



REPUBLIC OF KENYA

SECTOR PLAN FOR GOVERNANCE JUSTICE AND RULE OF LAW

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STATEMENT BY THE CABINET SECRETARY THE NATIONAL TREASURY AND PLANNING

Kenya's long term development blue-print, Kenya Vision 2030, is in its third implementation phase under the Third Medium Term Plan (MTP III) 2018-2022. A total of 28 MTP III Sector Plans have concurrently been prepared through 25 MTP Working Groups and three (3) Thematic Working Groups. The Plans provide in detail policies, programmes and projects to be implemented in each sector for the period 2018-2022. The Plans also incorporate policies, programmes and projects necessary for the effective implementation of the "Big Four" initiatives namely: manufacturing and agro-processing; food and nutrition security; universal health coverage and affordable housing. Ongoing flagship projects and other priority programmes and projects carried forward from the previous Medium Term Plans will also be implemented. The Sector Plans have also mainstreamed key priorities outlined in the Manifesto of the Jubilee Government.

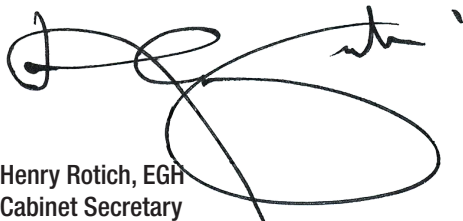
The MTP III and the Sector Plans have been prepared through a participatory and inclusive process involving representatives from the government, development partners, private sector, Civil Society, NGOs, organizations representing vulnerable groups, faith-based organizations and professional associations, among others and in line with the constitutional requirements.

The Sector Plans detail specific programmes and projects for implementation during the plan period, 2018-2022. The programmes and projects outlined in these plans will be implemented in close consultation and collaboration with county governments and in line with the Fourth Schedule of the Constitution. The Public Private Partnerships (PPPs) framework will be the vehicle through which the private sector will contribute to the implementation of programmes and projects highlighted in the plans.

The County Integrated Development Plans, County Spatial Plans and Ministries, Departments and Agencies (MDAs) Strategic Plans (2018-2022) will be aligned to the MTP III and the National Spatial Plan. Implementation of these plans will also be linked to the Results-Based Management Framework through Performance Contracts and Staff Performance Appraisal System.

A robust monitoring and evaluation framework will be put in place. In this regard, National Integrated Monitoring and Evaluation System (NIMES), County Integrated Monitoring and Evaluation System (CIMES) and the electronic Project Monitoring Information System (e-ProMIS) will be fully integrated with other governmental financial systems. This will ensure effective tracking of implementation of programmes and projects and also boost Public Investment Management.

In conclusion, I would like to appreciate the respective Cabinet Secretaries, Chief Administrative Secretaries, Principal Secretaries, staff in the MDAs and all those involved in the preparation of the Sector Plans for their valuable inputs. In addition, I commend staff from State Department for Planning led by Principal Secretary, Planning for the effective coordination of the MTP III preparation process.



Henry Rotich, EGH
Cabinet Secretary
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FOREWORD

The Governance, Justice Law and Order (GJLOS) Sector of the Third Medium Term Plan (MTP III) 2018-2022 falls under the Political Pillar of the Kenya Vision 2030 which envisages “a democratic political system that is issue-based, people-centered, result-oriented and accountable to the public”. The Sector is made up of 37 sub-sectors, making it the single largest Sector in terms of participating Ministries, Departments and Agencies (MDAs). The Sector brings together MDAs with different but mutually complementing mandates contributing to the economic, social and political development of the country, as envisaged in Kenya Vision 2030.

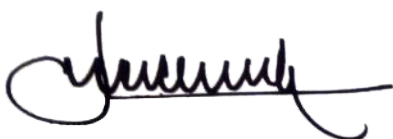
This Plan takes cognizance of the “Big Four” initiatives namely increasing the share of manufacturing to 15% of GDP, attainment of food and nutrition security for all, Universal Health Coverage, and affordable and decent housing, and prioritizes a legal framework that will support the realization of the initiatives. The Plan aims at ensuring effective, accountable and ethical leadership; promotion of a just, democratic and secure environment and establishment of strong governance institutions that empower citizens towards full realization of stable and sustainable socio-economic and political development.

The Sector Plan is a culmination of collaborative efforts of key institutions and stakeholders both from within and outside the Sector. Its development has also taken cognizance of the nexus that exists between the Sector and other Sectors of the Kenya Vision 2030.

During the First Medium Term Plan, the Sector led the nation in realizing the Constitution of Kenya 2010 that gave birth to the devolved system of governance. The nation also went through two peaceful elections, which were managed mainly by institutions under the Sector. The achievements of this Sector therefore, can be witnessed through a reformed justice system and enhanced democratic governance.

Over the MTP III period, the Sector is geared towards creating a conducive environment for wealth and employment creation through the sector’s oversight role in the Constitution implementation, stepping up the fight against corruption, enhancing access to justice, protection of human rights and promotion of the rule of law. Good governance and rule-of-law, which forms the core mandate of the GJLOS Sector is also the focal point of governance services.

Finally, let me underscore the fact that successful implementation of the Plan will require close collaboration with other Sectors of the MTP III as well as our key stakeholders.



P. Kihara Kariuki
Attorney General

PREFACE

The Governance, Justice Law and Order Sector (GJLOS) Plan of the MTP III, spells out the development initiatives for the 2018-2022 plan period. The Plan is a road map to guide the Sector as it strives to achieve the aspirations of the Kenya Vision 2030. It is the culmination of a highly participatory process involving all the sector institutions, the private sector, civil society organizations, religious organizations and development partners.

A number of key interventions are envisaged during the Plan period. The Sector will lead in the upholding of the rule of law, access to, and efficiency of the justice system and a general enhancement of democratic space – all of which are key ingredients to a thriving economy. Importantly, the Plan period also coincides with the progressive implementation of the Constitution.

To ensure successful implementation of the Plan, sector institutions are expected to factor and prioritize in their budgets and work plans, projects identified in this Plan. As such, it becomes critical for the sector institutions to ensure that the implementation of the plan is aligned to Government policy, planning and budgeting cycle.

A monitoring and evaluation framework has been developed to track implementation of the Plan. In addition, the Sector institutions are encouraged to build adequate capacity with a view to achieving their respective plan targets.

Last but not least, and while working for a more cohesive sector that is bound together by interdependent mandates, the Sector will develop linkages with other Vision 2030 sectors to enhance effectiveness through synergy and coherence.

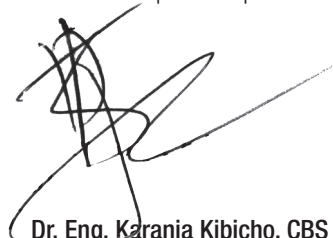
We would like to extend our appreciation to the various sub-sectors, development partners and non-state actors who contributed immensely to the development and finalization of this plan. We also thank The National Treasury and Planning for the technical support that enabled us accomplish the process of developing this plan.



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LIST OF ACRONYMS/ABBREVIATIONS

ACECA	-	Anti-Corruption and Economic Crimes Act
ADR	-	Alternative Dispute Resolution
AJS	-	Alternative Justice System
CACCOCs	-	County Anti-Corruption Campaign Oversight Committees
CAJ	-	Commission for Administrative Justice
CAWs	-	County Assembly Wards
CCTV	-	Close Circuit TVs
CEO	-	Chief Executive Officer
CJE	-	Continuous Judicial Education
CPD	-	Continuous Professional Development
CSOs	-	Civil Society Organizations
CUCs	-	Court User Committees
DPF	-	Development Partners Forum
EAC	-	East African Community
EACC	-	Ethics and Anti-Corruption Commission
EWER	-	Early Warning Early Response
GAA	-	Government Advertising Agency
GJLOS	-	Governance, Justice, Law and Order Sector
GJRoL	-	Governance, Judiciary and Rule of Law
GoK	-	Government of Kenya
GTD	-	Government Transactions Department
HR	-	Human Rights
HRBAD	-	Human Rights Based Approach to Development
ICERD	-	International Convention on Elimination of all Forms of Racial Discrimination
ICT	-	Information Communication Technology
IDLO	-	International Development Law Organization
IEBC	-	Independent Electoral and Boundaries Commission
IEC	-	Information, Education and Communication
IFMIS	-	Integrated Financial Management Information System
IPMAS	-	Integrated Performance Management and Accountability system
KECOBO	-	Kenya Copyright Board
KLRC	-	Kenya Law Reform Commission
KNICE	-	Kenya National Integrated Civic Education
LA&RD	-	Legal Advisory and Research Division
LIA	-	Leadership and Integrity Act
M&E	-	Monitoring and Evaluation

MAT	-	Multi-Agency Team
MoU	-	Memorandum of Understanding
MTEF	-	Medium Term Expenditure Framework
MTP	-	Medium Term Plan
NACCSC	-	National Anti-Corruption Campaign Steering Committee
NCAJ	-	National Council for Administration of Justice
NCI	-	National Cohesion and Integration
NCIC	-	National Cohesion and Integration Commission
NCRC	-	National Crime Research Centre
NGOs	-	Non-Governmental Organizations
OAG&DOJ	-	Office of the Attorney General and Department of Justice
POEA	-	Public Officer Ethics Act
POMAC	-	Power of Mercy Advisory Committee
RBM	-	Result Based Management
SOPs	-	Standard Operating Procedures
UN	-	United Nations
UNCAC	-	United Nations Convention against Corruption
UNDAF	-	United Nations Development Assistance Framework
UNODC	-	United Nations Office on Drugs and Crime
WPA	-	Witness Protection Agency
WPP	-	Witness Protection Programme

EXECUTIVE SUMMARY

The Governance, Judiciary and Rule of Law Sector Plan of the Third Medium Term Plan (MTP III) 2018-2022 is at the core of Kenya's development efforts. It forms a direct implementation instrument for the Kenya Vision 2030 and responds to important questions on how this country addresses core concerns of its citizens on national cohesion, national values and integrity, access to justice, human rights and the rule of law. Kenyans have therefore, identified good governance as a priority in driving development.

The Sector Plan is divided into five chapters that are aligned to MTP III namely introduction; situation analysis; emerging issues, challenges and lessons learnt; programmes and projects for implementation during the plan period; and policy, legal and institutional reforms. The situation analysis outlines the major achievements of the sector in the course of implementing the MTP II, which was supported by various policy legal and institutional reforms. The promulgation of the Constitution in 2010 and the peaceful elections in 2013 were the leading landmarks largely achieved through the leadership of this Sector. Through legal & institutional reforms as well as administrative procedures, the country was able to realize devolution which brought with it the sharing of power, resources and service delivery with 47 County Governments. The Sector continues with the leadership position in the progressive implementation of the Constitution.

The Plan highlights emerging issues, challenges faced and lessons learnt during implementation of MTP II that inform the MTP III. Insufficient resources and weak coordination and collaboration among others, have been the major impediments to realization of the Sector's goals.

The Sector has identified various priority programmes and projects for implementation over the Plan period. Six flagship programmes and projects form the core commitments by the Sector in its drive to deliver on its mandate. These are: Implementation of Constitution and Legal Reforms, Leadership, Ethics and Integrity, National Cohesion and Integration, Legal Aid and Awareness, Strengthening the Criminal Justice System and Judicial Transformation. In addition to the flagship programmes and projects, the Sector will implement other supportive programmes.

Further, the Sector will focus a Human-Rights Based Approach to development, by encapsulating important national values and principles of governance, which will be realized through policy, legal and institutional reforms. The Sector will formulate and implement policies, legal and institutional reforms geared towards upholding justice for all, enhancing integrity, which promotes good governance and national cohesion and integration.

Multi-agency collaboration is envisaged to improve sector delivery and effectiveness. Through developing and implementing several supportive policy and legislations, the Sector sets out to improve on political and economic governance and promote issue-based politics, while improving efficiency on public expenditures. During the plan period, the Sector is poised to ensure that electoral and political processes form a core element of the Constitution implementation. It will further seek to improve the business environment for the private sector, and thus contribute towards a sustainable 7% annual national economic growth target.

Adequacy of legal professionals is a key component in enhancing access to justice, especially those with skills in handling emerging issues such as cyber-crime, transnational crime – terrorism and money laundering, and exploitation of mineral resources. In this regard, the Sector will focus on capacity building for its officers and stakeholders. Under the Victim of Offences Programme, rights and welfare of the victims of offences including victim information and notification and compensation and provision of reconciliation and psychosocial services within the criminal justice system will be strengthened with the

enactment and implementation of the Victim of Offences Bill. Towards enhancement of democracy and public participation and contributing towards a people-centered and politically engaged open society, the Sector sets out to develop and implement a national policy on public participation and to facilitate the implementation of policy on National Values and Principles of Governance.

An implementation matrix summarizing the programmes/projects, objectives, outputs, indicators, targets, financial projections, sources of funding and implementation timelines has been provided. A Monitoring and Evaluation (M&E) framework is also provided as a tool for progressively tracking implementation of the plan.

1.0 INTRODUCTION

“A secure, just, cohesive, democratic, accountable, transparent and conducive environment for a globally competitive and prosperous Kenya”

The Governance Judiciary and the Rule of Law (GJRoL) Sector falls under the Political Pillar of the Kenya Vision 2030 which envisages “a democratic political system that is issue-based, people-centered, result-oriented and accountable to the public”. The transformation of the country’s political governance system has been taking place across six strategic thrusts, namely: rule of law; electoral and political processes; democracy and public participation; transparency and accountability; public administration and service delivery; and security, peace-building and conflict management. This is aimed at ensuring effective, accountable and ethical leadership; promotion of a just, democratic and secure environment and establishment of strong governance institutions that empower the citizens towards full attainment of stable and sustainable socio-economic and political development.

The Governance, Judiciary, and Rule of Law Sector consists of 37 sub-sectors; namely: The Judiciary; Independent Electoral and Boundaries Commission; the National Treasury; National Cohesion and Integration Commission; National Assembly; the Senate; Commission for Administrative Justice (CAJ); Office of the Attorney General and Department of Justice; Office of the Controller of Budget; and Ministry of Interior and Coordination of the National Government.

Other institutions in the Sector are: Institute of Democracy and Governance; Uraia; Transparency International; FIDA; Ethics and Anti-Corruption Commission; KNHRC; Kenya Human Rights-Private; NGO Coordination Board; Faith Based Organization; National Council of Churches; Inuka Kenya Trust; Supreme Council of Kenya Muslims; Hindu Council; Law Society of Kenya; Kenya School of Law; Kenya Law Reforms Commission; National Gender and Equality Commission; ALGAC; State Department for Devolution; State Department for Planning; UNDP; KNHRC; KEPISA; KIPPRA; Youth Agenda; and Development Partners.

During the MTP II significant progress was recorded in the areas of: implementation of the Constitution; leadership, ethics and integrity; national cohesion and integration; access to justice; judicial transformation; prosecution and correctional services; and implementation of the Bill of Rights, among others.

In this regard, MTP III takes cognizance of the Sector priorities identified for implementation in the plan period as well as on-going programmes from MTP II c that are still relevant in meeting the Sector’s priority targets. The Plan has additionally taken due cognizance of programmes and projects that are aimed at strengthening national cohesion and integration; issues relating to rights-based planning; promoting transparency and accountability in the conduct of public affairs, implementation of constitutional and legal reforms and policies aimed at entrenching social protection in governance processes.

Guided and informed by the experiences and lessons learnt, the Sector will focus on achieving the following objectives:

- Strengthening governance institutions;
- Improving the custodial facilities, supervision, rehabilitation, reintegration and resettlement of offenders and vulnerable groups;
- Improving access to justice to all Kenyans;
- Preventing and combating corruption and economic crimes;
- Promoting standards and best practices in leadership, integrity and ethics;
- Promoting national values and ethics, ethnic harmony and cohesion;

- Ensuring promotion and protection of human rights, gender equality and non-discrimination;
- Delivering on free, fair and credible elections; and
- Ensuring provision of quality legal education.

2.0 SITUATION ANALYSIS

This chapter outlines the performance of the Sector programmes/projects during the MTP II period. It also captures policies, legal and institutional reforms that were implemented to support the Sector in achieving its goals.

2.1. Flagship programmes

2.1.1. Implementation of the Constitution and Legal Reforms

All the 49 laws in the Fifth Schedule of the Constitution of Kenya were enacted. Subsidiary legislations in support of the laws to implement the Constitution were also developed and published. An audit of the laws existing prior to the promulgation of the Constitution was undertaken and a review of 150 laws was done. A total of 51 model laws to support county governments in making their respective laws were developed and some of the counties used them to develop their county specific legislation.

2.1.2. Leadership, Ethics and Integrity

The Leadership and Integrity Act (LIA) 2012 was developed and operationalized while the Ethics and Anti-Corruption Commission (EACC) Act was reviewed and amended in 2015 to strengthen the legal framework for the fight against corruption. The Anti –corruption and Economic Crimes (Amnesty and Restitution) Mechanism was reviewed and implemented.

The Assets Recovery Agency was operationalized to recover the proceeds of crime and money laundering. Mutual Legal Assistance (MLA) engagements with peer jurisdictions were also enhanced. A draft National Ethics and Integrity Policy was developed disseminated and reviewed by EACC and other stakeholders. The Whistle-blower Protection Bill, 2017 was developed and a comprehensive review done through Anti-Corruption Laws Amendment Bill 2017 seeking to amend a number of laws to strengthen the legal framework for fighting corruption.

The EACC achieved the following:

- Received a total of 17,595 reports on corruption, investigated and analyzed 8,555, and forwarded 9,040 to other relevant agencies for action;
- A total of 71 Preliminary Investigations (PIs) were undertaken and 14 PI reports completed and taken up for forensic investigations with a case load value of more than Kshs.2 billion;
- The Commission received a total of 453 reports on ethical breaches, out of which 203 reports were taken up for investigations and 9 case files forwarded to the Office of the Director of Public Prosecution (ODPP) for action;
- A total of 342 case files on corruption and economic crime were finalized and submitted to the ODPP for action. Out of these files, the Commission recommended 316 for prosecution, 12 for administrative action and 55 for closure due to lack of evidence;
- A total of 187 proactive investigations/probes were undertaken of which 60 probes were completed leading to 16 disruptions, averting a possible loss of public funds valued at Kshs.5.6 billion. Further, 367 integrity tests were executed;
- A total of 97 sting operations were carried out of which 29 cases were taken to court;
- The Commission, traced assets estimated at Kshs.7.21 billion and recovered assets valued at approximately Kshs.2.94 billion through court proceedings and out of court settlements;
- An advisory programme on corruption prevention was rolled out in 14 County Governments

to support them in mapping out corruption prone areas; developing strategies and measures to address corruption and unethical practices;

A total of 1,554 Integrity Assurance Officers and 3,142 Corruption Prevention Committee (CPC) members from various institutions within the country were trained.

- The Commission in collaboration with the 14 sectors under KLIF spearheaded the development of the Kenya Integrity Plan (KIP).

The National Anti-Corruption Campaign Steering Committee (NACCSC) established and operationalized 22 County Anti-Corruption Civilian Oversight committees (CACCOCs). In addition, 68 Anti-Corruption sensitization forums and Public Baraza's were held reaching a total of 10,778 participants.

2.1.3. National Cohesion and Integration

The National Cohesion and Integration (NCI) Act (2008) was reviewed to address emerging realities on hate speech and related offences while the National Police Service Commission (Recruitment and Appointment) Regulations of 2015 made reference to NCI Act 2008, on the need for ethnic inclusivity in its recruitments.

A Social Media Monitoring Station to support investigations on hate speech and related crimes in the social media platforms was established and more than 200 cases investigated with the offence of hate speech. Research study of the "National Social Cohesion Index" was conducted to establish the status of social cohesion of the various counties and the country as a whole. A total of 137 complaints on hate speech and discriminatory practices, and 152 complaints on offences under the NCI Act were received and processed.

Sessional Paper No. 9 of 2013 on National Cohesion and Integration and Sessional Paper No. 8 of 2013 on National Values and Principles of Governance were finalized. In addition, a total of 80 county level trainings targeting faith based leaders; women and youth leaders were conducted. To promote ethnic harmony and appreciation of Kenya's cultural diversity, 35 intercommunity exchange programs were conducted. Ministries, Departments and Agencies (MDAs) focal point persons were trained to mainstream the National Cohesion and Values in their performance contracts.

2.1.4. Strengthening the Criminal Justice System

Under this programme the following achievements were made.

Office of the Director of Prosecution (ODPP)

- **Institutional Development of ODPP:** The ODPP has presence in all the 47 Counties as well as in all the sub-counties where court stations exist. The Office took over the prosecution function by replacing all Police Prosecutors with Prosecution Counsel answerable only to the DPP. It has also strengthened the institutional framework by establishing 29 prosecution Divisions, Sections and Units to encourage professionalization of the service.
- **Prosecution Performance:** The total number of matters processed by ODPP on criminal trials, appeals, applications, complaints, advice files and MLA/Extraditions grew by 126% during the review period. This is attributed to the decentralization of prosecution, judiciary and law enforcement services across the country. The overall conviction rate rose steadily from 75% to 93.5%. The trial conclusion rate also rose to 37.1% up from 32.8%

during the same period. The rise in the conviction rate indicates continued improvement in the decision to charge and increased professionalization of prosecution services. On the other hand, the increase in the conclusion rate reflects a significant reduction in case backlog and overall trial time.

- **Attracting and Retaining High Quality Staff:** The total number of staff in the ODPP grew from 185 in 2011 to 1,013 in 2017 while the number of Prosecution Counsel stood at 610 in 2017. ODPP experienced a 3.1% staff attrition rate mainly due to uncompetitive terms of service.

Correctional Services (Prison and Probation Services)

The Victims Offences Act was reviewed, 57 prisoners' wards were constructed and 135 wards refurbished in various Penal institutions across the country. A total of 18 new prisons were constructed and the National Correctional Policy developed. Further, a Girl's Borstal Institution was operationalized at Kamae and a Boys Remand Home established at Kamiti.

Witness Protection Programme

Rules of Court were gazetted vide Legal Notice 225 of 2015, and the Witness Protection (Amendment) Act 2015 passed. Witness Protection Programme (WPP) attained 104% growth in admission of witnesses. The Programme achieved 100% protection level of witnesses admitted in the Programme and an average of 60 days (2 months) time taken for resettlement and re-integration of witnesses after final testimony from a target of 90 days was realized.

Crime Research

The following was achieved by the National Crime Research Centre (NCRC):

- Rolled out crime research reports and recommendations on emerging crimes in Kenya to National Council for Administration of Justice agencies;
- Developed crime research methodologies that yield comprehensive, yet quality crime data; and
- Provided live crime data on the Centre's interactive website to inform County Governments.

2.1.5. Legal Aid and Awareness

The National Legal Aid and Awareness Programme was established and over 24,000 vulnerable people offered legal aid in 5 counties (Nairobi, Mombasa, Kisumu, Nakuru and Eldoret). Capacity building was carried out benefitting 560 stakeholders in the justice sector on Alternative Dispute Resolution, civil and criminal law; over 350 citizens empowered to self-represent in court; 3 Legal Resource Centers were established in Nairobi, Eldoret and Kisumu. A total of 1,000 Information Education & Communication (IEC) materials on child law, mediation and criminal law (Right to fair hearing) were developed and disseminated. The National Legal Aid and Awareness Policy, 2015 was approved by Cabinet and the Legal Aid Bill enacted into law thus transiting the Programme into the National Legal Aid Service, a Semi-Autonomous Agency. The National Legal Aid Service Board was also operationalized. Baseline surveys on access to justice by Persons with Disability were undertaken.

2.1.6. Judicial Transformation

High Court stations increased from 23 in 15 counties in 2013 to 39 in 38 Counties in 2017. Environment and Land Courts were established in 26 counties while Employment and Labour Relations Courts were also established in 6 counties. A total of four (4) new Courts of Appeal stations were established and sub-

registries opened in two (2) counties. Magistrate courts increased from 109 in 2013 to 120 in 2017 while 11 stand-alone Kadhis' courts were established and 40 mobile courts opened in far-flung areas to reduce distance from mother courts. A total of 10 High Courts and 44 magistrates' courts were renovated and refurbished and 38 magistrate courts constructed across the country.

The number of judges increased from 104 in 2013 to 161 in 2017 thus improving the judge to population ratio from 1:394,321 to 1:303,448 in 2013 and 2017 respectively. The Judicial Service Commission (JSC) recruited a total of 205 magistrates between 2012 and 2016 as well as 1,236 Judiciary staff during the same period. The rate of finalization of complaints increased from 25% in 2013 to 114% (including backlog cases) in 2016.

2.2. Other Programmes and Projects

2.2.1. Implementation of the Bill of Rights

The National Policy and Action Plan on Human Rights was adopted by Parliament in 2014 and disseminated to officials from all ministries. A total of 300 officers from various MDAs were trained on the use of the human rights based approach to programming and planning. Kenya's 2nd to 5th Country Report on the International Covenant on Economic, Social and Cultural Rights (ICESCR) was successfully defended in 2016 while the second cycle Universal Periodic Review (UPR) report was presented to the UN Human Rights Council in 2014.

2.2.2. Political and Economic Governance

Electoral and Political Processes: Electoral laws and regulations were reviewed and amended. A total of 40,766 polling centers were mapped and collection of 4,033 Global Positioning System (GPS) coordinates for polling/registration centers completed while 68% of eligible voters were registered.

Economic Governance: The Nairobi Centre for International Arbitration (NCIA) was designated as a China-Africa Joint Arbitration Centre (CAJAC) to provide facilities for resolution of Sino-Africa Commercial disputes. The NCIA developed a customized Arbitration Centre with 4 large (20-30 people) arbitration rooms, developed a customized Mediation Centre with 4 large (6-10 people) Mediation session and caucus rooms, and trained 18 public sector officers on mediation skills to accreditation status.

2.2.3. Policy, Legal and Institutional Reforms

Policy Reforms: Several policies were developed including: The National Ethics and Anti-Corruption Policy; Policy on public participation; GJLOS Policy; the National Legal Aid and Awareness Policy, 2015; the National Correctional Policy; the Draft Gaming Policy, Bail Information and Supervision Policy and Aftercare Policy.

Legal Reforms: Some of the Bills, Regulations or Rules drafted during the period under review include: Bribery Act 2016; Bail Information and Supervision Bill; Bail and Bond Policy guidelines; Aftercare of Offenders Bill (2014); Community Service Orders Amendments Bill (2015); Probation of Offenders Act Amendment Bill (2015); Transfer of Prisoners Bill; Arbitration Rules 2015; and Mediation Rules 2015. In addition, pursuant to Section 54 of the Leadership and Integrity Act (LIA), 2012, the EACC developed Leadership and Integrity Regulations.

Institutional Reforms: The Office of the Attorney General and Department of Justice (OAG&DOJ) operationalized the Nairobi Centre for International Arbitration (NCIA), Asset Recovery Agency (ARA)

and the Business Registration Services (BRS) Board. Online registration of businesses (companies and business names) through the e-citizen platform - www.ecitizen.go.ke was rolled out. The Office also decentralized its services to 11 regional offices. Implementation of the Insolvency Act 2015 was initiated as well as registration of Insolvency Practitioners and issuance of licenses for Insolvency Practitioners.

Correctional Service Reforms: The Kenya Prisons Service's structure and probation and aftercare were re-organized in 2016 to enhance service delivery. Amendments were made to the Criminal Procedure Code incorporating victim impact statement and bail inquiries by probation officers. The parole system was developed and legislative proposals made to anchor the system in the draft Aftercare of Offenders Bill and in the Prisons Act amendment. A total of 471 acres of land were repossessed against an estimated 4,500 acres grabbed.

3.0 EMERGING ISSUES, CHALLENGES AND LESSONS LEARNT

3.1. Emerging Issues

- Complexity and sophistication of crime (cybercrime, terrorism, radicalization, violent extremist and piracy);
- Increased access to justice has led to an increase in the number of cases being filed against the Government;
- Increased socio-economic rights awareness, discovery of natural resources, international organized crime, global changes in the legal environment and ethics.

3.2. Challenges

- Inadequate resources including capacity and financial resources;
- Inadequate civic awareness on the Constitution;
- Inadequate knowledge of the functions of both national and county governments;
- Increased incidences of terrorist attacks;
- High public expectations;
- Laborious law making processes;
- Lack of clear linkage between the Senate (as the guarantor of devolution) and County Governments;
- Low geographical spread by the Witness Protection Agency (the Agency has only two regional offices).

3.3. Lessons Learnt

- There is need for standardization of civic education messaging throughout the country both at national and county governments as well as Non-State Actors;
- A Multi-Agency Team (MAT) approach to fighting corruption creates synergy and cooperation among anti-corruption law enforcement agencies;
- Promotion of ADR mechanisms increases levels of asset recovery in the fight against corruption;
- Formal approaches to promotion of national cohesion and integration have minimal impact;
- Holistic approach to provision of correctional services, especially psycho-social support is key;
- Sustainable development requires human rights based approach;
- Effective coordination of the various agencies in developing the legislations implementing the Constitution contributes to timely enactment of laws;
- Policy formulation by Ministries, Departments, Agencies and County Governments should always precede enactment of legislation; and
- Increased socio-economic rights awareness, discovery of natural resources, international organized crime, cybercrime, terrorism, global changes in the legal environment and ethics necessitate specialized training for judicial officers.

4.0 PROGRAMMES AND PROJECTS FOR 2018 – 2022

This chapter presents priority programmes/projects for the period 2018-2022 which have the potential to transform the country into a “democratic political system that is issue-based, people-centered, result-oriented and accountable to the public”.

4.1 Flagship Programmes and Projects

The sector will continue implementing six flagship programmes as outlined below.

4.1.1. Implementation of Constitution and Legal Reforms

The objective of this project is to ensure conformity of existing laws with the Constitution, consistency of laws enacted to implement the Constitution and compliance with the Constitution. The project entails reviewing and developing laws to implement the Constitution, civic education on the Constitution, inculcating a culture of constitutionalism and auditing of county legislation and national devolution laws in order to strengthen devolved system of governance.

4.1.2. Leadership, Ethics and Integrity

The programme seeks to strengthen legislative, policy and institutional framework for leadership, ethics and integrity by developing whistleblower protection mechanism, asset tracking and recovery, framework for wealth declaration, leadership and integrity framework and strengthening of multi-agency collaborations. It will also implement bilateral and multilateral leadership, ethics and integrity agreements and sustain a nationwide anti-corruption awareness campaign.

4.1.3. National Cohesion and Integration

The programme will promote national unity by facilitating processes and policies that encourage elimination of all forms of ethnic discrimination irrespective of background, social circle, race and ideological belief(s). It will enhance the capacity for Kenyans to accept each other in appreciating the significance of diversity through sensitization and training on non-violent conflict resolution processes as well as peace building initiatives that appreciate human dignity.

4.1.4. Legal Aid and Awareness

The programme will focus on development and implementation of a Sustainable Funding Strategy, automation of legal aid services, rolling out legal aid to 16 additional counties and broadening of public private engagement.

4.1.5. Judicial Transformation

The programme will be anchored on the Judicial Transformation Framework (JTF) which aims at transforming the judiciary into a legitimate, effective and independent custodian of justice. The programme will ensure improved access to and quality of justice in the country, and expeditious delivery of justice to all.

The transformation envisions transforming judiciary into an independent but complementary partner with other arms of government, other institutions of justice chain and other stakeholders involved in the justice sector. It will involve the transforming of court procedures, processes, organizational culture and man-

agement to re-orientate them towards a culture of responsive, proactive, friendly, effective and accessible service delivery. In this pursuit, there will be need to fully operationalize a judiciary fund to safeguard its independence and to redesign institutional and administrative arrangements of judiciary to create a unified national institution with appropriate levels of devolution. It will further require re-equipping of judiciary to develop a robust, indigenous, patriotic and progressive jurisprudence.

4.1.6. Strengthening the Criminal Justice System

The Sector will strengthen the criminal justice system by ensuring independent institutions have a clear mandate as well as formal collaboration mechanism amongst the relevant institutions such as the police service, Office of the Director for Public Prosecution (ODPP), judiciary, correction services, prison and probation and aftercare service and EACC among others. The programme will be implemented through four sub programmes namely, prosecution services, correction service (including probation and prison services), witness protection services and crime research. This will result to enjoyment of equitable application of the law leading to enhanced social development.

4.2. Other Programmes and Projects

4.2.1. Implementation of Bill of Rights: The Constitution espouses a Human-Rights Based Approach (HRBA) to development by encapsulating important national values and principles of governance, which must inform all aspects of government development planning. The Sector will therefore build capacity on HRBA to programming and planning and thus ensuring meaningful realization of rights.

4.2.2. Strengthening Administrative Justice (office of the Ombudsman): The Sector will develop standards and best practices on administrative justice and access to information and data protection as well as strengthening and decentralization of the Ombudsman Office to 10 counties.

4.2.3. Improve crime research

- Develop a National Crime year book on crime trends, roots, consequences and prevention
- Establish a National Crime Data Repository Unit and Systems.

4.2.4. Legal Education and Training: This will entail modernization of the Legal Education System to enhance quality and access to legal education and training.

4.2.5. Improvement of Business Processes in the Provision of Legal Services: This will entail digitization of legal records and development of an online knowledge management system; establishment of a legal resource Centre; strengthening international cooperation; and strengthening technical capacity of Government legal services.

4.2.6. Political and Economic Governance

Electoral and Political Processes: The Sector will ensure free, fair and credible elections as a critical component for issue-based politics. This will be achieved through adherence to constitutional and legal requirements governing electoral processes.

Improve ease of doing business

- Automation of the Companies, Insolvency and the Movable property registries.

- Developing of Regulations to the Companies Act, 2015 Insolvency Act, 2015 and Movable Property Act

4.2.7. Improvement of Public Trustee Services: This will entail decentralization of services in order to increase access to Public Trustee Services to two (2) counties

4.2.7. Improvement of copyright services: This programme entails establishment of three Regional Copyright offices in Kisumu, Mombasa and Embu to devolve copyright services; establishment of a Copyright and Related Rights Training institute for English speaking Countries; and implementation of Enterprise Resource Planning (ERP) system to ensure timely, efficient and effective service delivery.

4.2.9. Improvement of Services of the Registrar General: This programme will involve implementation of the New Marriages Act by rolling out registration of Hindu, Islamic and Customary Law marriages to all counties; establishment of a Prosecutors Training Institute and development of a curriculum for Prosecutors. The programme will also develop, implement and maintain an effective Case Management System; automate ODPP systems and processes.

4.2.10. Correctional Service Management

This programme entail:

- Finalization of National Correctional Services Policy
- Rehabilitation of offenders
- Improve offender's access to justice
- Review of legislation

5.0 POLICY, LEGAL AND INSTITUTIONAL REFORMS

This Chapter highlights policies, legal and institutional reforms that will support the implementation of programmes/projects during the MTP III period. These include:

5.1. Policy Reforms

- Finalization of Anti-Corruption Policy;
- Development of National Public Participation Policy; and
- Development of National Policy on Legal Education and Training.

5.2. Legal Reforms

- Enactment of data protection legislation;
- Enactment of whistle-blower protection legislation;
- Development of a framework for enforcement of orders of Chapter Fifteen institutions; and
- Development and institutionalization of a collaborative framework among oversight institutions for effective co-ordination.
- Review of Government Contracts Act, Cap 25 Laws of Kenya

5.3. Institutional Reforms

- Automation of the registries to secure data;
- Development and implementation of curriculum for Probation Officers;
- Introduction of intensive supervision through electronic offender surveillance system for prolific offenders under supervision in the community;
- Introduction of evidence based offender rehabilitation programmes that is responsive to needs and risk posed by the offender;
- Digitization of legal records and development of an Online Knowledge Management System; and
- Establishment of a Legal Resource Center.

IMPLEMENTATION MATRIX

Programme/Projects	Objectives	Outputs/Outcome	Performance Indicator	Lead Implementing Agency	Time Frame	Source of Funds	BUDGET (Ksh. M)			
							2018/19	2019/20	2020/21	2021/22
Flagship Projects										
Implementation of the constitution and legal reforms.										
Harmonization of the existing laws.	To ensure conformity of existing laws with the Constitution	Harmonized laws	No. of harmonized laws developed	AG&DOJ/KLRC	Cont.	GoK	200	200	200	200
Review of the laws enacted to implement the Constitution	To ensure consistency of laws enacted to implement the Constitution	Full implementation of the constitution	No. of laws reviewed	AG&DOJ/KLRC	Cont.	GoK	80	80	80	80
Development of rules and regulations on all Constitution implementation legislation	To ensure existence of rules and regulations necessary to implement laws to implement the Constitution	Full implementation of the constitution	Sets of rules and regulations developed.	AG&DOJ/KLRC	Cont.	GoK	80	80	80	80
Audit of County legislation for implementation of devolution	To ensure compliance with the constitution and assess the effectiveness of devolution laws.	Constitutional compliant county legislation and strengthened devolved system	No. of County Legislation audited for conformity with the Constitution and National Legislation	AG&DOJ/KLRC	Cont.	GoK	200	100	50	
Leadership Ethics and Integrity										
Facilitate the Implementation of the Task Force Report for Legal, Policy and Institutional Framework for fighting corruption	Coordinate the implementation of the Report of the Task Force	Progress Report	Draft Progress Report	OAG&DOJ	2018/19-2022/23	G O K / Development Partners	10	10	10	10
Facilitate the Implementation of the UNCAC Country Review Report on Kenya	Coordinate the implementation of the UNCAC Country Review Report on Kenya	Progress Report	Draft Progress Report	OAG&DOJ	2018/19-2022/23	G O K / Development Partners	5	5	5	5

Programme/Projects	Objectives	Outputs/Outcome	Performance Indicator	Lead Implementing Agency	Time Frame	Source of Funds	BUDGET (Ksh. M)				
							2018/19	2019/20	2020/21	2021/22	2022/23
Strengthen inter-agency co-operation among institutions involved in the fight against corruption	Strengthen the Multi-Agency Team (MAT) to enhance co-operation in the investigation, prosecution and adjudication of corruption and economic crimes	A strong Multi Agency Team that will result in effective investigations, prosecutions and adjudication of corruption and economic crimes	No. of successful investigations, prosecutions, and assets recovered	OAG&DOJ	2018/19 – 2022/23	G O K / Development Partners	5	5	5	5	5
Sustain Nationwide Anti-Corruption Awareness campaign	Establishment and operationalization of County Anti-Corruption Civilian Oversight Committees	County Anti-Corruption Civilian Oversight Committees Established and operationalized in 25 counties	25 County Anti-Corruption Civilian Oversight Committees established and operationalized	OAG&DoJ/NAACSC	2018/19 – 2022/23	GOK	45	45	41	41	41
National Cohesion and Integration											
Strengthen and expand the role of the National Cohesion and Integration Commission	Implement the National Cohesion barometer	Cohesion barometer developed to evaluate the contribution of the activities done towards promoting cohesion and integration in the Country	Operationalized evaluation and monitoring system	NCIC	2018/19 – 2022/23	GOK Development partners	100	70	70	70	70
Legal Aid and awareness											
Operationalise the National Legal Aid Scheme	Roll out offices in 16 additional counties	Increased accessibility services to citizens through decentralization	Number of additional offices established	NLAS	2017/18-2022/23	G.o.K Development Partners	150	200	200	150	150
	Facilitate access to justice through legal aid to 200,000 vulnerable members of the society	Increased access to justice by vulnerable members of the society	Number of vulnerable persons accesses legal aid	NLAS	2017/18-2022/23	G.o.K Development Partners	100	100	75	75	50
	Transit the National Legal Aid Programme to the National Legal Aid Service	Established national legal aid scheme	Report on Transition	NLAS	2017/18-2019/20	G.o.K	350	-	-	-	-

Programme/Projects	Objectives	Outputs/Outcome	Performance Indicator	Lead Implementing Agency	Time Frame	Source of Funds	BUDGET (Ksh. M)				
							2018/19	2019/20	2020/21	2021/22	2022/23
	Support the establishment of 8 legal aid networks in Kenya and 1 East African region Legal Aid network	Improved coordination and enhanced effectiveness in service delivery	<ul style="list-style-type: none"> Number of Net-works established. Number of M.o.Us signed and % of im-plementation 	NLAS	2018/19 - 2022/23	G.o.K Development Partners	25	15	15	10	10
Judicial Transformation											
Development of Judicial Transformation Framework (JTF)	To improve access to and expeditious delivery of justice to all.	Improved access to and quality of justice to all	Judges and magistrates to population ratio	Judiciary KSL	2018-2022						
Strengthening the Criminal Justice System.											
Establishment of ; High courts stations in the 9 counties;	To enhance physical access to and expeditious delivery of justice	Courts established, constructed or refurbished,	No. of courts established,	Judiciary	2018/19 – 2022/23	GOK/ Dev. Partners	2000	2000	2000	2000	2000
30 new magistrates' courts across the country and small claims courts.		A high court established in each county	No. of courts constructed,								
Construction of; Supreme Court Complex; Court of Appeal Stations in Eldoret, Mombasa and Nairobi;		Court annexed mediation operationalized in all courts	No. of courts refurbished/renovated,								
10 high Courts, 20 magistrate Courts.			Percentage of counties with high courts.								
Refurbishment of; 6 High Court's, 75 magistrate courts.											
Roll out court annexed mediation in all courts											

Programme/Projects	Objectives	Outputs/Outcome	Performance Indicator	Lead Implementing Agency	Time Frame	Source of Funds	BUDGET (Ksh. M)				
							2018/19	2019/20	2020/21	2021/22	2022/23
Implement online case date tracking and e-receipting of Court fees and fines at Milimani, e-filing system in all stations, court transcription services in all courts, transcription solution for Election Dispute Resolution (EDR) in 22 courts, speech to text converters for all judicial officers, digitization and recording of proceedings in all Courts, stenographic support system to courts, digitization of all extant court records	To automate court processes	Case management systems implemented in all courts	Percentage of courts automated	Judiciary	2018/19 - 2022/23	GOK/ Dev. Partners	200	200	200	200	200
Develop a Judiciary Training Institute,	To promote growth of indigenous jurisprudence	JTI accredited.	JTI premises and accreditation.	Judiciary	2018/19 - 2022/23	GOK/ Dev. Partners	900	900	900	900	900
Witness Protection Programme	To enhanced institutional Capacity to support the Programme	Improved administration and access to justice and rule of law.	No. of staff recruited	WPA	2018/19 - 2022/23	GOK	213	724	236	249	264
Implementation of the Bill of Rights											
Development of a National Public Participation Policy to implement constitutional provisions on public participation	To implement constitutional provisions on Article 10	Increased awareness and support of government policies, decisions, leadership and institutions	The National Policy on Public Participation	OAG&DoJ	2018/19 - 2019/20	GOK	15	8			
Development of a National Action Plan on Business and Human Rights.	To provide a framework to address adverse business-related human rights impacts and ensure a clean and secure environment as outlined in Vision 2030	Increased protection against human rights abuse by third parties, including business enterprises	National Action Plan on Business and Human Rights	OAG&DoJ	2018/19 - 2020/21	GOK	13	10	3		

Programme/Projects	Objectives	Outputs/Outcome	Performance Indicator	Lead Implementing Agency	Time Frame	Source of Funds	BUDGET (Ksh. M)			
							2018/19	2019/20	2020/21	2021/22
Defense of Kenya's human rights record before regional and international human rights monitoring bodies	To strengthen human rights protection at the national level through the implementation of the human rights obligations contained in treaties	Improves the enjoyment of human rights and fundamental freedoms for the people of Kenya.	Country submissions on the implementation of the : African Charter on Human Rights And People's Rights, The UN Convention Against Torture, The International Covenant On Civil And Political Rights and The International Covenant On Economic, Social And Cultural Rights	OAG&DoJ	2018/19-2022/23	GOK	30	35	38	40
Facilitate the review of Kenya under the Universal Periodic Review by the UN Human Rights Council	To prompt, support, and expand the promotion and protection of human rights in Kenya	Improved human rights situation in Kenya	Kenya 's third cycle Universal Periodic review report	OAG&DoJ	2018/19-2022/23	GOK	15	25	10	15
Co-ordinate the review of the National Policy and Action Plan on Human Rights to take into account new and emerging human rights concerns	To provide a framework for the integration of human rights in development planning, implementation and evaluation in all sectors.	Improved service delivery based on a human rights perspective	National Policy and Action Plan on Human Rights reviewed	OAG&DoJ	2018/19-2019/20	GOK	20	15		
Build the capacity of national and county governments on their human rights obligations	Strengthen compliance with human rights obligations by state and other actors	Enhanced compliance with human rights obligations	1000 national and county government officials trained on Human rights obligations	OAG&DoJ	2018/19-2022/23	GOK	15	15	10	15

Programme/Projects	Objectives	Outputs/Outcome	Performance Indicator	Lead Implementing Agency	Time Frame	Source of Funds	BUDGET (Ksh. M)				
							2018/19	2019/20	2020/21	2021/22	2022/23
Strengthen the Office of the Ombudsman											
Development and enforcement of standards and best practices on administrative justice and access to information and data protection	To enhance transparency and accountability in public administration To inculcate a culture of good governance and constitutionalism in public and private spheres	Adherence to the rule of law and service delivery standards Reduced public complaints on service delivery	Standards and best practices developed	CAJ	2018/19 – 2022/23	GOK	40	45	45	50	50
Strengthening and decentralization of the Ombudsman Office to 10 counties	To make the Ombudsman services accessible to the public strengthen the Ombudsman's oversight role	Increased service delivery points An effective Ombudsman office	No. of Ombudsman offices established	CAJ	2018/19 - 2022/23	GOK	30	65	150	200	200
Improve Crime Research											
Develop a National Crime year book on crime trends, roots, consequences and prevention	To Map and identify crime research themes	Concept Notes developed and approved	Approved Concept Notes	NCRC	2018/19 – 2022/23	GOK	212	117	117	189	214
Establish a National Crime Data Repository Unit and Systems	To Collate crime data, development of the Mobile Application, Geographical Positioning System (GPS) & Geographical Information System and purchase of 30 acres of land	Functioning Mobile Application, Geographical Positioning System (GPS) and Geographical Information System and 30 acres of land acquired	Mobile Application, Geographical Positioning System (GPS) and Geographical Information System and Title Deed for 30 acres of land in place	NCRC	2018/19 – 2022/23	GOK	1,268	511	108	8	8
Legal Education and Training											
Modernize Legal Education System	To enhance quality of legal education and training and provide a system to guarantee the quality of legal education and legal education providers	National policy on legal education and training developed. Revised Advocates Training Programme launched and im-	National policy on legal education and training developed and implemented Number of students trained and exam-	CLE	2018/19 – 2022/23	GOK	200	200	100	50	50
				CLE	2018/19 – 2022/23	GOK	30	270	270	270	270

Programme/Projects	Objectives	Outputs/Outcome	Performance Indicator	Lead Implementing Agency	Time Frame	Source of Funds	BUDGET (Ksh. M)						
							2018/19	2019/20	2020/21	2021/22	2022/23		
		plemented	ined on revised Advocates Training Programme curriculum										
		Tuition block, live court and library constructed at the Kenya School of Law	Reduction of class size in Advocates Training Programme	KSL	2018/19 - 2022/23	GOK	300	350	150	50			
	To enhance access of professional legal education	Regional Kenya School of Law campuses established	Number of regional Kenya School of Law campuses established	KSL	2018/19 - 2022/23	GOK	60	120	100	100			
Improve Business Processes in the Provision of Legal Services													
Digitization of legal records and development of an online knowledge management system	To provide timely advisory opinions within the entire OAG&DOJ	Consistent legal advisories to the Government	Interactive system of data storage established	OAG&DOJ	2018/19 - 2022/23	GOK	KShs 45	Kshs65	Kshs 75	Kshs 100	Kshs 125		
Establishment of a legal resource centre	Provision of online legal services for the OAG&DOJ Headquarters and Regional offices	Enhancement of legal research capabilities	Well researched and informed legal opinions	OAG&DOJ	2018/19 - 2022/23	GOK	100	160	170	190	210		
Strengthen international cooperation	Establish a well-stocked library	Improved legal research	Well-equipped library	OAG&DOJ	2018/19 - 2022/23	GOK	100	120	70	60	40		
	Establishment of a database for treaties, conventions, international agreements and international memoranda of understanding	Database in use	Number of treaties, conventions, international agreements and international memoranda of understanding, in use	OAG & DOJ	2018/19 - 2022/23	GOK	40	50	60	75	100		
Strengthening technical capacity of Government legal services	To train state counsel on emerging areas of law	Well informed legal advisory opinions and defence of the Government's interests	Minimized Financial loss to the Government	OAG&DOJ	2018/19 - 2022/23	GOK	200	220	250	300	350		

Programme/Projects	Objectives	Outputs/Outcome	Performance Indicator	Lead Implementing Agency	Time Frame	Source of Funds	BUDGET (Ksh. M)				
							2018/19	2019/20	2020/21	2021/22	2022/23
Electoral and Political Processes											
Legal electoral reforms, Voter education and sensitization, registration of voters, conduct elections	free, fair and credible Elections	Efficient, effective and credible elections	elections declared as free, fair and credible	IEBC, OBSEVERS,	2018/19 – 2022/23	Gok	14,000	2,000	1,000	1,000	15,000
	To Strengthen electoral legal framework	Efficient, effective and credible elections	% reduction in pre and post elections disputes petitions	IEBC, Judiciary, registrar of political parties	2018/19 – 2022/23	Gok	1,500	1,500	200	200	500
	Register eligible Kenyan citizens as voters	All eligible voters registered	% voters registered	IEBC	2018/19 – 2022/23	Gok	100	100	100	4,000	4,000
Acquisition and furnishing of IECB headquarter office block , strategic partnerships	Efficient and Effective engineered business processes across IECB operations	Respected Corporate brand in the provision of electoral services	IEBC rated as a model EBM in Africa region by 2020	IEBC	2018/19 – 2022/23	Gok	50	40	35	25	20
			IEBC Headquarters, county and sub county office blocks acquired	2018/19 – 2022/23	Gok	200	500	300	250	150	
Delineation of electoral boundaries and regions	Achieve equitable and proportional representation	Balance representation and equality of voting strength	ICT election Laboratory established	2018/19 – 2022/23	Gok	1,500	400	400	400	5,500	
			% reduction in boundaries disputes petitions	IEBC	2018/19 – 2022/23	Gok	20	20	4,500	200	20
			Revision of Maps and alignment of administrative boundaries to electoral boundaries	2018/19 – 2022/23	Gok	0	500	150	10		
			Geo-coordinates for polling stations	2018/19 – 2022/23	Gok	40	100	0	50		

Programme/Projects	Objectives	Outputs/Outcome	Performance Indicator	Lead Implementing Agency	Time Frame	Source of Funds	BUDGET (Ksh. M)			
							2018/19	2019/20	2020/21	2021/22
Improve Ease of Doing Business										
Automation of the Companies, Insolvency and the Movable property registries.	Developing and maintaining digital registries. Digitize records Establish local/area network. Sensitize staff/customers on e-service delivery.	Conductive business environment. Enhance service delivery. Enhance access to information. Automated registries.	Time taken to register. No of registration. Percentage of complaints. Revenue collected. No of staff sensitized	BRS	2019/20	GOK	-	100	-	-
Developing of Regulations to the Companies Act, 2015 Insolvency Act, 2015 Movable property Act	To Operationalize the new laws	Regulations developed and published	Gazette notices	BRS	2019/20	GOK	-	35	-	-
Improvement of Public Trustee Services										
Decentralization of services	Increase access to PT services to 2 Counties	2 additional county officers; Two fully operational county offices	Number of offices established	OAG & DOJ	2018/19 – 2019/20	GOK	20	20	-	-
Improvement of Copyright Services										
Establishment of three Regional Copyright offices-Kisumu, Mombasa and Embu	To devolve copyright services	Regional offices established	Number of offices established	KECOBO	2018/19 – 2020/21	GOK	20	20	20	-
Establishment of Copyright and Related Rights Training institute for English speaking Countries	Public awareness and professional training	Conferences/Workshops conducted twice per year	Institute established	KECOBO	2018/19 – 2019/20	GOK	50	50	-	-
Implementation of Enterprise Resource planning (ERP) system	To ensure timely, efficient and effective service delivery	ERP system implemented	Enterprise Resource planning system	KECOBO	2018/19 – 2019/20	GOK	25	25	-	-
Improvement of Services of the Registrar General										
Implement the New Marriages Act.	Rolling out of registration of Hindu, Islamic and Customary Law marriages to the Counties	Decentralized services	No. of registration centres established in counties	Registrar General Department	2018/19 – 2020/21	Gok	10	40	30	-

Programme/Projects	Objectives	Outputs/Outcome	Performance Indicator	Lead Implementing Agency	Time Frame	Source of Funds	BUDGET (Ksh. M)				
							2018/19	2019/20	2020/21	2021/22	2022/23
Electoral and Political Processes											
Legal electoral reforms, Voter education and sensitization, registration of voters, conduct elections	free, fair and credible Elections	Efficient, effective and credible elections	elections declared as free, fair and credible	IEBC, OBSERVERS,	2018/19 – 2022/23	Gok	14,000	2,000	1,000	1,000	15,000
	To Strengthen electoral legal framework	Efficient, effective and credible elections	% reduction in pre and post elections disputes petitions	IEBC, Judiciary, registrar of political parties	2018/19 – 2022/23	Gok	1,500	1,500	200	200	500
Acquisition and furnishing of IECB headquarter office block , strategic partnerships	Register eligible Kenyan citizens as voters	All eligible voters registered	% voters registered	IEBC	2018/19 – 2022/23	Gok	100	100	100	4,000	4,000
	Efficient and Effective engineered business processes across IECB operations	Respected Corporate brand in the provision of electoral services	IEBC rated as a model EBM in Africa region by 2020	IEBC	2018/19 – 2022/23	Gok	50	40	35	25	20
Delineation of electoral boundaries and regions	Achieve equitable and proportional representation	Balance representation and equality of voting strength	IEBC Headquarters, county and sub county office blocks acquired	2018/19 – 2022/23	Gok	200	300	250	150		
			ICT election Laboratory established	2018/19 – 2022/23	Gok	400	400	400	5,500		
Delineation of electoral boundaries and regions	Achieve equitable and proportional representation	Balance representation and equality of voting strength	% reduction in boundaries disputes petitions	IEBC	2018/19 – 2022/23	Gok	20	20	4,500	200	20
			Revision of Maps and alignment of administrative boundaries to electoral boundaries	2018/19 – 2022/23	Gok	0	500	150	10		
		Geo-coordinates for polling stations	Geo-coordinates for polling stations	2018/19 – 2022/23	Gok	40	100	0	50		

Programme/Projects	Objectives	Outputs/Outcome	Performance Indicator	Lead Implementing Agency	Time Frame	Source of Funds	BUDGET (Ksh. M)				
							2018/19	2019/20	2020/21	2021/22	2022/23
Prosecutors Training Institute	Establish Prosecutors training Institute	Trained and specialized Prosecutors	Land acquisition report Architectural designs	ODPP	2018/2021	GOK	100	150	200	200	
			Project designs and implementation plan								
	Develop Training curriculum for prosecutors	Training curriculum for prosecutors	Curriculum development report	ODPP	2018/2021	GOK	12	15	10	10	
Implement and maintain an effective Case Management System	Develop and Implement Case Management standards and Systems	Functioning Case management system in ODPP	Case management reports	ODPP	2018/2021	GOK	50	190	200	100	
Automate ODPP systems and processes	Deploy Information Communication Technology in prosecution services	Automate systems and processes	Automation reports	ODPP	2018/2022	GOK	50	100	200	200	100
Correctional Service Management											
Finalization of Correctional service policy	To enhance management of offenders	Peaceful and secure society	Policy developed	SDCS	3	GOK	15	10	5	0	0
Rehabilitation of offenders	To enhance rehabilitation programmes	Increased and expanded rehabilitation programmes	No of rehabilitation programme	SDCS	5	GOK	100	120	150	200	250
Improve offender's access to Justice	To facilitate expeditious Administration of Justice	Increased access to Justice	No of social advisory reports submitted to courts	SDCS	5	GOK	80	100	130	135	150
Review of legislation for Correctional services in line with the constitution	To strengthen the criminal Justice system	Reviewed Acts	No of Acts reviewed	SDCS	5	GOK	8	8	10	10	10
GRAND TOTAL							24,968	13,063	13,999	12,905	25,537

MONITORING AND EVALUATION MATRIX

Programme/Projects	Objectives	Expected Outputs	Indicators	Implementing Agency	Time Frame	Yearly Targets				
						2018/19	2019/20	2020/21	2021/22	2022/23
Implementation of the Constitution and Legal Reforms										
Harmonization of the existing laws.	To ensure conformity of existing laws with the Constitution	Harmonized laws	% of harmonized bills developed	AG&DoJ/KLRC	2017-2000	100	100	100	100	100
Review of the laws enacted to implement the Constitution	To ensure consistency of laws enacted to implement the Constitution	Full implementation of the constitution	% of laws reviewed	AG&DoJ/KLRC	Cont	100	100	100	100	100
Development of rules and regulations on all Constitution implementation legislation	To ensure existence of rules and regulations necessary to implement laws to implement the Constitution	Full implementation of the constitution	% of Sets of rules and regulations developed.	AG&DoJ/KLRC	Cont.	100	100	100	100	100
Audit of County legislation for implementation of devolution	To ensure compliance with the constitution and assess the effectiveness of devolution laws.	Constitutional compliant county legislation and strengthened devolved system	% of County Legislation audited for conformity with the Constitution and National Legislation	AG&DoJ/KLRC	Cont.	100	100	100	100	100
Leadership Ethics and Integrity										
Facilitate the Implementation of the Task Force Report for Legal, Policy and Institutional Framework for fighting corruption	Coordinate the implementation of the Report of the Task Force	Progress Report	No. of Draft progress reports	OAG&DOJ	2018/19-2022/23	1	1	1	1	1
Facilitate the Implementation of the UNCAC Country Review Report on Kenya	Coordinate the implementation of the UNCAC Country Review Report on Kenya	Progress Report	No. of Draft progress reports	OAG&DOJ	2018/19-2022/23	1	1	1	1	1
Strengthen inter-agency cooperation among institutions involved in the fight against corruption	Strengthen the Multi-Agency Team (MAT) to enhance cooperation in the investigation, prosecution and adjudication of corruption and economic crimes	A strong Multi Agency Team that will result in effective investigations, prosecutions and adjudication of corruption and economic crimes	No. of successful investigations, prosecutions and assets recovered	OAG&DOJ	2018/19 – 2022/23	1	1	1	1	1

Programme/Projects	Objectives	Expected Outputs	Indicators	Implementing Agency	Time Frame	Yearly Targets				
						2018/19	2019/20	2020/21	2021/22	2022/23
Sustain Nationwide Anti-Corruption Awareness campaign	Establishment and operationalization of 25 County Anti-Corruption Civilian Oversight Committees	County Anti-Corruption Civilian Oversight Committees Established and operationalized in 25 counties	No. of County Anti-Corruption Civilian Oversight Committees established and operationalized	OAG&DOJ/NA-CSC	2018/19 – 2022/23	5	5	5	5	5
National Cohesion and Integration										
Strengthen and expand the role of the National Cohesion and Integration Commission	Implement the National Cohesion barometer	Cohesion barometer developed to evaluate the contribution of the activities done towards promoting cohesion and integration in the Country	No. of Evaluation and Monitoring reports prepared	NCIC	2018/19 – 2022/23	1	1	1	1	1
Legal Aid Awareness										
Operationalize the National Legal Aid Scheme	Roll out offices in 16 additional counties	Increased accessibility services to citizens through decentralization	Number of additional offices established	NLAS	2017/18-2022/23	2	3	4	4	3
	Facilitate access to justice through legal aid to 200,000 vulnerable members of the society	Increased access to justice by vulnerable members of the society	Number of vulnerable persons accesses legal aid	NLAS	2017/18-2022/23	37500	50000	50000	37500	25000
	Transit the National Legal Aid Programme to the National Legal Aid Service	Established national legal aid scheme	No. of Reports on Transition	NLAS	2017/18-2019/20	1	1	-	-	-
	Support the establishment of 8 legal aid networks in Kenya and 1 East African region Legal Aid network	Improved coordination and enhanced effectiveness in service delivery	Number of Networks established. Number of M.o.Us signed and % of implementation	NLAS	2018/19 - 2022/23	3	2	2	1	1
Judicial Transformation										
Development of Judicial Transformation Framework (JTF)	To improve access to and expeditious delivery of justice to all.	Improved access to and quality of justice to all	Judges and magistrates to population ratio	Judiciary KSL	2018-2022					

Programme/Projects	Objectives	Expected Outputs	Indicators	Implementing Agency	Time Frame	Yearly Targets				
						2018/19	2019/20	2020/21	2021/22	2022/23
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National Cohesion and Integration										
Strengthen and expand the role of the National Cohesion and Integration Commission	Implement the National Cohesion barometer	Cohesion barometer developed to evaluate the contribution of the activities done towards promoting cohesion and integration in the Country	No. of Evaluation and Monitoring reports prepared	NCIC	2018/19 – 2022/23	1	1	1	1	1
Legal Aid Awareness										
Operationalize the National Legal Aid Scheme	Roll out offices in 16 additional counties	Increased accessibility services to citizens through decentralization	Number of additional offices established	NLAS	2017/18-2022/23	2	3	4	4	3
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	Transit the National Legal Aid Programme to the National Legal Aid Service	Established national legal aid scheme	No. of Reports on Transition	NLAS	2017/18-2019/20	1	1	-	-	-
	Support the establishment of 8 legal aid networks in Kenya and 1 East African region Legal Aid network	Improved coordination and enhanced effectiveness in service delivery	Number of Networks established Number of M.o.Us signed and % of implementation	NLAS	2018/19 - 2022/23	3	2	2	1	1
Judicial Transformation										
Development of Judicial Transformation Framework (JTF)	To improve access to and expeditious delivery of justice to all.	Improved access to and quality of justice to all	Judges and magistrates to population ratio	Judiciary KSL	2018-2022					

Programme/Projects	Objectives	Expected Outputs	Indicators	Implementing Agency	Time Frame	Yearly Targets				
						2018/19	2019/20	2020/21	2021/22	2022/23
Establishment of ; High courts stations in the 9 counties; 30 new magistrates' courts across the country and small claims courts. Construction of, Supreme Court Complex; Court of Appeal Stations in Eldoret, Mombasa and Nairobi; 10 high Courts, 20 magistrate Courts. Refurbishment of; 6 High Courts, 75 magistrate courts. Roll out court annexed mediation in all courts	To enhance physical access to and expeditious delivery of justice	Courts established, constructed or refurbished, A high court established in each county Court annexed mediation operationalized in all courts	% sub-projects implemented.	Judiciary	2018/19 – 2022/23	20	20	20	20	20
Implement online case date tracking and e-receipting of Court fees and fines at Milimani, e-filing system in all stations, court transcription services in all courts, transcription solution for Election Dispute Resolution (EDR) in 22 courts, speech to text converters for all judicial officers, digitization and recording of proceedings in all Courts, stenographic support system to courts, digitization of all extant court records	To automate court processes	Case management systems implemented in all courts	Percentage of courts automated	Judiciary	2018/19- 2022/23	20	20	20	20	20
Develop a Judiciary Training Institute; Witness Protection Programme	To promote growth of indigenous jurisprudence To enhanced Institutional Capacity to support the Programme	JTI accredited. Improved administration and access to justice and rule of law.	JTI premises and accreditation. No. of staff recruited	Judiciary WPA	2018/19 – 2022/23 2018/19 – 2022/23	20	20	20	20	20
							724	236	249	264

Programme/Projects	Objectives	Expected Outputs	Indicators	Implementing Agency	Time Frame	Yearly Targets				
						2018/19	2019/20	2020/21	2021/22	2022/23
Implementation of the Bill of Rights										
Development of a National Public Participation Policy to implement constitutional provisions on public participation	To implement constitutional provisions on Article 10	Increased awareness and support of government policies, decisions, leadership and institutions	% completion rate of the National Policy on Public Participation	OAG&DoJ	2018/19 - 2019/20	65	35			
Development of a National Action Plan on Business and Human Rights.	To provide a framework to address adverse business-related human rights impacts and ensure a clean and secure environment as outlined in Vision 2030	Increased protection against human rights abuse by third parties, including business enterprises	% Completion rate of the National Action Plan on Business and Human Rights	OAG&DoJ	2018/19 – 2020/21	50	40	10		
Defense of Kenya's human rights record before regional and international human rights monitoring bodies	To strengthen human rights protection at the national level through the implementation of the human rights obligations contained in treaties	Improves the enjoyment of human rights and fundamental freedoms for the people of Kenya.	No. of Country submissions on the implementation of the : African Charter on Human And People's Rights, The UN Convention Against Torture, The International Covenant On Civil And Political Rights and The International Covenant On Economic, Social And Cultural Rights	OAG&DoJ	2018/19- 2022/23	1	1	1	1	1
Facilitate the review of Kenya under the Universal Periodic Review by the UN Human Rights Council	To prompt, support, and expand the promotion and protection of human rights in Kenya	Improved human rights situation in Kenya	No. of Kenya's third cycle Universal Periodic review reports	OAG&DoJ	2018/19- 2022/23	1	1	1	1	1
Co-ordinate the review of the National Policy and Action Plan on Human Rights to take into account new and emerging human rights concerns	To provide a framework for the integration of human rights in development planning, implementation and evaluation in all sectors.	Improved service delivery based on a human rights perspective	No. of National Policy and Action Plan on Human Rights reviews	OAG&DoJ	2018/19- 2019/20	1	1			

Programme/Projects	Objectives	Expected Outputs	Indicators	Implementing Agency	Time Frame	Yearly Targets				
						2018/19	2019/20	2020/21	2021/22	2022/23
Build the capacity of national and county governments on their human rights obligations	Strengthen compliance with human rights obligations by state and other actors	Enhanced compliance with human rights obligations	No. (1,000) of national and county government officials trained on Human rights obligations	OAG&DoJ	2018/19-2022/23	231	231	154	154	231
Strengthen the Office of the Ombudsman										
Development and enforcement of standards and best practices on administrative justice and access to information and data protection	To enhance transparency and accountability in public administration	Adherence to the rule of law and service delivery standards	No. of Standards and best practices developed	CAJ	2018/19 – 2022/23	1	1	1	1	1
	To inculcate a culture of good governance and constitutionalism in public and private spheres	Reduced public complaints on service delivery								
Strengthening and decentralization of the Ombudsman Office to 10 counties	To make the Ombudsman services accessible to the public strengthen the Ombudsman's oversight role	Increased service delivery points An effective Ombudsman office	No. of Ombudsman offices established	CAJ	2018/19 - 2022/23	1	1	3	3	4
Improve Crime Research										
Establish a National Crime Data Repository Unit and Systems	To Collate crime data, development of the Mobile Application, Geographical Positioning System (GPS) & Geographical Information System and purchase of 30 acres of land	Functioning Mobile Application, Geographical Positioning System (GPS) and Geographical Information System and 30 acres of land acquired	% completion level of the repository Unit	NGRC	2018/19 – 2022/23	277	147	122	189	214
Legal Education and Training										
Modernize Legal Education System	To enhance quality of legal education and training and provide a system to guarantee the quality of legal education and legal education providers	National policy on legal education and training developed.	% level of the National policy on legal education and training developed and implemented	CLE	2018/19 – 2022/23	30	30	20	10	10

Programme/Projects	Objectives	Expected Outputs	Indicators	Implementing Agency	Time Frame	Yearly Targets				
						2018/19	2019/20	2020/21	2021/22	2022/23
		Revised Advocates Training Programme launched and implemented	% of students trained and examined on revised Advocates Training Programme curriculum	CLE	2018/19 – 2022/23	5	25	50	75	100
		Tuition block, live court and library constructed at the Kenya School of Law	% completion rate of the facilities	KSL	2018/19- 2022/23	25	30	30	10	5
	To enhance access of professional legal education	Regional Kenya School of Law campuses established	Number of regional Kenya School of Law campuses established	KSL	2018/19 – 2022/23	1	2	1	1	1
Improve business processes in the provision of legal services										
Digitization of legal records and development of an online knowledge management system	To provide timely advisory opinions within the entire OAG&DOJ	Consistent legal advisories to the Government	% level of interactive system of data storage established	OAG&DOJ	2018/19- 2022/23	10	15	20	25	30
Establishment of a legal resource centre	Provision of online legal services for the OAG&DOJ Headquarters and Regional offices	Enhancement of legal research capabilities	% of Well researched and informed legal opinions provided online	OAG&DOJ	2018/19 - 2022/23	10	20	20	25	25
	Establish a well-stocked library	Improved legal research	% Completion level of the Well-equipped library	OAG&DOJ	2018/19 – 2022/23	25	30	20	15	10
Strengthen international cooperation	Establishment of a database for treaties, conventions, international agreements and international memoranda of understanding	Database in use	% of Number of treaties, conventions, international agreements and international memoranda of understanding in use captured in the Database	OAG & DOJ	2018/19 – 2022/23	10	15	20	25	30

Programme/Projects	Objectives	Expected Outputs	Indicators	Implementing Agency	Time Frame	Yearly Targets				
						2018/19	2019/20	2020/21	2021/22	2022/23
Strengthening technical capacity of Government legal services	To train state counsel on emerging areas of law	Well informed legal advisory opinions and defence of the Government's interests	% Level of competency capacity development of legal staff	OAG&DOJ	2018/19 - 2022/23	15	15	20	25	25
Electoral and Political Processes										
Legal electoral reforms, Voter education and sensitization, registration of voters, conduct elections	To conduct free, fair and credible Elections	Efficient, effective and credible elections	% level of satisfaction with elections declared (free, fair and credible)	IEBC, OBSEV-ERS,	2018/19 – 2022/23	40	10	5	5	40
	To Strengthen electoral legal framework	Efficient, effective and credible elections	% reduction in pre and post elections disputes petitions	IEBC, Judiciary, registrar of political parties	2018/19 – 2022/23	40	40	5	5	10
	Register eligible Kenyan citizens as voters	All eligible voters registered	% voters registered	IEBC	2018/19 – 2022/23	1	1	1	48	48
Acquisition and furnishing of IEBC headquarter office block, strategic partnerships	Efficient and Effective engineered business processes across IEBC operations	Respected Corporate brand in the provision of electoral services	% of building construction works completed	IEBC, Public works	2018/19 – 2022/23	15	30	20	20	15
			% level of ICT election Laboratory established	IEBC, ICT Authority	2018/19 – 2022/23	20	5	5	5	65
Delineation of electoral boundaries and regions	Achieve equitable and proportional representation	Balance representation and equality of voting strength	% reduction in boundaries disputes petitions	IEBC	2018/19 – 2022/23	-	-	95	5	-
			% level of Revision of Maps and alignment of administrative boundaries to electoral boundaries	IEBC	2018/19 – 2022/23	-	-	76	23	1
		% level of establishment of Geo-coordinates for polling stations	% level of establishment of Geo-coordinates for polling stations	IEBC	2018/19 – 2022/23	20	5	50	-	25

Programme/Projects	Objectives	Expected Outputs	Indicators	Implementing Agency	Time Frame	Yearly Targets				
						2018/19	2019/20	2020/21	2021/22	2022/23
Improve Ease of Doing Business										
Automation of the Companies, Insolvency and the Movable property registries.	Developing and maintaining digital registries, Digitize records Establish local/area network,	Conducive business environment.	% level of Automation	BRS	2019/20	-	100	-	-	-
		Enhance service delivery.								
	Sensitize staff/customers on e-service delivery.	Enhance access to information, Automated registries.								
Developing of Regulations to the Companies Act, 2015 Insolvency Act, 2015 Movable property Act	To Operationalize the new laws	Regulations developed and published	No. of Gazette notices	BRS	2019/20	-	1	-	-	-
Improvement of Public Trustee Services										
Decentralization of services	Increase access to PT services to 2 Counties	2 additional county officers	Number of offices established	OAG & DOJ	2018/10 – 2019/20	1	1	-	-	-
		Two fully operational county offices								
Improvement of Copyright Services										
Establishment of three Regional Copyright offices-Kisumu, Mombasa and Embu	To devolve copyright services	Regional offices established	Number of offices established	KECOBO	2018/19 – 2020/21	1	1	1	-	-
		Conferences/Workshops conducted twice per year	% of Institute established	KECOBO	2018/19 – 2019/20	50	50	-	-	-
Implementation of Enterprise Resource planning (ERP) system	To provide timely, efficient and effective service delivery	ERP system implemented	% level of establishment	KECOBO	2018/19 – 2019/20	50	50	-	-	-

Programme/Projects	Objectives	Expected Outputs	Indicators	Implementing Agency	Time Frame	Yearly Targets				
						2018/19	2019/20	2020/21	2021/22	2022/23
Improvement of Services of the Registrar General										
Implement the New Marriages Act.	Rolling out of registration of Hindu, Islamic and Customary Law marriages to the Counties	Decentralized services	No. of registration centres established in counties	Registrar General Department	2018/19 – 2020/21	1	4	3	-	-
Prosecutors Training Institute	Establish Prosecutors training Institute	Trained and specialized Prosecutors	% Completion of the Institute	ODPP	2018/2021	15	25	30	30	
	Develop Training curriculum for prosecutors	Training curriculum for prosecutors	% completion level of the Curriculum development	ODPP	2018/2021	30	30	20	20	
Implement and maintain an effective Case management System	Develop and Implement Case Management standards and Systems	Functioning Case management system in ODPP	% level of development of Case management system	ODPP	2018/2021	10	35	35	20	
Automate ODPP systems and processes	Deploy Information Communication Technology in prosecution services	Automate systems and processes	% level of Automation	ODPP	2018/2022	10	15	30	30	15
Correctional Service Management										
Finalization of Correctional service policy	To enhance management of offenders	Peaceful and secure society	% of Policy developed	SDCS	5	GOK	100	100	100	100
Rehabilitation of offenders	To enhance rehabilitation programmes	Increased and expanded rehabilitation programmes	% implementation of rehabilitation programme	SDCS	5	GOK	100	100	100	100
Improve offender's access to Justice	To facilitate expeditious Administration of Justice	Increased access to Justice	% of social advisory reports submitted to courts	SDCS	5	GOK	100	100	100	100
Review of legislation for Correctional services in line with the constitution	To strengthen the criminal Justice system	Reviewed Acts	% of Acts reviewed	SDCS	5	GOK	100	100	100	100

