcome Performance Matrix

KRA	Strategic Objective	Outcome indicator	Mid-Term Target	Actual Achievement (%)	Remark	Action/ Recommendation
KRA 1: Policies Legal and Institutional Framework	SO1.1: To Strengthen policy, legal and Institutional Frameworks	Number of Policies legal and institutional frameworks developed and/or reviewed	13	123	The target was surpassed reflecting strong commitment to policy and legislative reform	Strengthen legal officers in the department and continuous capacity building
KRA 2: - Control and regulation of entry and exit of all persons into the country	SO2.1: Efficiency and effectiveness in the delivery of immigration services	Number of people cleared at entry and exit points	14,800,000	126.9	Acquired land for patrol bases but are yet to be constructed. Holding facilities and staff houses yet to be established Document kits yet to be acquired	Acquire more document kits
KRA 3: - Issuance of Kenya passports and other travel documents	SO3.1: Efficiency and effectiveness in the delivery of immigration service	Number of people issued with passports and other travel documents	4.700,000	26.4	Customer relation management system yet to be installed Due to insufficient allocation for booklet the target was not met File management system yet to be procured and installed Long Procurement process for personalization printers	Sufficient resource allocation Procure and install the necessary system to enhance optimal service delivery
KRA 4: - The control and regulation of residency	SO4.1: Efficiency and effectiveness in the delivery of immigration service	Number of people issued/renewed with Work permit	39,500	90.5	Increase of fee negatively affected number of applicants paying for their permits	Carry out comprehensive stakeholder engagement in order to have a buy in from the citizenry of services
KRA 5: - Provision of consular services to nationals and foreigners at the Kenya	SO5.1: Efficiency and effectiveness in the delivery of immigration services	Number of Kenya missions abroad increased	12	25	Development of Diaspora system and conducting outreach program is to be done by the State Department of Diaspora affairs	Installation of the active directory will further enhance provision of consular services and the number of Kenya missions abroad.

KRA	Strategic Objective	Outcome indicator	Mid-Term Target	Actual Achievement (%)	Remark	Action/ Recommendation
missions abroad					The installing of active directory is at approval stage	
KRA 6: - Enforcement of the relevant immigration Acts and Regulations	SO6.1: Efficiency and effectiveness in the delivery of immigration services	Percentage of Compliance increased	100	99	Training and gazettement of Immigration officer as investigators and prosecutors yet to be undertaken 7 Insufficient allocation for training Immigration officers	Sufficient allocation for training of immigration officers.
KRA 7: Identification and registration of all Kenyan citizens who have attained the age of eighteen (18) years and above	SO7.1: Eligible Kenyan Citizens registered and Issued with ID Cards.	Number of Kenyan citizens who have attained the age of eighteen (18) years and above registered and issued with ID Cards	5,900,000	87.17	Procurement of live capture units is done in phases due to prioritization of resources The upgrade of NRB network is yet to be fully upgraded	Encourage second generation card holders to transit to third generation IDs
KRA 8: - Production and issuance of secure identification documents	SO8.1: Eligible Kenyan Citizens registered and Issued with ID Cards.	Number of secure ID documents produced and issued	5,900,000	93.4	The variance was as a result system downtime	Modernize systems to reduce downtime
KRA 9: - Management of a comprehensive database of all registered persons	SO9.1: Eligible Kenyan Citizens registered and Issued with ID Cards.	% of Comprehensives of the database	100	100	Data base fully updated and maintained	
KRA 10: - Registration and issuance of civil servants' cards for all Ministries, Departments and Agencies	SO10.1: Eligible Civil servants registered and Issued with ID Cards.	Number of Civil servants issued with ID cards	7500	70.6	Lack of funds to undertake outreach programs affected the performance	There is need to source for alternative source of funding

KRA	Strategic Objective	Outcome indicator	Mid-Term Target	Actual Achievement (%)	Remark	Action/ Recommendation
KRA 11: - Detection and prevention of illegal registration	SO11.1: Eligible Kenyan Citizens registered and Issued with ID Cards.	Number of illegal registrations detected and prevented	450	43.33	Budgetary allocation hindered implementation	Enhance allocation for better surveillance systems
KRA 12: - Registration of births and deaths	SO12.1: Number of people registered and issued with Civil registration Documents	Number of Registration of births and deaths registered	4,500,000	53	UPI and CRVSS system yet to be rolled out in all the counties There shortage of registration materials during this review period	Fasttrack the rolling out of UPI
KRA 13: - Preservation, security and custody of births and deaths records	SO13.1: Number of people registered and issued with Civil registration documents	Number of Civil registries constructed and rehabilitated	35	0	Construction stalled during this period due to budgetary cut under supplementary	Appropriate funds for the project in the remaining implementation period
KRA 14: - Issuance of births and deaths certificates	SO14.1: Kenyan Citizens registered and Issued with Civil registration documents	Number of births and deaths certificates Issued	5,500,000	67.68	There were no adequate resources to conduct campaigns and mobile outreaches as certification is demand driven	Enhance resource allocation
KRA 15: - Processing of vital statistics – both natality (birth statistics) and mortality (Death statistics)	SO15.1: Kenyan Citizens registered and Issued with Civil registration documents	Vital Statistic report	2	100	Target was met as the report is generated annually	
KRA 16: - Re-registration upon legitimation and recognition	SO16.1: Citizens registered and Issued with Civil registration	Number of Re-registrations upon legitimation and recognition	20,200	0	Data collection on legitimation and recognition yet to be regularized	Regularize Data Collection
KRA 17: - Create and manage a unified authentic National Master Population Database of all Kenyan citizens and foreign	SO17.1: Master population database	% level of comprehensiveness of the National Integrated Database	100	96	The IPRS application is yet to be fully upgraded The application software is already upgraded waiting for the necessary licenses to operate.	Upgrading of the system fully is critical

KRA	Strategic Objective	Outcome indicator	Mid-Term Target	Actual Achievement (%)	Remark	Action/ Recommendation
nationals in Kenya						
KRA 18: - Provide comprehensive, reliable and secure data for Government and other authorized users.	SO18.1: Master population database	Number of agencies linked to the database	250	92	The request for integration by agencies is need based and demand driven. So, for a number of firms have been integrate.	Enhance sensitization to increase demand
KRA 19: Documentation, registration of refugees and asylum seekers in the country	SO19.1: Management of Refugees and Asylum seekers Improved	Number of Refugees and Asylum seekers Registered	850,000	98.9	Registration of Asylum seekers is on demand basis	
KRA 20: - Coordination of activities and programs relating to asylum seekers and refugees	SO20.1: Management of Refugees and Asylum seekers improved	Number of refugees programs coordinated	25	112	These reflect the programmes undertaken by partners who sign framework agreements with DRS	Refine the KRA
KRA 21: - Protection and assistance of refugees	SO21.1: Management of Refugees and Asylum seekers improved	Number of programs for protection and assistance of refugees	7	400	All programmes have a protection component	Refine the KRA
KRA 22: - Facilitate the support and adoption of an end-to-end e-Citizen ecosystem;	SO22.1: Government services on-boarded on e-Citizen platform	Number of services on boarded	12500	137	On-boarding carried out as a result of national campaign hence over achievement	Increase campaigns to reach more MDACs
KRA 23: Facilitate integration of all Government's payments to the gazetted payment gateways	SO23.1: Government services on-boarded on e-Citizen platform	Number of Government services paid through the gazetted payment gateways	5000	343	Onboarding carried out as a national campaign resulting in over achievement	

KRA	Strategic Objective	Outcome indicator	Mid-Term Target	Actual Achievement (%)	Remark	Action/ Recommendation
KRA 24: - Provide guidance in the automation of the services and onboarding of identified new services onto the e-Citizen platform	SO24.1: Government services on-boarded on e-Citizen platform	Number of MCDA's provided with guidance	318	200	Training was fast tracked as a result of national campaign to onboard on the e-Citizen platform.	Enhance trainings through adoption of new technologies
KRA 25: Administration and Support Services	SO25.1: Improved delivery of administration and support service	Percentage improvement in service delivery	35	30	Most initiatives were not implemented due to insufficient budgetary allocations	Enhance allocations to priority initiatives

Table 3: Resource Requirement by Key Result Area and Personnel Emoluments

Key Result area	Resource Requirement (Kshs Mn)			
	Mid-Year FY2025/2026	**FY2026/2027**	**FY2027/2028**	**Total**
KRA 1: - Formulation of Policies, Legal and Institutional Frameworks	170,000,000	340,000,00	340,000,000	850,000,000
Sub Total Policy, Legal and Institutional Frameworks				**850,000,000**
KRA 2: - Control and regulation of entry and exit of all persons into the country	1,987,100,000	3,974,200,000	3,974,200,000	9,935,500,000
KRA 3: - Issuance of Kenya passports and other travel documents	3,605,400,000	7,210,800,000	7,210,800,000	18,027,000,000
KRA 4: - The control and regulation of residency	35,000,000	70,000,000	70,000,000	175,000,000
KRA 5: - Provision of consular services to nationals and foreigners at the Kenya missions abroad	185,200,000	370,400,000	370,400,000	926,000,000
KRA 6: - Enforcement of the relevant immigration Acts and Regulations	44,000,000	88,000,000	88,000,000	220,000,000
Sub Total DIS				**29,283,500,000**
KRA 7: Identification and registration of all Kenyan citizens who have attained the age of eighteen (18) years and above	2,480,000,000	4,960,000,000	4,960,000,000	12,400,000,000
KRA 8: - Production and issuance of secure identification documents	2,996,000	5,992,000	5,992,000	14,980,000
KRA 9: - Management of a comprehensive database of all registered persons	151,800,000	303,600,000	303,600,000	759,000,000
KRA 10: - Registration and issuance of civil servants' cards for all Ministries, Departments and Agencies	650,000	1,300,000	1,300,000	3,250,000
KRA 11: - Detection and prevention of illegal registration	12,800,000	25,600,000	25,600,000	64,000,000
Sub Total NRB				**13,241,230,000**
KRA 12: - Registration of births and death	1,133,600,000	1,133,600,000	1,133,600,000	4,400,800,000
KRA 13: - Preservation, security and custody of births and deaths records	160,300,000	320,600,000	320,600,000	801,500,000
KRA 14: - Issuance of births and deaths certificates	940,000,000	1,880,000,000	1,880,000,000	4,700,000,000
KRA 15: - Processing of vital statistics – both natality (birth statistics) and mortality (death statistics	309,000,000	618,000,000	618,000,000	1,545,000,000
KRA 16: - Re- registration upon legitimation and recognition	25,000,000	50,000,000	50,000,000	125,000,000
Sub Total CRS				**15,106,700,000**
KRA 17: - Create and manage a unified authentic National Master Population Database of all Kenyan citizens and foreign nationals in Kenya	91,600,000	183,200,000	183,200,00 0	458,000,000
KRA 18: - Provide comprehensive, reliable and secure data for Government and other authorized users.	7,860,000	15,720,000	15,720,000	39,300,000
Sub Total IPRS				**497,300,000**
KRA 19: Documentation, registration of refugees and asylum seekers in the country	150,000,000	265,480,000	265,480,000	680,960,000

KRA 20: - Coordination of activities and programmes relating to asylum seekers and refugee	31,200,000	62,400,000	62,400,000	156,000,000
KRA 21: - Protection and assistance of refugees	25,000,000	50,500,000	20,000,000	95,500,000
Sub Total DRS				**932,460,000**
KRA 22: - Facilitate support and adoption of an end-to-end e-Citizen ecosystem	2,000,000,000	4,000,000,000	4,000,000,000	10,000,000,000
KRA 23: Facilitate integration of all Government's payments to the gazetted payment gateways;	200,000,000	400,000,000	400,000,000	1,000,000,000
KRA 24: - Provide guidance in the automation of the services and onboarding of identified new services onto the e-Citizen platform.	200,000,000	400,000,000	400,000,000	1,000,000,000
Sub Total e-Citizen				**12,000,000,000**
KRA 25: Administration and Support Services	2,439,000,000	4,878,000,000	4,878,000,000	12,195,000,000
Sub Total Administration and Support Services				**12,195,000,000**
TOTAL				

Table 4: Financial Resource Allocation

Expenditure	**Projected Estimates (Kshs Mn)**				
	FY 2023/24	**FY 2024/25**	**FY 2025/26**	**FY2026/27**	**FY2027/28**
Recurrent	3,960.59	13,121.61	11,704.43	12,814.94	13,324.34
Development	2,744.00	7,099.36	10,640.27	11,136.20	11,223.14
Total	**6,704.59**	**20,220.97**	**22,344.71**	**23,951.14**	**24,547.48**

Table 5: Reviewed Implementation Matrix

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh mn)					Responsibility	
					FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	Lead	support
Strategic Issue: Institutional capacity																
Strategic Goal: Strengthen Policy, Legal and Institutional Reforms																
Key Result Area 1: Policies, Legal and Institutional reforms																
Outcome: Enhanced Service Delivery																
Strategic Objective: To Strengthen Policy, Legal and Institutional Reforms																
Strategy 1: - Strengthen administrative and support services	Development of new policies, legal and institutional frameworks	Policy documents developed and approved	No. of policy documents developed and approved	5	1	1	1	1	1	10	10	10	10	10	PS/ Heads of Relevant Directorates	• Legal Unit • Office of the AG Relevant Stakeholders
		Bills and Regulations drafted and submitted to Parliament/ AG	No. of Bills/Regulations drafted	5	1	1	1	1	1	10	10	10	10	10	PS/ Heads of Relevant Directorates	• Legal Unit • Office of the AG Relevant Stakeholders
		Approved legal instruments gazetted	No. of approved legal instruments gazetted	5	1	1	1	1	1	10	10	10	10	10	PS/ Heads of Relevant Directorates	• Legal Unit • Office of the AG Relevant Stakeholders
		Institutional frameworks developed	No. of institutional frameworks developed	5	1	1	1	1	1	10	10	10	10	10	PS/ Heads of Relevant Directorates	• Legal Unit • Office of the AG Relevant Stakeholder

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh mn)					Responsibility	
					FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	Lead	support
																s
	Review of existing policies and legal frameworks	Reviewed and amended Acts, Regulations and Policy documents	No. of reviewed and amended Acts, Regulations and Policy documents	5	1	1	1	1	1	10	10	10	10	10	PS/ Heads of Relevant Directorates	• Legal Unit • Office of the AG Relevant Stakeholders
		Reviewed frameworks submitted for approval	No. of reviewed frameworks submitted for approval	5	1	1	1	1	1	10	10	10	10	10	PS/ Heads of Relevant Directorates	• Legal Unit • Office of the AG Relevant Stakeholders
		Amended regulations, rules and legal notices gazetted	No. of amended regulations, rules and legal notices gazetted	5	1	1	1	1	1	10	10	10	10	10	PS/ Heads of Relevant Directorates	• Legal Unit • Office of the AG Relevant Stakeholders
		Institutional frameworks reviewed and updated	No. of institutional frameworks reviewed	5	1	1	1	1	1	10	10	10	10	10	PS/ Heads of Relevant Directorates	• Legal Unit • Office of the AG Relevant Stakeholders
	Establishment of Data Centres	Data centres constructed	Number of data centre created	1	0	1	0	0	0	0	1000	0	0	0	D ICT	Data center
	Establishing of a data recovery Site	Recovery sites created	Number of recovery sites created	5	1	1	1	1	1	300	300	300	300	300	D ICT	Recovery Site

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh mn)					Responsibility	
					FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	Lead	support
	Enhancing capacity of officers in Cyber Security	Trained officers	Proportion of SDICS officers trained	100	20	20	20	20	20	100	100	100	100	100	DICT	Cyber Security Upgraded
	Linking of all regional and county offices linked HQ	Linked offices	Number of offices linked	1500	300	300	300	300	300	2000	2000	2000	2000	2000	D ICT	All regional and county offices linked HQ
	Digitization of files/Records	Electronic files	Number of digitized records	100	20	20	20	20	20	1000	1000	1000	1000	1000	D ICT	DD ICT
	Data protection compliance	DPIAs developed	Number	7	7	0	0	0	0	0	0	0	0	0	D ICT	DD ICT
	Developing systems and applications	Applications developed	Number	5	2	1	1	1	0	20	20	20	20	20	D ICT	DD ICT
	Data bases Upgrading	Updated Oracle D bases	Number of Latest version systems installed	7	2	2	2	1	0	500	100	100	100	100	D ICT	DD ICT
	Installation of WAN LAN and internet at Nyayo house	Structured cabling, Increased B/width	% Improvement of network and internet access	100	20	20	20	20	20	100	100	100	100	100	D ICT	DD ICT
	Acquisition of motor vehicles	Motor vehicles acquired	Number of Motor vehicles acquired	500	100	100	100	100	100	1500	1500	1500	1500	1500	PS	Admin
	Acquisition of motor boats	Motor boats acquired	Number of motor boats acquired	10	2	2	2	2	2	3	3	3	3	3	PS	Admin
	Installation of generators and power backup systems	generators and power backup systems	Number of generators and power backup	25	5	5	5	5	5	25	25	25	25	25	PS	Admin/Directorates

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh mn)					Responsibility	
					FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	Lead	support
			systems acquired and installed													
	Installation of water pumps and water storage tanks	water pumps and water storage tanks	Number of water pumps and water storage tanks acquired and installed	10	2	2	2	2	2	4	4	4	4	4	PS	Admin
	Acquisition and Installation of lifts	Installation of lifts	Number of lifts installed	9	2	2	2	2	1	44	44	44	44	22	PS	Admin
	Maintenance of vehicles and motor boats	Maintenance of vehicles and motor boats	Number of vehicles and motor boats maintained	700	700	700	700	700	700	175	175	175	175	175	PS	Admin/Directorates
	Maintenance of Plant Machinery and Equipment	Plant Machinery and Equipment maintained	Number of Plant Machinery and Equipment maintained	100	100	100	100	100	100	100	100	100	100	100	PS	Admin/Direcorates
	Maintenance and refurbishment of office accommodation at Nyayo House	Nyayo house Refurbished	Percentage Level of refurbishment	100	40	30	10	10	10	200	150	50	50	50	PS	Admin
	Operationalization of field offices	Field offices operationalized	No. of field offices operationalized	50	10	10	10	10	10	400	400	400	400	400	PS	Admin/Directorates
	Undertake risk profile of the SDICS	Approved risk register	Number of approved risk registers	7	2	2	1	1	1	100	100	50	50	50	PS	Internal audit

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh mn)					Responsibility	
					FY2023/24	**FY2024/25**	**FY2025/26**	**FY2026/27**	**FY2027/28**	**FY2023/24**	**FY2024/25**	**FY2025/26**	**FY2026/27**	**FY2027/28**	**Lead**	**support**
	Conduct organizational structure audit (staffing levels, roles gaps),	Reviewed and approved organizational structure	Number of approved organizational structure	2	-	1	-	-	1	100	-	-	1623	100	PS	
	Review and design structure in line with mandate	Updated organogram	Number of cadres rationalized or created	2	-	1	-	-	1	150	-	-	-	200	:PS	
	Develop career guidelines	Approved career guide	Number of career guideline reviewed	2	-	-	-	-	2	-	-	-	400	-	PS	
	Seek approval for recruitment and promotion of staff from PSC	Staff recruited	Number of staff recruited	2000	1000	1000	1000	1000	1000	500	500	500	500	500	PS	
		Staff promoted	Number of staff promoted	5000	1500	1000	1000	1000	500	150	150	150	150	150	PS	
	Conduct staff training needs and seek approval for training	Staff trained	Number of staff trained	1000	200	200	200	200	200	500	500	500	500	500	PS	
	Implementation of performance Contracting	Performance Contracting targets signed and evaluated	Number of performance Contracting targets implemented	30	6	6	6	6	6	1000	1000	1000	1000	1000	PS SDIS	
			Number of PC evaluations conducted	20	4	4	4	4	4	**2**	**2**	**2**	**2**	**2**	***PS/ SDIS***	

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh mn)					Responsibility	
					FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	Lead	support
	Regular Monitoring and Evaluation exercises	M&E reports	No. of M&E reports prepared	20	4	4	4	4	4	200	200	200	200	200	PS	
	Preparation of Annual and Supplementary Budgets	Resources mobilized	Amount in Kshs. Millions	125,000	15,000	20,000	25,000	30,000	35,000	10	15	20	25	30	PS	***Directorates***
	Acquisition of Assorted PPE	Assorted PPE procured	No. of asorted PPE Kits procured	30,000	-	-	-	15,000	15,000	-	-	-	3.5	3.5	PS	Directorates
Sub-total										**9263**	**9568**	**8423**	**10451**	**8711**		
TOTAL POLICY										**9263**	**9568**	**8423**	**10451**	**8711**		
Strategic Issue: Secure identification and travel documents																
Strategic Goal: Enhance security of identification and travel documents																
Key Result Area 2: Timely issuance of secure identity and travel documents																
Outcome: Enhanced Service Delivery																
Strategic Objective: To enhance security of identification and travel documents																
	Upgrading secure VPN connection and encryption solutions Procurement of next generation firewall	VPN Aggregator, Licensing and active directory, procured and installed	% completeness s	100	-	70	-	30	-	0	5	0	5	0	PS/ DIS	

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh mn)					Responsibility	
					FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	Lead	support
	VPN Aggregator, Licensing and active directory,															
	Passport books	e-passport	No	4,305,000	533,000	772,000	1,000,000	1,000,000	1,000,000	1,066	1,544	2,000	2,000	2,000	PS/DIS	
	Continuous Stock taking, projections and Procurement of materials for passport production consumables	Passport production supplies acquired	%	100	20	20	20	20	20	230	240	595	927	1,257	PS/ DIS	
	Purchase and install high high-end capacity passport printers	Passport printers acquired	No. of passport printers acquired	4	2			1	1	200			100	100	PS/ DIS	
	Procure and Install Customer Relations Management System (CRM) at the call centre	Customer Relations Management System (CRM) Procured and installed at call centre	% completion	100	-			50	50	0		0	100	100	PS/ DIS	
	Identification. registration and issuance	Eligible Kenyans issued with ID card	Number of persons issued with ID card	12,676,847	1,609,328	2,176,309	2,250,000	2,271,672	2,119,538	900	1,123	1,375	1,375	1,375	PS/ NRB	

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh mn)					Responsibility	
					FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	Lead	support
	of ID card to all Kenyan citizens who have attained the age of eighteen (18) years and above.															
	Digitization of National Registration Bureau (NRB) Records	NRB Records digitized	Number of digitized records	10,000	0	0	0	5,000	5,000	0	0	0	250	250	PS/ NRB	
	Supply of ID card consumable materials	ID card consumable materials procured	Number of materials procured	13,000,000	2,000,000	3,000,000	4,000,000	2,000,000	2,000,000	1032	1548	2064	1032	1032	PS/NRB	
	Issuance of civil servants ID cards	Civil servants ID cards issued	Number of cards issued	8,000	1,650	2710	640	1,500	1,500	5.5	9	2.2	5	5	NRB	
	Training and Sensitization of staff and stakeholders	Training and sensitization undertaken	Number of persons trained	5,350	500	850	2,000	1,000	1000	5	8.5	20	10	10	NRB	
	Procure smart electronic bulk filing storage system	Electronic bulk filers procured	Number of electronic bulk filers procured	8	0	0	0	4	4	0	0	0	116	116	NRB	
Sub total										**3512**	**4845**	**7341**	**7762**	**8017**		

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh mn)					Responsibility	
					FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	Lead	support
Strategy 2: Enhance security in production of identity and travel documents	Regular Software update and upgrade	Software updated and upgraded	No. of Software updated and upgraded	10	2	2	2	2	2	500	500	500	500	500	PS/ DIS	
	Annual licensing fee, ICAO annual subscription fee	licenses and Subscriptions Paid	No. of licenses	10	2	2	2	2	2	100	100	100	100	100	PS/ DIS	
	Develop, Review, validate and implement SOPs for all immigration services	SOP's Developed and validated	No. of SOP's Developed, reviewed and validated	9	-	5	2	2	-	0	15	10	10	0	PS/ DIS	
	Regular Software update and upgrade	Software updated and upgraded	No. of Software updated and upgraded	10	2	2	2	2	2	500	500	500	500	500	PS/ DIS	
	Procurement of ID Card Biometric readers	ID Card Biometric readers procured	Number of ID card	200	0	0	0	100	100	0	0	0	100	100	PS/NRB	
	Onboard registered persons to the digital identity platform and roll out of Maisha digital ID card	Maisha digital ID card rolled out	Number persons on-boarded on digital platform	10,000,000	0	0	0	5,000,000	5,000,000	0	0	0	5,000	5,,000	PS/NRB	
	Installation of servers,	Servers and data	% of completion	100	10	10	10	40	30	20	20	20	80	60	NRB	

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh mn)					Responsibility	
					FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	Lead	support
	network upgrades and data recovery sites	recovery sites installed Network upgrades undertaken														
	Integration and linkage of silo databases for interface and verification of information	NRB database linked with Immigration and CRS data bases	Number of linked data bases	2	0	0	0	2	0	0	0	0	40	0	NRB	
	Development and deployment of ID post-production and Card management system	ID Post-production and Card management system developed	% of ID Post-production and Card management systems	100	0	0	0	75	25	0	0	0	364	136	NRB	
Sub-total										**1120**	**1135**	**1130**	**6694**	**1396**		
TOTAL POLICY										**4632**	**5981**	**8471**	**14456**	**9414**		
Strategic Issue: Migration governance																
Strategic Goal: Enhance safe, orderly and regular migration																
Key Result Area 3: Safe, orderly and regular migration																
Outcome: Improved Migration Services																
Strategic Objective: To enhance safety, order and regular migration																
Strategy 1: Strengthen migration, residency and	Develop, Install and Integrated Immigration Development of Border	Integrated Immigration Border Management System	% completion	100	20	20	20	20	20	1,200	1,200	1,200	1,200	3,600		

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh mn)					Responsibility	
					FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	Lead	support
border governance	Management System.														PS/ DIS/ PPP	
	Procure, configure and integrate risk and intelligence analysis tools for ETA, passport and foreign national's management systems	Risk and intelligence analysis tools for ETA, passport and foreign national's management systems procured, configured and integrated	% completion	100	-	-	75	25	-	0	0	0	100	0	PS/ DIS	
	Procure and deploy Master Questioned documents kits	Questioned documents kits procured and deployed	No. of questionable documents kits procured	155	-	-	-	100	55				15	8	PS/DIS	
	Establish and equip immigration patrol bases	Immigration patrol bases Established and equipped	No. of immigration patrol bases Established and equipped	2	-	-	-	1	1				50	50	PS/ DIS	
	Establish and equip Immigration holding facilities	Immigration holding facilities established and equipped	No. of Immigration holding facilities Constructed and equipped	1	-	-	-		1					300	PS/ DIS	
			No. of staffs			-	-									

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh mn)					Responsibility	
					FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	Lead	support
	Construct staff houses at the ports of entry	Staff houses at the ports of entry Constructed	houses at the ports of entry Constructed	20	-			10	10	-			40	40	PS/ DIS	
	Refurbish immigration offices and borders	Immigration offices and borders Refurbished	No. of immigration offices and borders Refurbished	10	-	4	1	2	3		10	5	2.5	7.5	PS/ DIS	
	Conduct field operations and patrols	Field operations and patrols conducted	No. of field operations and patrols conducted	1000	200	200	200	200	200	10	10	10	10	10	PS/ DIS	
	Promote and conduct public sensitization and community engagements	Public sensitization and community engagements conducted	% of communities sensitized	100	20	20	20	20	20	10	10	10	10	10	PS/ DIS	
	Participate in bilateral, regional and international joint law enforcements operation	Bilateral, regional and international joint law enforcements operation attended	% of joint law enforcements operation attended	100	20	20	20	20	20	5	5	5	5	5	PS/ DIS	
	Optimize and continuous update/review the website to improve customer	Website operationalized	% completeness	100	0	100	0	0	0	0	5	0	0	0	PS/ DIS	

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh mn)					Responsibility	
					FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	Lead	support
	experience a															
	Train Immigration officers on various courses such as emerging trends on terrorism, impostors, document fraud, cyber-attacks and technologies /technic s to tackle them	Officers' capabilities to address immigration related offenses in terrorism, impostor detection, document fraud detection and cyber-crime enhanced	No. of officers trained	1000	200	200	200	200	200	20	20	20	20	20	PS/DIS / HRM	
	Adopt a multi-agency collaborative and coordinated approach	Joint operations and meetings held	No. of joint operations and meetings	2700	-	500	690	690	690	-	200	200	200	200	PS/DIS	
Sub-total										**1555**	**1770**	**1760**	**1962**	**4560**		
TOTAL POLICY										**1555**	**1770**	**1760**	**1962**	**4560**		
Strategic Issue: Manual records, procedures and processes																
Strategic Goal: Integrate and modernize systems, digitize records, procedures and processes																
Key Result Area 4: Business Process Reengineering																
Outcome: Enhanced Service Delivery																
Strategic Objective: To modernize systems and digitize records, procedures and processes																
	Digitize records contained in	Immigration records digitized	Number of records digitized				-									ICT

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh mn)					Responsibility	
					FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	Lead	support
Strategy 1:Automation	files, establish offsite record centre			10,500,000				500,000	10,000,000				500	500	PS/DIS / DRM/	
		establish offsite record centre	% completion	100	-	-	30	70	-							ICT
		Developing/acquiring EDRMS system	% completion	100	-	5	5	90								ICT
Strategy 2:System modernization and interoperability	Validation and Consolidations of Data from PRAs (NRB, CRS, DRS, DIS and Marriages) into the master Data base.	Validated and Consolidated data/Records.	No. Of records in the data base in Millions.	43	6.5	7.5	8.6	9.5	11	350	360	370	380	390	PS/IPRS	PRAs
	Interlinking system interoperability	Interoperable systems	% System interoperability	100	20	20	20	20	20	100	100	100	100	100	D ICT	Directorates
	Link Registries with tracking systems	Linked registries	No of Registries linked with tracking systems	500	100	100	100	100	50	50	50	50	50	50	D ICT	Directorate
	Operationalize UPI	UPI system developed and maintained	% of UPI system operationalized	100	20	30	50	70	100	1440	1440	1440	1440	1440	D ICT	Directorate
		Staff and RAs trained on UPI	No. of Staff and	2000	400	400	400	400	400	13	13	13	13	11	D ICT	Directorate

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh mn)					Responsibility	
					FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	Lead	support
			RAs trained on UPI													
		Map up Mobile Registration conducted	No. of mobile outreaches conducted	2860	572	572	572	572	572	350	350	350	350	350	D ICT	Directorate
		Maisha Namba issued	Number of Maisha Cards issued	15,000,000	1,000,000	2,000,000	3,000,000	4,000,000	5,000,000	450	450	450	450	450	D ICT	Directorate
		Registration Agents trained	No. of Registration Agents trained	17,000	0	4200	4200	4200	4,400	40	40	40	40	40	D ICT	Directorate
		Informed public	No. of advocacy materials developed and disseminated	10,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2.000,000	7	7	7	7	7	D ICT	Directorate
		E-archiving Solution acquired and deployed	E-archiving solution in place	4	0	1	1	1	1	20	20	20	20	20	D ICT	Directorate
		Historical records bound	No. of records bound	125,333	97860	6079	7022	7155	7217	2	2	2	3	4		Directorate
		High speed scanners acquired	No. of highspeed scanners acquired	1000	200	200	200	200	200	200	200	200	200	200	D ICT	Directorate

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh mn)					Responsibility	
					FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	Lead	support
		Civil Registration records Digitized	% level of manual record digitized	100	20	40	60	80	100	100	100	100	100	100	D ICT	Directorate
Sub-total										**3122**	**3132**	**3142**	**3653**	**3662**		
TOTAL POLICY										**3122**	**3132**	**3142**	**3653**	**3662**		
Strategic Issue: Registration coverage for births and deaths																
Strategic Goal: Improve birth and death registration coverage																
Key Result Area 5: Population registration coverage improved																
Outcome: Reliable Population Data For Evidence-based Planning																
Strategic Objective: : To Improve Population registration coverage																
Strategy 1: Operationalize Registration Offices (CRS, Immigration, NRB,DRS)	Construct Civil registries	Constructed civil registries	No of civil registries constructed	500	100	100	100	100	200	500	500	500	500	500	CRS	PS
	Operationalize Civil registries in all the sub counties	Civil registration offices operationalized	No. of operational CRS offices	1272	315	300	300	200	117	200	200	200	200	200	CRS	PS
	Roll out and maintain CRVSS in National, counties and sub-counties registries	Rolled out CRVSS in Sub-Counties	No. of National, counties and sub-counties registries with CRVSS	500	100	100	100	100	***500***	500	500	500	500	500	CRS	ICT
	Produce and disseminate	Vital statistics	NO. of Vital							18	18	18	18	18	CRS	KNBS/Don

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh mn)					Responsibility	
					FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	Lead	support
	vital Statistics	report produced	Statistics report	5	1	1	1	1	1							ors
	Authenticate birth and death certificates	Authenticated birth and death certificates	No. of documents authenticated	10,000	10100	10200	10300	10400	10500	50	50	50	50	50	CRS	PS
	Establish passport processing centers in foreign mission through deployment of ePassport mobile kits	Passport control centers established	No. of passport control centers established	26	0	9	9	4	4	0	10.8	10.8	4.8	4.8	PS/DIS	
	Decentralization of passport processing centres in regions and Nairobi satellite area	passport processing centres establishment and equipped	No. of passport processing centers established and equipped	7	2	1	1	1	2	0	300	300	300	400	PS/DIS	
	Procurement and Installation of Live Capture Units (LCUs) at Sub-County Registration Offices	LCUs procured and Installed in Sub County Registration offices	Number of Procured LCUs	3,000	0	47	1000	1000	953	0	42.3	900	900	857.7	PS/ NRB	
	Construction of National Registration registries	National Registration registries constructed	Number of registries constructed	200	10	0	10	100	80	60	0	60	600	480	NRB	

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh mn)					Responsibility	
					FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	Lead	support
	Refurbishment of National Registration registries	National Registration registries refurbished	Number of refurbished registries	100	2	0	18	40	40	1	0	9	20	20	PS/ NRB	
	Operationalize additional Registration offices	Registration offices operationalized	Number of operationalized Registration offices	120	25	30	10	35	20	12.5	15	5	17.5	10	PS/NRB	
	Deployment of immigration enforcement officers to regional offices	Immigration Enforcement Officers Deployed	No. of Immigration enforcement officers deployed	200	50	50	50	50	50	10	10	10	10	10	PS/ DIS/ HRM	
	Deploy Immigration attaches to foreign Missions abroad	Immigration foreign attaches deployed	No. of Immigration deployed	60	27	8	8	8	9	300	300	300	300	300	PS/ DIS	
Sub-total										**1268**	**1268**	**1268**	**1268**	**1268**		
TOTAL POLICY										**1268**	**1268**	**1268**	**1268**	**1268**		
Strategic Issue: Protracted refugee situation																
Strategic Goal: Enhance refugee management																
Key Result Area 6: Refugee Management																
Outcome: Improved Refugee Management services																
Strategic Objective: To Enhance refugee management																
Strategy 1: Operationalize	Register Asylum Seekers	Asylum Seekers Registered	No. of Asylum seekers registered	140,000	28000	28000	28000	28000	28000	150	150	150	150	150	PS/DRS	***UNHCR***

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh mn)					Responsibility	
					FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	Lead	support
Shirika Plan	Conduct Refugee Status Determination	Refugee Status Determination (RSD) Conducted	No. of RSD cases finalized	170000	20000	20000	30000	50000	50000	20	20	30	50	50	DRS	PS
	Facilitate production of Refugee ID Cards	Refugee IDs produced	No. of Refugee IDs produced	50000	55000	60,0000	65000	70000	75000	50	55	60	65	70	DRS	PS
	Acquire Registration Equipment	Registration equipment acquired	No. of LCUs acquired No. of LIPs installed	7	1	1	2	2	1	7	7	14	14	1	DRS	PS
	Conduct verification of Refugees	Verification exercise conducted	No. of verification exercises conducted	1	0	0	0	1	0	0	0	59	0	0	PS/DRS	UNHCR
	Develop and Operationalize a Refugee Management System	System developed and operationalized	% level of development of the system	0	0	0	0	90	10	0	0	0	600	50	PS/DRS	ICT
	Construct and equip one reception center	Reception center constructed	% level of construction and operationalization	100	0	0	70	30	100	0	0	11	10	10	PS/DRS	UNHCR
	Operationalization of the Refugee Status Appeals Committee	RSAC gazette and operationalized	% level of operationalization	100	0	0	0	100	100	0	0	15	15	15	PS/DRS	UNHCR
	Operationalization and resourcing of the of the National	Shirika Coordination Unit operationalized	% level of operationalization	100	0	0	100	100	100	0	0	156000	60	60	PS/DRS	UNHCR

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh mn)					Responsibility	
					FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	Lead	support
	Shirika Coordination Unit															
	Training of DRS officers on Refugee Management policies, Registration, RSD and the Shirika Plan	Officers trained	No. of officers trained	450	100	100	150	150	150	30	30	40	40	45	PS/DRS	HRM
	Strengthen awareness on refugee matters among MCDAs and Partners	MCDAs and Partners sensitized	No. of officers from MCDAs sensitized No. of sensitization reports	500	50	100	100	150	150	10	10	15	20	25	PS/DRS	UNHCR
	Conduct monitoring Evaluation and Learning	MEAL Conducted	No. of MEAL missions conducted	20	4	4	4	4	4	12	12	12	12	12	PS/DRS	UNHCR
	Construction and Refurbishment of DRS Camp Offices	Offices constructed	% level of construction	100	0	0	50	50	0	0	0	0			PS/DRS	UNHCR
	Construct accommodation facility for DRS officers in the camps	Accommodation facility constructed	% level of construction1	100	0	0	0	90	10	0	0	300	10	2	PS/DRS	UNHCR

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh mn)					Responsibility	
					FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	Lead	support
	Solarize DRS Camp offices	Solar installed	% level of installation	100	0	0	100	100	100	0	0	10	1	1	PS/DRS	***UNHCR***
	Conduct Surveillance along refugee migration corridors	Surveillance along refugee migration corridors conducted	No. of missions conducted	60	10	10	10	20	20	6	6	6	12.5	12.5	PS/DRS	***UNHCR***
	Strengthen community-based mechanisms for peaceful co-existence between Refugees and Host Communities		No. of peace and cohesion meetings held	40	40	40	40	40	40	16	16	16	16	16	PS/DRS	
Sub-total										**301**	**306**	**15673**	**1075**	**519.5**		
TOTAL POLICY										**301**	**306**	**15673**	**1075**	**519.5**		
Strategic Issue: Access to Government services																
Strategic Goal: Ease access to Government services																
Key Result Area 7: e-Government services																
Outcome: Improved access to Government services																
Strategic Objective: To Ease access to Government services																
Strategy 1: Strengthen e-Citizen services	Identification of Services	Identified Services for on boarding	Percentage of Identified services	100				50	50				1000	1000	eCitizen	PS
	Onboarding of Services	Services on boarded	Percentage of onboarded against identified	100				100	100				1000	1000	eCitizen	PS

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh mn)					Responsibility	
					FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28	Lead	support
	Integration to payment gateway	Integrated services to gazette payment gateway	Percentage level of integration to payment gateway	100				100	100				1000	1000	eCitizen	PS
	Support and Maintenance of eCitizen System	System under constant support and maintenance	Percentage level of maintenance	100				100	100				2400	2400	eCitizen	PS
	Acquisition of Cyber security solution	Cyber security tools acquired	Percentage level of cyber security tools acquired	100				50	50				1000	10	eCitizen	PS
	Acquisition of Disaster Recovery Site	Disaster Recovery Site acquired	Number of completion certificates	1					1				1200	1200	eCitizen	PS
Sub total										**0**	**0**	**0**	**7600**	**6610**		
Connect Agencies to IPRS	Connecting Primary Registration Agencies for Data Sourcing (NRB, CRS, DIS, and DRS)	Primary Registration Agencies Connected	No. Of PRAs connected	4	4	0	0	0	0	80	100	100	100	120	IPRS	PS
	Connecting Secondary agencies (Government Departments and Corporates) for Electronic Know Your Customer Services (eKYC);	Connected Agencies to IPRS	No. Of agencies connected	200	40	40	40	40	40	80	100	100	100	120	IPRS	PS

Strategy	**Key activities**	**Expected Output**	**Output Indicators**	**Target for 5 Years**	**Target**					**Budget (Ksh mn)**					**Responsibility**	
					FY2023/24	**FY2024/25**	**FY2025/26**	**FY2026/27**	**FY2027/28**	**FY2023/24**	**FY2024/25**	**FY2025/26**	**FY2026/27**	**FY2027/28**	**Lead**	**support**
	Client information authentication.															
Sub total										**160**	**200**	**200**	**200**	**240**		
Enhance secondary Agency Record Verification	Enhancing verification services	Verify records in the data base	No of records verified (hit) in miilions	62	9	10	12	15	16	100	120	130	140	160	IPRS	PS
		Sensitize corporate clients	No of corporate clients sensitized	160	20	30	30	40	40	10	15	20	30	40	IPRS	PS
										250	**260**	**270**	**280**	**290**		
Sub-total										**410**	**460**	**470**	**8080**	**7140**		
TOTAL POLICY																