



# KENYA SCHOOL OF GOVERNMENT

Empowering the Public Service

## Corporate Annual Work Plan FY 2025/2026

25 June 2025



## **Vision**

Excellence in Public Service Capacity Development

## **Mission**

To provide training, consultancy, and research services designed to inform public policy, contribute to national development, and promote high standards of competence, and integrity in the Public Service.

## **Core Values**

Responsiveness Innovation Integrity Excellence Inclusivity

## **Strategic Issues**

1. Strengthen consultancy capacity
2. Enhance evidence-based policy making
3. Enhance public awareness of government policies and programmes
4. Improve service delivery and brand equity

## **Key Result Areas**

1. Competency development
2. Consultancy services for organizational development and re-engineering
3. Public policy, research and advisory services
4. Public engagement and outreach services
5. Institutional transformation for strategic repositioning

## **Strategic Objectives**

1. Develop competency in the public service
2. Enhance quality and accessibility of capacity development programmes
3. Offer expert consultancy services to support organizational development and reengineering
4. Enhance evidence-based decision-making
5. Disseminate research findings
6. Strengthen corporate governance
7. Strengthen human resources
8. Modernize facilities
9. Digitalize systems and processes
10. Enhance competitiveness of the School
11. Strengthen financial sustainability

Strategies	Key Activities	Expected Output	Output Indicator	Budget (Kshs. '000'	Target	Responsibility	Timelines				Assumptions
							Q1	Q2	Q3	Q4	
<b>Strategic Issue:</b> Demand, accessibility and quality of training programmes											
<b>Strategic Goal:</b> Enhance accessibility and quality of capacity development programmes											
<b>Key Result Area 1:</b> Competency Development											
<b>Outcome:</b> Enhance competence in the Public Service											
<b>Strategic Objective 1:</b> To develop competency in the Public Service											
1. Determine competence gaps	a. Review government policies, strategic plans, sector performance reports, productivity reviews and human resource skills audit reports relevant to public service delivery	Competence assessment report highlighting priority thematic and competency areas for capacity development	No. of policy and performance documents reviewed		4	SDAA					
	b. Organize and Facilitate Consultative	Stakeholder input report capturing	No. of Stakeholders fora		1	SDAA					

Strategies	Key Activities	Expected Output	Output Indicator	Budget (Kshs. '000'	Target	Responsibility	Timelines				Assumptions
							Q1	Q2	Q3	Q4	
	Round Table Fora with representatives from ministries, counties, regulatory bodies and training beneficiaries	priority skills needs, delivery preference and sector-specific recommendations									
	Consolidate findings from the competency gap report and stakeholder feedback to inform program review	A consolidated report highlighting priority competency areas and stakeholder-driven recommendation for program enhancement.	No of consolidated reports		1						
2. Review capacity development programmes	a. Incorporate the recommendations of the competencies	Updated and refined training programme	No. of revised programmes outlines approved for		12						

Strategies	Key Activities	Expected Output	Output Indicator	Budget (Kshs. '000'	Target	Responsibility	Timelines				Assumptions
							Q1	Q2	Q3	Q4	
	gap report	that address identified gaps in the Public Service	implementation								
	b. Align existing programmes with emerging needs	Reviewed Programmes	No. of programmes		12	SDAA					
	c. Undertake programme differentiation based on participants, mode of delivery and thematic focus	Programme differentiation framework categorizing training programme based on delivery mode, target groups and thematic areas.	Approved Programme framework		1	DAA with teams from campus/institute					
3. Develop New Capacity Building Programmes	a. Develop new training programmes based on the competency gap reports and recommendatio	New Programmes developed	No. of programmes developed		4	SDAA					

Strategies	Key Activities	Expected Output	Output Indicator	Budget (Kshs. '000'	Target	Responsibility	Timelines				Assumptions
							Q1	Q2	Q3	Q4	
	ns of the TNA findings										
	b. Conduct validation sessions with stakeholders and subject matter experts	Approved training programs reflecting stakeholders input	No of validation reports generated		4	SDAA					
	c. Pilot-test new training programme before rollout	Pilot implementation report highlighting participants feedback and instructional effectiveness	No of programmes pilot-tested and refined		4	SDAA					
4. Roll out capacity development programmes	a. Mobilize and enroll participant across campuses and institute for training	Participant trained and certified	No. of participants trained and certified		25,000	SDAA					
	b. Document and report on programme	End of Training Reports	No. of end of Training Reports		All programmes run	Directors					

Strategies	Key Activities	Expected Output	Output Indicator	Budget (Kshs. '000'	Target	Responsibility	Timelines				Assumptions
							Q1	Q2	Q3	Q4	
	implementation across campuses and institutes	prepared for all programs implemented									
	c. Conduct post training facilitator evaluation to inform quality improvement	Facilitator performance evaluation completed	No. of facilitator evaluations conducted		All programmes run	Directors					
5. Monitor, evaluate and report implementation of capacity development programmes	a. Review and standardize monitoring, evaluation and report tools across campuses and programs	Standardized M&E tools for capacity development programmes	No. of approved M&E tools		1	SDAA					
	b. Conduct quarterly monitoring and evaluation of program implementation using the approved tools	Monitoring and evaluation report with findings and improvement areas	No. of M& E reports prepared		4	SDAA					
	c. Implement key	Implementation	% of priority		100	SDAA					

Strategies	Key Activities	Expected Output	Output Indicator	Budget (Kshs. '000'	Target	Responsibility	Timelines				Assumptions
							Q1	Q2	Q3	Q4	
	recommendations from M&E report to improve programme quality and delivery	Annual status report tracking action on M&E recommendations	recommendations implemented								
<b>Strategic Issue:</b> Accessibility and quality of KSG programmes											
<b>Strategic Goal:</b> Enhance accessibility and quality of KSG programmes											
<b>Key Result Area 1:</b> Competency Development											
<b>Outcome:</b> Increase uptake of capacity development programmes											
<b>Strategic Objective 2:</b> To enhance quality and accessibility of capacity development programmes											
1. Strengthen KSG Quality Management Framework	a. Conduct internal quality assurance audits using standardized criteria and tools	Internal audit reports with identified strengths, gaps and recommendations	No of quality assurance audit reports		4	SDAA					

Strategies	Key Activities	Expected Output	Output Indicator	Budget (Kshs. '000'	Target	Responsibility	Timelines				Assumptions
							Q1	Q2	Q3	Q4	
	b. Implement key recommendations from quality assurance audit	Status report documenting implemented improvements and corrective actions	% of audit recommendations implemented		100%	SDAA					
2. Strengthen access to Library and Information Resources	a. Implement the Library Services policy	Improved access and service delivery in line with policy standards	Implementation status report		1	SDAA					
	b. Expand access to digital academic content through e-resource databases subscriptions	Increased range of e-resources accessible to users	No. of active e-databases subscription		1	DAA					
	c. Operationalize a centralized Knowledge Hub for Public Service learning and resource sharing	Functional digital platform for hosting research, policy briefs and curated	Operational Knowledge Hub for the Public Service		1	eLDI					

Strategies	Key Activities	Expected Output	Output Indicator	Budget (Kshs. '000'	Target	Responsibility	Timelines				Assumptions
							Q1	Q2	Q3	Q4	
		learning content									
	d. Build user capacity of through training on effective use of digital and print library resources	Improved user literacy and usage of library services	Training report		4	SDAA					
	e. Update and diversify print resource materials	Enriched and up to date physical library collections	No. of New books or physical resources added		--	SDAA					
3. Diversify access to capacity development programmes	a. Establishment of a new Campus / Centre	Center for Psychometric assessment established	A new Centre Established		1	DG					
	b. Operationalize new Centers	Center for Research and Consultancies Service operationalized	Centre Operationalized		1	DG					

Strategies	Key Activities	Expected Output	Output Indicator	Budget (Kshs. '000'	Target	Responsibility	Timelines				Assumptions
							Q1	Q2	Q3	Q4	
<b>Strategic Issue:</b> Capacity to offer consultancy services											
<b>Strategic Goal:</b> Strengthen consultancy capacity											
<b>Key Result Area 2:</b> Consultancy for organizational development and re-engineering											
<b>Outcome:</b> Improve uptake of consultancy services											
<b>Strategic Objective 1:</b> To offer expert consultancy services to support organizational development and re-engineering											
1. Strengthen capacity to offer consultancy services	a. Implement the consultancy policy	Consultancy services implemented in line with policy guidelines	% of policy provisions operationalized		100%	SDAA					
2. Expand portfolio for consultancy services	a. Undertake Consultancy Market Intelligence Survey	Market Intelligence Survey Report identifying high-demand consultancy areas	Consultancy Market Intelligence Survey report		1	SDAA					
	b. Implement recommendations of the Consultancy	Key recommendations implemented	% of recommendations implemented		100%	SDAA					

Strategies	Key Activities	Expected Output	Output Indicator	Budget (Kshs. '000'	Target	Responsibility	Timelines				Assumptions
							Q1	Q2	Q3	Q4	
	market intelligence survey report to expand consultancy offerings and client base	to expand and tailor consultancy services									
<b>Strategic Issue:</b> Capacity to undertake policy based research											
<b>Strategic goal:</b> Enhance evidence based policy making											
<b>Key Result Area 3:</b> Public Policy Research <sup>1</sup> and advisory services											
<b>Outcomes:</b> Increased number of policy based research programmes											
<b>Strategic Objective 1:</b> To enhance evidence-based decision making											
1. Strengthen capacity to offer research, advisory and innovation services	a. Build Capacity of school to undertake research and innovation	Faculty trained in undertaking research and innovation	No of faculty trained		6	SDAA					
	b. Mobilise resources to support research	Increased funding portfolio for	No of resource mobilization reports/ status		4	SDAA					

<sup>1</sup> All policies developed by the School will be subjected to stakeholder participation

Strategies	Key Activities	Expected Output	Output Indicator	Budget (Kshs. '000'	Target	Responsibility	Timelines				Assumptions
							Q1	Q2	Q3	Q4	
	and innovation	research and innovation	updates								
	c. Conduct collaborative research with Government and Academic partners on policy priority areas	collaborative research reports addressing national development priorities	No. of collaborative research projects completed		3	SDAA					
2. Establish Think – Tanks to support evidence based decision making	a. Review and Approve KSG Think-Tank Policy	Approved policy framework for Think-Tanks establishment and operations	No of policies approved		1	SDAA					
	b. Establish and operationalize at least one thematic Think-Tanks	Functional Think-Tank contributing to national and institution policy conversations	No. of Think-Tanks established	0.5	1	SDAA					
<b>Strategic Issue:</b> Capacity to undertake policy-based research											

Strategies	Key Activities	Expected Output	Output Indicator	Budget (Kshs. '000'	Target	Responsibility	Timelines				Assumptions
							Q1	Q2	Q3	Q4	
<b>Strategic goal:</b> Enhance evidence-based policy making											
<b>Key Result Area 3:</b> Public Policy Research <sup>2</sup> and advisory services											
<b>Outcomes:</b> Increased number of policy-based research programmes											
<b>Strategic Objective 2:</b> To disseminate research findings											
1. Develop research, advisory and innovation outputs	a. Produce high-end quality research, advisory and innovation outputs aligned with Institutional Priorities	Research or innovation outputs completed and approved	No. of research and innovation outputs		12	SDAA					
	b. Organize knowledge-sharing events (conferences, symposia, public lectures) to disseminate research	Events convened with participation from public sector and academia	No. of events held		3	SDAA					
	c. Submit key	Submission of	No. of reports	0.1	3	SDAA					

<sup>2</sup> All policies developed by the School will be subjected to stakeholder participation

Strategies	Key Activities	Expected Output	Output Indicator	Budget (Kshs. '000'	Target	Responsibility	Timelines				Assumptions
							Q1	Q2	Q3	Q4	
	research, advisory outputs relevant stakeholders or institutions	finalized report to client or policy bodies	submitted								
2. Disseminate research findings	a. Operationalize the Eastern Africa Journal of Public Affairs	Journal volume published and disseminated	No of journal volumes issued		1	SDAA					
<b>Strategic Issue:</b> Service delivery and brand equity											
<b>Strategic Goals:</b> Improve service delivery and brand equity											
<b>Key Result Area 4:</b> Institutional transformation and strategic positioning											
<b>Outcome:</b> Enhanced application of best practice in corporate governance											
<b>Strategic Objective 1:</b> To strengthen corporate governance											
1. Promote good corporate governance	a. Review policies and procedure manuals	Reviewed and approved policies and procedure manual	No. of approved policies and Procedure manuals		10	DG					
	b. Review and update strategic plan	Reviewed and approved strategic plan	No of approved strategic plan		1						

Strategies	Key Activities	Expected Output	Output Indicator	Budget (Kshs. '000'	Target	Responsibility	Timelines				Assumptions
							Q1	Q2	Q3	Q4	
	c. Implement policies and procedure manuals	Institutional adherence to revised frameworks	No. of Implementation status reports		All	DG					
	d. Monitor implementation of Government circulars and policy guidelines	Compliance with governance standards	No of quarterly Compliance status reports		4	DG					
	e. Enhance capacity of Council	Improved council oversight and engagement	No. of capacity building programmes held		1	DG					
	f. Undertake annual Council evaluation	Documented insights to strengthen council performance	Council evaluation report		1	DG					
2. Strengthen internal controls	a. Implement the risk management framework across departments and directorates	Risk management practices embedded in operational processes	Risk management implementation report		1	DG					

Strategies	Key Activities	Expected Output	Output Indicator	Budget (Kshs. '000'	Target	Responsibility	Timelines				Assumptions
							Q1	Q2	Q3	Q4	
	b. Undertake internal audits	Audit reports with actionable recommendations for improvement	No of internal audit reports		4	DG					
<b>Strategic Issue:</b> Service delivery and brand equity											
<b>Strategic Goal:</b> Improve service delivery and brand equity											
<b>Key Result Area 4:</b> Institutional Transformation and Strategic Positioning											
<b>Outcome:</b> Enhanced performance and brand equity											
<b>Strategic Objective 2:</b> To Enhance productivity through human capacity development and welfare improvement											
1. Strengthen human resource capacity	a. Develop human resource plan	Approved human resource plan	No of human resource plan developed and approved		1	SDFA					
	b. Implement the approved human resource plan	Status report tracking HR plan implementation progress	Level of implementation		100%	SDFA					
	c. Implement talent	Talent acquisition	Employee satisfaction		1	SDFA					

Strategies	Key Activities	Expected Output	Output Indicator	Budget (Kshs. '000'	Target	Responsibility	Timelines				Assumptions
							Q1	Q2	Q3	Q4	
	acquisition, and retention strategy	report and increased employee satisfaction	survey report								
	d. Develop competencies of staff	Staff equipped with relevant competencies aligned to institutional goals	HR development plan		1	SDFA					
			No. of staff trained		490						
2. Institutionalize performance and productivity culture	a. Develop performance and productivity management policy	Approved performance and productivity management policy	No of approved performance and productivity management policy		1	SDFA					
	b. Implement performance and productivity management policy	Policy in active use in active mechanism and compliance tracking	Level of implementation		100%	SDFA					

Strategies	Key Activities	Expected Output	Output Indicator	Budget (Kshs. '000'	Target	Responsibility	Timelines				Assumptions
							Q1	Q2	Q3	Q4	
3. Promote staff welfare	a. Develop/ Review staff welfare plan	Approved Staff welfare plan	No of Approved Staff welfare plan		1	SDFA					
	b. Implement staff welfare plan	Improved staff wellbeing through implemented welfare initiatives	Level of implementation		100%	SDFA					
<b>Strategic Issue:</b> Service delivery and brand equity											
<b>Strategic Goal:</b> Improve service delivery and brand equity											
<b>KRA 4:</b> Institutional Transformation and Strategic Positioning											
<b>Outcomes:</b> Enhanced performance and brand equity											
<b>Strategic Objective 3:</b> To modernize facilities											
1. Upgrade infrastructure	a. Conduct infrastructure assessment across the school	Infrastructure assessment report outlining needs and priority projects	No of Assessment reports completed and approved		1	SDFA					

Strategies	Key Activities	Expected Output	Output Indicator	Budget (Kshs. '000'	Target	Responsibility	Timelines				Assumptions
							Q1	Q2	Q3	Q4	
	b. Implement priority recommendations from the approved assessment	Updated and functional infrastructure aligned with institutional priorities	% of recommendations implemented		1	SDFA					
	c. Progress construction of ongoing infrastructure projects in Baringo, Embu and Matuga	Progress report detailing milestones achieved and emerging issues	No of Construction progress report		3	SDFA					
2. Enhance fleet management	a. Develop fleet management plan	Approved fleet management plan with operational and sustainability guidelines	No of fleet management plans developed and approved		1	SDFA					
	b. Implement fleet management plan	Fleet management practices standardized and actively	Level of implementation		100%	SDFA					

Strategies	Key Activities	Expected Output	Output Indicator	Budget (Kshs. '000'	Target	Responsibility	Timelines				Assumptions	
							Q1	Q2	Q3	Q4		
		monitored										
<b>Strategic Issue:</b> Service delivery and brand equity												
<b>Strategic Goal:</b> Improve service delivery and brand equity												
<b>KRA 4:</b> Institutional Transformation and Strategic Repositioning												
<b>Outcomes:</b> Enhanced performance and brand equity												
<b>Strategic Objective 4:</b> Digitalize processes												
Promote digitalization of processes	a. Map and prioritize institutional processes that require re-engineering	Business processes mapping report with prioritized matrix	No of Business processes mapping reports		1	SDFA						
	b. Re-engineer prioritized business processes	Updated business processes models and design	No of re-engineered processes		4	SDFA						
	c. Review and upgrade existing ERP system	ERP upgrade plan and improved functionality	No. of ERP modules upgraded		3	SDFA						

Strategies	Key Activities	Expected Output	Output Indicator	Budget (Kshs. '000'	Target	Responsibility	Timelines				Assumptions
							Q1	Q2	Q3	Q4	
		across modules									
	d. Implement e-Government Procurement(e-GP) system	Functional e-procurement platform integrated with workflows	Level of implementation		100%	SDFA					
<b>Strategic Issue:</b> Service delivery and brand equity											
<b>Strategic Goal:</b> Improve service delivery and brand equity											
<b>KRA 4:</b> Institutional Transformation and Strategic Repositioning											
<b>Outcomes:</b> Enhanced performance and brand equity											
<b>Strategic Objective 5:</b> To enhance competitiveness of the School											
1. Improve market share	a. Conduct market share analysis to identify trends, gaps and opportunities	Market share analysis report with actionable insights	No of market share analysis reports conducted		1	SDFA					
	b. Implement prioritized recommendatio	Implementation status report showing	Level of implementation		100%	SDFA					

Strategies	Key Activities	Expected Output	Output Indicator	Budget (Kshs. '000'	Target	Responsibility	Timelines				Assumptions
							Q1	Q2	Q3	Q4	
	ns from market analysis	actions taken and results									
	c. Develop and implement marketing plan	Approved marketing plan	No of Approved marketing plan		1	SDFA					
		Quarterly implementation updates	Level of implementation		100%	SDFA					
2. Promote brand positioning	a. Review brand manual	Approved brand manual	No of Approved brand manual		1	SDFA					
	b. Implement brand manual	Consistent branding across the school	Level of Implementation		100%	SDFA					
3. Enhance Corporate communication	a. Review and approve corporate communication strategy	Approved corporate communication strategy	No of Approved Corporate communication strategy		1	SDFA					
	b. Implement corporate	Improved internal and	Level of implementation		100%	SDFA					

Strategies	Key Activities	Expected Output	Output Indicator	Budget (Kshs. '000'	Target	Responsibility	Timelines				Assumptions
							Q1	Q2	Q3	Q4	
	communication strategy	external communication									
4. Enhance customer satisfaction	a. Implement customer satisfaction survey report	Action plan executed and monitored to address survey findings	Implementation status report		1	DG					
	b. Review and update customer service charter	Approved customer service charter	No of approved customer service charter		1	DG					
	c. Standardize hospitality services	Consistent Hospitality services protocols and applied across the school enhancing client experience and service quality	Level of compliance with established hospitality standards based on internal audits and spot checks		1	DFA					
<b>Strategic Issue:</b> Service delivery and brand equity											
<b>Strategic Goal:</b> Improve service delivery and brand equity											

Strategies	Key Activities	Expected Output	Output Indicator	Budget (Kshs. '000'	Target	Responsibility	Timelines				Assumptions
							Q1	Q2	Q3	Q4	
<b>KRA 4: Institutional Transformation and Strategic Repositioning</b>											
<b>Outcomes: Enhanced performance and brand equity</b>											
<b>Strategic Objective 6: To strengthen Financial Sustainability</b>											
1. Strengthen resource mobilization	a. Review resource mobilization strategy	Approved resource mobilization strategy	No of strategies reviewed and approved		1	SDFA					
	b. Implement resource mobilization strategy	Increased financial resources mobilized from diverse sources	Implementation status report		1	SDFA					
Amount of resources mobilized				----							
2. Prudent utilization of resources	a. Review existing financial policies and procedures	Updated and approved financial policy framework	No of financial policies reviewed and approved		1	SDFA					
	b. Implement financial policies and procedures	Application of financial policies with monitoring mechanism	Level of Implementation		100%	SDFA					

Strategies	Key Activities	Expected Output	Output Indicator	Budget (Kshs. '000'	Target	Responsibility	Timelines				Assumptions
							Q1	Q2	Q3	Q4	
		across the school									
	c. Develop and implement internal accountability guidelines	Approved accountability guidelines	No of accountability guidelines developed and approved		1	SDFA					
			Level of Implementation		100%	SDFA					

