



Integrated Country Strategy

KENYA

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1. Chief of Mission Priorities

In more than 50 years of partnership, the United States and Kenya have developed deep political, economic, security, and cultural ties. Kenya is home to the largest U.S. mission in Africa, and more than 100,000 Americans live in or visit Kenya every year. As a gateway to East Africa and leader in the region, Kenya is an essential U.S. strategic partner and its progress directly affects U.S. interests, as laid out in the 2017 National Security Strategy and the 2021 Interim National Security Strategy.

The Mission's overarching goal is to deepen the partnership between the United States and Kenya to advance security, prosperity, and democratic values for the benefit of both the American and the Kenyan people. We support and enhance Kenya's capacity to promote peace and security in the region. Beyond our governmental ties, the United States and Kenya have deep business, civil society, and academic relations that assist in achieving our strategic objectives.

While Kenya has made important progress, it faces formidable challenges, including the need to further strengthen democratic processes and governance institutions, confront violent extremism, address corruption, bridge ethnic divisions, improve human rights, and create employment. Kenya's success in addressing these challenges supports our interest in a just, secure, and peaceful world rooted in democratic institutions, respect for human rights, and economic prosperity.

Security and Regional Engagement: We seek to ensure that Kenya is stable, peaceful, and regionally engaged. Our security assistance supports Kenya's ability to prevent and respond to crime and terrorism threats and mitigate threats to stability, enhancing the security of Americans.

Assisting and ensuring the security of American citizens in Kenya is our top priority. Our strategy reflects the paramount importance of protecting U.S. citizens at home and abroad while facilitating legitimate travel. Our programs to assist U.S. citizens recognize the high risk of crime and terrorism, as reflected in the travel advisory for Kenya. Equally important is our

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engagement to protect Americans at home through improved visa controls and robust border and aviation security standards, given Kenya's direct commercial air service to the United States. Facilitating Kenyans' legitimate travel to the United States directly benefits the U.S. economy.

As a force contributor to the African Union Mission in Somalia (AMISOM), Kenya plays an essential role in our effort to defeat al-Shabaab, ISIS, and other terrorist organizations. The terror attacks in January 2019 at the DusitD2 hotel complex in Nairobi and in January 2020 at the United States Armed Forces' Camp Simba in Manda Bay underscore Kenya's continuing vulnerability to terrorism. Although no major terrorist incidents occurred in 2021, Kenya continues to suffer terror attacks against Kenyan security forces and civilians along the Kenyan-Somali border. We encourage Kenya to proactively help resolve regional political conflicts, either bilaterally or through regional institutions.

Advancing U.S. Economic Interests: Kenya is a key economic partner for the United States. It has the fifth-largest economy in sub-Saharan Africa and is critical to economic growth in East Africa. While agriculture continues to be the largest single economic contributor, Kenya is a significant tourist destination, and it hosts a dynamic and growing technology sector. To promote our economic prosperity interests, we focus on enhancing U.S. trade, investment and competitiveness, encouraging improved economic governance and an enabling business environment, and strengthening macroeconomic stability. We leverage key presidential initiatives such as the Global Food Security Strategy, the Power Africa and Prosper Africa initiatives, and the African Growth and Opportunity Act.

U.S. Foreign Assistance and Glide-Path to Sustainable Development: We seek rapid and sustainable Kenyan economic development that reduces poverty, promotes health, and expands economic opportunity. Our goal is to promote a clear glide-path that takes Kenya to sustainable economic development. Investment in the Kenyan people and the development of health and education institutions are key development priorities. Ameliorating the impact of HIV/AIDS is a major part of our assistance. Our programs build research, surveillance, and detection capabilities to prevent the emergence of new pandemics. In education, we support

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improving the quality of services and institutions as well as removing barriers to access, particularly for girls, youth, and disadvantaged groups. Kenya continues to make good progress on the Global Health Security Agenda, which protects both the American and the Kenyan people from bio-threats. Kenya hosts a large refugee population from neighboring countries and we will continue to provide protection and assistance to this vulnerable group, as well as support durable solutions such as resettlement, local integration, and voluntary repatriation. Kenya is making progress in its regulatory infrastructure maturity, critical to development of manufacturing capacity and self-reliance.

Democracy, Governance, and Civilian Security: We seek to further deepen democratic reforms while strengthening rule of law, protecting human rights, and safeguarding civic space. Kenya continues to implement its 2010 Constitution, including devolution of power to local governments. Widespread corruption, however, poses a continuing risk to development. Our anti-corruption programs seek to build Kenya's investigative and prosecutorial capacity to target corruption at all levels, from petty graft on the ground to high-level and institutional misconduct, a key to mitigating the impact of transactional criminal networks in Kenya and the region.

Kenya's 2017 presidential election, the 2018 national dialogue initiated by President Kenyatta and opposition leader Raila Odinga, and ensuing reform process not only tested the country's democratic institutions, but its independent judiciary. Our programs focus on strengthening institutions, enhancing government accountability, and reducing incidents of political violence in future elections. Promoting adherence to international and Kenyan human rights standards remains a key Mission priority.

Climate Change: Recognizing the wide-ranging impact of climate change, Mission Nairobi will continue to promote activities that address clean energy, the ocean, sustainable development, migration, and other relevant topics. We promote innovative approaches, including international multi-stakeholder initiatives.

U.S. Mission Nairobi: Operationally, Mission Nairobi's management platform works to sustain peak performance with limited resources. Our Mission population is now significantly larger than our management and security platforms were originally configured to support.

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2. Mission Strategic Framework

Mission Goal 1: Kenya is Stable, Peaceful and Regionally Engaged, Ensuring the Security of U.S. Citizens and U.S. Interests.

- **Mission Objective 1.1:** Enhance U.S. citizens' security and well-being, strengthen U.S. and Kenya border security, and mitigate Kenya's external risks. (CDCS DO4)
- **Mission Objective 1.2:** Enhance the capacity of Kenyan institutions to prevent and respond to security threats and to contribute to regional peace and security.
- **Mission Objective 1.3:** Enhance the rule of law in Kenya and strengthen Kenya's justice sector to become more fair, effective, efficient, and accountable.

Mission Goal 2: Advance U.S. Economic Interests in a Free, Fair, and Reciprocal Economic Partnership with a Prosperous Kenya.

- **Mission Objective 2.1:** Promote U.S. trade, investment, and competitiveness, including legitimate travel to support U.S.-Kenya economic partnership.
- **Mission Objective 2.2:** Improve macroeconomic stability, the enabling business environment, and economic governance and growth opportunities, especially for youth. (CDCS DO3)

Mission Goal 3: U.S. Foreign Assistance Encourages and Supports GOK Choices and Abilities to Advance Sustainable Development, Reduce Human Suffering, and Promote Clear Glide-Paths Toward Self-Reliance.

- **Mission Objective 3.1:** Save lives, enable livelihoods, reduce suffering, and strengthen resilience in populations and environments affected by climate change, conflict and persecution, and natural disasters. (CDCS DO2)
- **Mission Objective 3.2:** Support state and non-state actors in the implementation of climate mitigation and adaptation actions to meet nationally determined contributions (NDCs) and national adaptation plans.

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Mission Goal 4: Kenyan Institutions Are Democratic, Independent, and Respond to Citizens' Needs While Protecting Their Rights as Enshrined in Kenya's 2010 Constitution.

- **Mission Objective 4.1:** Improve key health, governance, and markets systems. (CDCS DO1)
- **Mission Objective 4.2:** Improve the adherence of government institutions to principles of separation of powers, rule of law, respect for civil society and marginalized and vulnerable populations, and human rights.

Management Objective 1: Implement efficient and effective data-driven systems to optimize management platforms to support Mission Nairobi.

Management Objective 2: Recruit, retain and train a diverse workforce to fully support Mission Kenya.

Management Objective 3: Provide safe and secure housing and office space to Mission Nairobi.

3. Mission Goals and Objectives

Mission Goal 1 | Kenya is Stable, Peaceful and Regionally Engaged, Ensuring the Security of U.S. Citizens and U.S. Interests.

Description | Kenya is a lynchpin for regional security, and an important partner of the United States. The United States has an interest in supporting the stability and territorial integrity of Kenya in a variety of ways, including through capacity-building assistance focused on counterterrorism, aviation security, border security, the justice sector, and other vital fronts. With significant U.S. investments in Kenya, as well as thousands of Americans working and living there, the United States and Kenya have a clear mutual interest in ensuring the stability of the latter. By extension, this stability is essential as a foundation for Kenya to lead in security-related efforts in East Africa, including through its significant investment in the African Union Mission to Somalia (AMISOM).

Objective 1.1 | Enhance U.S. citizens' security and well-being, strengthen U.S. and Kenya border security, and mitigate Kenya's external risks. (CDCS DO4)

- **Justification** | The security of American citizens—in both Kenya and the United States—depends on strong relationships between Mission Nairobi and GOK security and consular counterparts. It is also inextricably linked to the integrity of Kenya's land, air, and sea borders. To achieve this objective, Mission Nairobi must improve American Citizen Services' capacity to respond to emergency situations, enhance information-sharing on border security issues, and support Kenyan security actors in strengthening border and aviation security and reducing vulnerability to soft-target terrorist attacks.
- **Linkages** | Joint Regional Strategy/Bureau Strategic Framework Objective 1.2, Interim National Security Strategy page 9
- **Risks** | Despite its role as a regional anchor and vibrant democracy, Kenya still suffers from corruption and ethnic tribalism, which undermine the Kenyan public's confidence in their national government and weaken national institutions on which U.S. security programs rely.

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Objective 1.2 | Enhance capacity of Kenyan institutions to prevent and respond to security threats and contribute to regional peace and security.

- **Justification** | With the range of security threats that Kenya faces, including terrorism, transnational crime, threats to cybersecurity, and spillover issues from unstable regional neighbors, Kenya must take an approach to its security posture that is comprehensive and based on rule of law so it can defend itself and maintain a leading role in ensuring the stability of the region. Specifically, U.S. capacity-building support to Kenyan law enforcement institutions will increase their ability to address terrorist and transnational crime threats while encouraging an approach based on rule of law so that new threats do not emerge. The U.S. prioritizes engagement with both GOK and civil society partners because our experience shows that they must work together effectively to prevent and counter conflict and violent extremism in a sustainable manner. Finally, the U.S. supports capacity-building assistance to the Kenya Defense Forces, given our shared priority that Kenya maintains its lead role as an effective regional stabilizing and peacekeeping force.
- **Linkages** | Joint Regional Strategy/Bureau Strategic Framework Objective 1.1, 1.2, 1.5
- **Risks** | Given its ethnic diversity – there are 42 recognized tribes in Kenya – the movement of “foreign” KDF units and security personnel into Kenya’s sparsely populated northern and eastern border counties often exacerbates, rather than ameliorates, intercommunal tensions and conflict in the very regions most at risk to terrorism, transnational crime, and spillover from regional conflicts. Suspicion of the national government builds upon both British colonial period marginalization of these regions as well as conflict between these communities and the national government since independence.

Objective 1.3 | Enhance the rule of law in Kenya and strengthen Kenya’s justice sector to become more fair, effective, efficient, and accountable.

- **Justification** | The Kenyan justice sector faces major challenges in effectively delivering justice. First, supporting the Kenyan interagency communication and capacity building would assist in improving information-sharing through the justice process. Second, a focus on improving case intake and investigations would improve case quality at the front of the justice chain, while improving the justice system through improved case management, alternatives to prosecution, usage of legal aid, would reduce backlogs and reduce overall frustration with the judicial system. In addition, more than 40 percent of the prison population comprises pre-trial detainees “remandees” who spend years in prison alongside convicted prisoners, increasing their vulnerability to violent extremist (VE) recruitment. Kenyan investigations and prosecutions also suffer from a lack of experience in converting intelligence leads into evidence and the inability to conduct wiretaps in all but terrorism-related cases.
- **Linkages** | Joint Regional Strategy/Bureau Strategic Framework Objectives 1.4 and 1.5, Interim National Security Strategy page 11
- **Risks** | While the Kenyan government has made great strides in legislating on hate speech and corruption, making many arrests in both areas over the last several years, very few of these cases go to trial and even fewer result in legal penalties. There is no welfare system in Kenya, nor is there an effective mechanism for witness protection, making it difficult to convince witnesses of police brutality or corruption to publicly testify in such cases for fear of retribution.

Mission Goal 2 | Advance U.S. Economic Interests in a Free, Fair, Reciprocal Economic Partnership with a Prosperous Kenya.

Description | Kenya's long-term sustainable economic growth and development is critical to U.S. interests, as it promotes political stability and creates new customers for U.S. goods and services. U.S. advocacy and assistance, including for the fight against corruption, helps to create an enabling environment that supports predictability and equal opportunity for U.S. companies in Kenya's regulatory environment. Our efforts support mutually beneficial trade and investment opportunities, creating jobs for U.S. and Kenyan workers, and fostering a reciprocal relationship that will continue to promote shared economic prosperity into the future.

Objective 2.1 | Promote U.S. trade, investment, and competitiveness, including legitimate travel to support U.S.-Kenya economic partnership. (USAID, CDCS DO 1, DO 3 and DO 4)

- **Justification |** Paramount to the work we do overseas is ensuring that American companies have a level playing field to compete and provide U.S. goods and services. By advocating with Government of Kenya officials and other key actors, we help retain and create U.S. jobs, provide Kenya with world-class goods and services, and create mutually beneficial investment opportunities. We use a whole-of-government approach in this effort, coordinating with our interagency partners to effect regulatory and policy changes that enable U.S. companies to operate effectively with foreign competitors.
- **Linkages |** Joint Regional Strategy/Bureau Strategic Framework Goal 2; Interim National Security Strategy to promote trade and economic policies that serve all Americans; Power Africa Initiative; Prosper Africa Initiative
- **Risks |** Failing to achieve this objective risks limiting American companies' ability to compete in the Kenyan and regional market, and helps foreign competitor deepen and expand their trade and investment in Kenya and the region. We intend to mitigate the risk by advocating for U.S. companies with the Government of Kenya and supporting activities that bolster U.S.-Kenya trade.

Objective 2.2 | Improve macroeconomic stability, the enabling business environment, and economic governance and growth opportunities, especially for youth. (CDCS DO3)

- **Justification** | The system of government institutions, laws, and policies that stimulate and regulate the Kenyan economy are critical to the management of the currency and interest rates, the ability to fund and expend public resources effectively, the efficiency and predictability of the business-enabling environment, and the social progress of Kenyan citizens. Ensuring that this system is strong, resilient to shocks, growth-oriented, and equitable to domestic and foreign participants—including U.S. businesses and investors—is foundational to any U.S. diplomatic or foreign assistance effort, as the absence of such stability may lead to reduced outcomes and reversals of progress. This objective will be achieved through engaging and supporting the Government of Kenya and other stakeholders who share an interest in greater economic growth and closer commercial ties with the United States.
- **Linkages** | U.S. Strategy on Countering Corruption; Joint Regional Strategy/Bureau Strategic Framework Goal 2; Interim National Security Strategy to promote economic policies that serve all Americans; U.S. Global Food Security Strategy objectives 1, 2, and 3; Power Africa Initiative; Prosper Africa Initiative
- **Risks** | Failing to achieve this objective risks Kenya being unable to reach its goals for economic growth and increases the potential for domestic economic shocks that could undermine economic stability for Kenyan citizens. We intend to mitigate the risk by supporting Kenya's efforts to fight corruption, reduce barriers to start and grow businesses, and advocate for policies that support monetary and fiscal stability and economic opportunities for Kenya's youth.

Mission Goal 3 | U.S. Foreign Assistance Encourages and Supports GOK Choices and Abilities to Advance Sustainable Development, Reduce Human Suffering, and Promote Clear Glide-Paths Towards Self-Reliance.

Description | Though Kenya has significantly improved its health and disaster preparedness status over the last several years, the country continues to face challenges in fostering inclusive growth and improving well-being. Addressing maternal mortality, newborn and child deaths, HIV transmission, and the malaria burden; improving early grade reading proficiency, the instructional capacity of teachers, youth workforce development and leadership training, and education systems; and strengthening timely humanitarian response are all key development challenges. The GOK also faces significant resource and capacity constraints to address these challenges. Mission Nairobi programs promote a clear glide-path that takes Kenya to self-reliance by building research, surveillance, and detection capabilities to prevent and control the emergence of new pandemic threats and address the burden of cancer and other non-communicable diseases, and supporting early grade reading, access to basic education, and youth workforce development and leadership training, particularly for girls and disadvantaged groups. Mission Nairobi's humanitarian assistance programs support these efforts by targeting vulnerable people and communities, including refugees from neighboring countries hosted by Kenya, who have been impacted by droughts, floods, disease outbreaks, and conflicts, as well as by other natural and human-caused crises. Supporting development of a stable, well-functioning and integrated regulatory system with international accreditation will also be essential to provide foundation for Kenya's vaccine manufacturing capacity.

Objective 3.1 | Save lives, enable livelihoods, reduce suffering, and strengthen resilience in populations and environments affected by climate change, conflict and persecution, and natural disasters. (CDCS DO2)

- **Justification |** The climate crisis and other shocks and stressors--e.g.-COVID 19 and food and water insecurity--impact all sectors of the Kenyan economy, affecting human health, nutrition and food security, ecosystems and biodiversity, peace and stability, and

access to essential services. To mitigate these risks, U.S. programs will support Kenyan families and households access to inclusive services, enhance the provision of quality and affordable health services, and will support the lives and livelihoods of local communities in target conservation areas. The United States will partner with the GOK and the private sector to develop local community climate adaptation initiatives and its education programs will train teachers, employ youth-focused workforce development training, and strengthen Kenya's education system to increase resilience among children, youth, and education institutions. As the largest donor to the UN Refugee Agency (UNHCR) and the UN World Food Programme (WFP) for its refugee assistance programs in Kenya, the United States' humanitarian assistance supports vulnerable people and communities in Kenya who have been impacted by natural disasters, disease outbreaks, and conflicts, as well as by other natural and human-caused crises.

- **Linkages** | U.S. Global Water Strategy objectives 1, 2, and 4; U.S. Global Food Security Strategy objectives 1, 2, and 3; Power Africa Initiative; Prosper Africa Initiative; USAID Climate Strategy 2022-2030; USAID Policy on Promoting the Rights of Indigenous Peoples; USAID Gender Equality and Women's Empowerment Policy; USAID Disability Policy; President's Malaria Initiative; State/PRM FY 2022-2026 Functional Bureau Strategy
- **Risks** | Kenya has hosted refugees for nearly thirty years and is increasingly dissatisfied with its role in providing indefinite support and assistance to victims of conflict in the region, especially those fleeing long-running instability in Somalia. The Kenyan government often accuses the international community of providing insufficient assistance to refugees and Kenya and threatens to close refugee camps. The forced expulsion of refugees from Kenya and/or the limiting of access to asylum in Kenya would further exacerbate regional instability and place hundreds of thousands of vulnerable refugees at risk of recruitment by armed groups, severe food insecurity, and other life-threatening vulnerabilities.

Objective 3.2 | Support state and non-state actors in the implementation of climate mitigation and adaptation actions to meet nationally determined contributions (NDCs) and national adaptation plans.

- **Justification** | The climate crisis is impacting all sectors of the Kenyan Economy, transcending the environmental sector, affecting human health, nutrition and food security, ecosystems and biodiversity, peace and stability, and access to essential services, such as health care, water, sanitation and hygiene, and education. Climate change threatens to drive increases in maternal and child malnutrition, is an increasing threat to national security, and contributes to migration, displacement and increased pressure on scarce government resources. Climate change is exacerbating inequalities, increasing the vulnerability of marginalized and underrepresented populations. In a bid to advance a low emissions development pathway, Kenya has developed various policy instruments such as the National Climate Change Response Strategy (2010), the National Climate Change Action Plan (2013; 2018-2021) and the Climate Change Act (2016). A 25-year Long Term Low Emission and Climate Resilient Development Plan is currently being developed. Kenya was one of the first African countries to submit its Nationally Determined Contribution which was further revised to provide a more ambitious plan of reducing emissions by 32% by 2030. The climate crisis is occurring concurrently with other shocks and stressors, including the COVID-19 pandemic, frequent droughts, food and water insecurity, accelerated extinctions, and increasing violence and conflict. All of these make addressing the climate crisis more difficult. Furthermore, capacity and financial constraints inhibit the country's efforts in implementing adequate national, sub national and local actions required in the changing climate context. Utilizing a whole of government approach, collaborating and coordinating across all US agencies and technical offices at post, U.S. programs will support Kenya to advance a low emission development pathway in collaboration with state and non-state actors, leveraging resources and capacities that will increase national ambition and local climate action across sectors.
- **Linkages** | Joint Regional Strategy/Bureau Strategic Framework Goal 4; Interim

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National Security Strategy; USAID Climate Strategy 2022-2030; HHS Climate Adaptation and Resilience Plan and Policy Statement (October 2022)

- **Risks |** Due to a combination of political, geographic, and social factors, Kenya is recognized as highly vulnerable to climate change impacts. Climate risks pose serious threats to Kenya's sustainable development goals due to the socio-economic nature of the country. The country's economy is largely dependent on rainfed agriculture and tourism, each susceptible to climate variability and change and extreme weather events. Increasing interseasonal variability and declining rainfall in the main rainy season have impacted cereal production in recent years. Recurrent droughts and floods - likely to be exacerbated by increasing temperatures, heavy rainfall events and sea level rise - lead to severe crop and livestock losses, famine and displacement. Climate change risk management approaches include: 1) mitigation—efforts to reduce greenhouse gas emissions; 2) adaptation—increasing society's capacity to cope with changes in climate; 3) and knowledge-base expansion—efforts to learn and understand more about the climate system, which will support policy making and program implementation.

Mission Goal 4 | Kenyan Institutions are Democratic, Independent, and Respond to Citizens' Needs While Protecting Rights as Enshrined in Kenya's 2010 Constitution.

Description | Kenya's 2010 Constitution provided a foundation for transformational change in Kenya's governance and economy, and effective devolution remains the key to unlocking the promise and potential of that constitution. Done right, devolution will propel other economic, social, and political reforms, increase government's accountability to citizens, promote greater inclusion, and reduce corruption and conflict. If devolution falters, Kenya's ability to respond to the will of its people will be compromised. We have an opportunity to support the counties' capacity to respond. In addition, Kenya must deal with historical sources of tension, as well as critical political and institutional reforms, to advance the social cohesion and reconciliation that is essential for long-term political and economic stability.

Objective 4.1 | Improve key health, governance, and markets systems. (CDCS DO 1)

- **Justification |** To strengthen accountable governance and inclusive development, U.S. agencies will partner with Kenyan civil society, private sector, and public entities to facilitate Kenya's capacity and commitment to mitigate corruption and improve key systems. These partnerships will focus on helping Kenyan leaders be more accountable, ethical, and effective in driving change. They will also help institutions and organizations be more efficient, transparent, accountable, and responsive to citizens' collective demands. Kenyan voices will drive solutions to address key development challenges, and deepen devolution
- **Linkages |** Joint Regional Strategy/Bureau Strategic Framework Objectives 3.1 and 4.1; Interim National Security Strategy page 11
- **Risks |** While counties now have new significant responsibilities and power, they lack the capacity, resources and oversight structures to effectively improve services and meet the high expectations of their citizens. If USG-funded programs are not appropriately targeted at individuals and institutions or fail to adequately calibrate their

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work to the scope of the challenge, devolution will simply result in intercommunal competition for and conflict over resources moving from Nairobi to the county seats.

Objective 4.2 | Improve the adherence of government institutions to principles of separation of powers, rule of law, respect for civil society and marginalized and vulnerable populations, and human rights.

- **Justification** | The legitimacy and independence of Kenya's institutions are critical to consolidating the country's democratic gains. Supporting Kenya's democracy and democratic institutions will further the nation's economic development and foreign investment operating environment, and promote Kenya's long-term stability. Support for key democratic institutions, national reconciliation, and civic space is a priority for the U.S. Government and other like-minded donor partners, and the Mission is coordinating both diplomatic and programmatic efforts closely with international counterparts.
- **Linkages** | Joint Regional Strategy/Bureau Strategic Framework Objectives 3.1 and 3.3, Interim National Security Strategy page 11
- **Risks** | Among the continent's most advanced democracies, Kenya's ethnic-based political patronage system, corruption, and human rights challenges continue to threaten its progress. Although ethnicity remains a major organizing principle in Kenyan politics, politicians and citizens have recently engaged in a heated debate around the nature of Kenyan democracy that has pitted elite political "dynasties" against "hustlers" (have-nots) from more humble origins. Post must therefore be sensitive to both traditional intercommunal grievances as well as socio-economic criticisms of Kenyan institutions as we support democratic institutions and civic space.

4. Management Objectives

The U.S. Embassy in Nairobi, the largest U.S. mission in Africa and the 13th-largest overall U.S. mission in the world, is a multi-dimensional mission reflecting the sustained importance of Kenya and East Africa as a stable regional hub to support U.S. interests throughout East Africa. In addition to the bilateral mission, the Embassy hosts the U.S Mission to the United Nations (USUN), and a limited number of personnel who support the U.S. Mission to Somalia (SOM). In addition to 37 USG agencies, Nairobi also hosts military personnel who remain under the operational authority of the U.S. military command for Africa (AFRICOM). Despite U.S. staff reductions in the wake of the 2013 Westgate terror attack, subsequent staff increases at the Mission have stretched facility resources and have made it more challenging to ensure an operational and safe environment for Mission staff. The Chancery and USAID building are full, and the 2022 opening of the New Office Annex should bring the remaining COM personnel onto the Embassy Compound. Facilities and warehousing will remain in off compound facilities.

The Management Team has developed a comprehensive strategy to address management, infrastructure, and operational priorities to improve efficiency, effectiveness, cost savings, and service delivery for a continually expanding Post. The Mission plans to support additional growth, impacting Mission personnel by coordinating with the State Department's Bureau of Overseas Buildings Operations (OBO) to provide safe and secure housing and office space to the population. While these plans are created and executed, the Management Team is working to identify ways to accommodate growth within existing space constraints.

Management Objective 1 | Implement efficient and effective data-driven systems to optimize management platforms to support Mission Nairobi.

- **Justification |** The Mission's role in reaching out to the people of Kenya is growing in parallel with the increasing importance of Kenya in Africa. The Mission Nairobi Management Team supports more than 2,000 staff and eligible family members across 65 agencies billed by the International Cooperative Administrative Support Services (ICASS), providing general services, human resources, information technology, financial

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management, medical, facility management, and community liaison services. All management sections strive to provide the highest-quality service to ensure that maximum ICASS benefits are delivered to all subscribers while maintaining fiscal discipline. A top management priority is to leverage its capabilities to support changing Mission policy objectives while maintaining appropriate management controls.

- **Linkages** | Joint Regional Strategy/Bureau Strategic Framework cross-cutting management objective
- **Risks** | Failure to provide an adequate management platform could result in unsafe or insufficient residential and office space to house Mission personnel and an inability to provide the Mission with the administrative support required to execute their objectives. The Management section closely reviews benchmark data to ensure that we are delivering the appropriate service level. Additionally, we have implemented an ongoing staffing review program to ensure that position increases are reviewed in concert with administrative support capacity.

Management Objective 2 | Recruit, retain and train a diverse workforce to fully support Mission Kenya.

- **Justification** | In order to effectively execute Policy goals, Mission Kenya must leverage the skills and insights of personnel from diverse backgrounds. In addition to enhancing the quality of Mission security, reporting, outreach, and development activities, an environment in which all staff are supported has been proven to enhance both retention and outcomes. As Mission positions often require a steep learning curve for both USDH and LE personnel, limiting premature turnover and developing talent is critical in improving both the efficiency and effectiveness of operations.
- **Linkages:** Joint Regional Strategy/Bureau Strategic Framework cross-cutting management objective, Interim National Security Strategy page 21

- **Risks** | Inability to attract or retain a diverse workforce could lead to skewed reporting, blind spots in our security threat assessments, and increased costs across the employment life cycle. The mission is mitigating this risk via the use of electronic recruitment, and diverse targeting efforts for new hires, and a broader focus on training, development opportunities, and dialogue with current employees.

Management Objective 3 | Provide safe and secure housing and office space to Mission Nairobi.

- **Justification** | The Mission requires more space and secure housing for our increasing staff. Mission Nairobi will move 90 Mission Families into a new build-to-lease development in 2022. In moving to a complex, services will be centralized and will include greening initiatives. This compound will enhance residential security by replacing residences spread throughout greater Nairobi to a more secure single location.
- **Linkages:** Joint Regional Strategy/Bureau Strategic Framework cross-cutting management objective
- **Risks** | As a High Threat Post rated Critical for crime, Nairobi has witnessed multiple terror attacks and criminal activity targeted towards Mission facilities and personnel. The existing housing pool includes multiple residence which do not meet current POSHO safety standards. Inability to consolidate staff in secure housing places Mission personnel at greater risk of becoming a victim or becoming injured as a result of deficits in housing safety features.