

REPUBLIC OF KENYA



**Office of the Attorney General and
Department of Justice**

“Learned to Deliver”

STRATEGIC PLAN

(2018/19 – 2022/23)



Vision, Mission and Core Values

The lead regional institution in promotion and protection of the rule of law and good governance.

Mission

To facilitate realisation of good governance and respect for the rule of law through provision of public legal services and promotion of human rights

Core Values

- i. **Integrity:** The Office of the Attorney General and Department of Justice (OAG&DOJ) is committed to acting in an honest and transparent manner*
- ii. **Professionalism:** OAG&DOJ is committed to tap its rich and multi-skilled human resource base to achieve its Mandate and to respect its stakeholders*
- iii. **Teamwork and Respect for Diversity:** Involvement of employees at all levels of our operations shall be the hallmark of the OAG&DOJ*
- iv. **Quality Service Delivery:** OAG&DOJ will ensure efficient and effective delivery of quality services at all times,*
- v. **Equity and Fairness:** OAG&DOJ undertakes to recognize and promote the rights of, and be impartial to all stakeholders, and serve all without discrimination*

Foreword

The Office of the Attorney General and Department of Justice (OAG&DOJ) derives its mandate from Article 156 of the Constitution which provides for the Office of the Attorney General in the Public Service. The Attorney General is the principal legal adviser to the Government. His duties include, among others, drafting and vetting treaties and agreements; legislative drafting; and representing the national government in court and / or other legal proceedings to which the national government is a party, to the exclusion of criminal proceedings.

The Attorney General also promotes, protects and upholds the rule of law and defends the public interest, as well as appearing as amicus curiae in any civil proceedings to which the Government is not a party. The Attorney General is a member of the Executive and is also a member of the Cabinet. The modalities for discharging the mandates and functions of this office are further elaborated in the Office of the Attorney General Act, 2012.

Additional functions have been conferred on the Attorney General by the President under the Executive Order No. 1 of 2018 on the Organization of Government of the Republic of Kenya and by various Acts of Parliament. These functions include: promoting good governance, transparency, accountability, ethics and integrity; facilitating the implementation of the constitution; spearheading policy on the administration of justice, legal policy management, elections policy management, political parties management, providing oversight on matters relating to legal education and legal profession; providing national registration services for marriages and societies; acting as the public trustee; and enhancing access to justice through the provision of legal aid.

To efficiently discharge its multiple and complex constitutional and statutory and mandate, the OAG&DOJ has developed its Strategic Plan for 2018-2023, which helps to determine its short-term and medium-term goals and priorities . The Strategic Plan galvanizes the OAG&DOJ around seven thematic areas or strategic objectives that focus on re-organization for optimal efficiency, modernization and innovation, a skilled and motivated workforce, and accountability that ensures value for money. These thematic areas are anchored on a desire for change and transformation that reflects our commitment to providing quality legal services to the Government, its ministries, departments and agencies, and the people of Kenya.

The OAG&DOJ is a critical actor in the realization of the social, economic and political pillars of the aspirations of the Government and the Kenyan people under Vision 2030 as well as other national development priorities. It is for this reason that this Strategic Plan has purposefully been aligned to the Third Medium Term Plan (MTP III) of the Kenya Vision 2030 and the Government's Big Four Agenda. The Strategic Plan also resonates with the United Nation's Sustainable Development Goals, the African Union's Agenda 2063 as well as other regional and international development goals.

In the Plan period, the OAG&DOJ will undergo institutional reforms to improve efficiency and optimal use of resources. Specific priorities have also been formulated for moving the OAG&DOJ towards necessary change and modernization. Very particularly, we will enhance our decentralization efforts and ensure that all our services are available at the county level.

We aim to achieve seamless service provision, whether at the OAG&DOJ headquarters, our regional offices or in Government ministries, through enhanced standards of service and the highest standards of integrity by our staff.

We will focus on being responsive to the needs and the concerns of our clients with unfailing diligence, courtesy and fairness in line with our core values, and to addressing emerging legal issues affecting the public sector and Kenyans in general. This is our commitment as we deliver on the Vision and Mission of the OAG&DOJ. We invite you to hold us to account going forward.

P. Kihara Kariuki, EGH
ATTORNEY GENERAL

Preface

This Strategic Plan succeeds the third generation Strategic Plan, 2013 – 2017 for the Office of the Attorney General and Department of Justice (OAG&DOJ). The Strategic Plan will guide OAG&DOJ's operations in its quest for effective and efficient service delivery to Kenyans over the next five years. To sharpen its focus, the Plan identifies four Key Result Areas (KRAs) namely: legal services, governance, legal training and constitutional affairs; leadership and integrity and general administration, planning and support services. From these KRAs, specific objectives, strategies, programmes, projects and other initiatives have been detailed for implementation towards achieving the OAG&DOJ's targets.

The effective implementation of the Plan is what will enable us to deliver the desired results to Kenyans, and we will be guided by our Vision, Mission, and Core Values. We will ensure that the implementation of the Plan is in tandem with the Medium Term Expenditure Framework (MTEF) budgetary cycle and the wider Public Service Performance Management Framework including Annual Performance Contracts. The annual work plans and procurement plans through which this Plan will be implemented will take into consideration the resources available to the OAG&DOJ in each financial year. The monitoring and evaluation framework captured in the Plan will be critical in helping us gauge how well we are implementing the Plan.

The staff of the OAG&DOJ are deployed in our Nairobi headquarters, regional offices and in Government ministries. In every aspect of our work, we are focused on delivering services more efficiently and effectively and are working towards integrated service provision through regular interdepartmental and intradepartmental interactions. The Office will also sustain continuous engagement with its clients, be it the Kenyan public or Government Ministries, Departments and Agencies, to better understand and address their needs.

The Plan has been developed through a highly participatory process involving the departments of the OAG&DOJ, its affiliated Semi-Autonomous Government Agencies (SAGAs) and the wider stakeholders in the public sector, development partners, civil society organizations, private sector and other non-state actors. The participatory approach has been useful in enriching the programmes, projects and other initiatives contained in the Plan. I acknowledge the invaluable contributions of each of our stakeholders during this process.

Furthermore, I look forward to your continued collaboration and support during the implementation of this Plan as this will ensure coherence and enhance synergy as we seek to contribute to the national development goals under the Third Medium Term Plan of the Kenya Vision 2030.

Finally, we are aware of the challenges and possible risks that we are likely to face in the process of implementing this Plan and generally in fulfilling our multiple and diverse mandates. This notwithstanding, the OAG&DOJ is committed to nurture a common determination and resolve necessary for the progressive attainment of our priorities and goals in the Strategic Plan.

**KENNEDY OGETO, CBS
SOLICITOR GENERAL**

Acknowledgements

Preparation of the OAG&DOJ's Strategic Plan 2018/19 – 2022/23 was undertaken through a participatory process under the overall leadership and guidance of the Attorney General and the Solicitor General whose contributions shaped the document particularly in the formulation of the Vision and Mission statements and ensuring that the Plan is focused on Government policies and priorities. It was also through their support that the Technical Working Group was facilitated with the necessary resources to deliver the Strategy.

In this regard, special thanks go to the Technical Working Group comprised of officers from all departments/divisions who worked round the clock to ensure that the first draft of the Strategic Plan was rolled out. The draft Plan benefited enormously from the inputs provided by the Heads of Department (Steering Committee) who played a crucial role in articulating departmental concerns as they relate to the overall corporate performance. In the same breath, I wish to thank all our stakeholders who provided critical and encouraging feedback that enriched the quality of the Plan.

My gratitude is extended to colleagues at the Central Planning and Project Monitoring Unit (CPPMU) who provided crucial technical direction during the preparation of the Strategic Plan including supervising and coordinating the team charged with the development of the Plan.

Last but not least, we would like to acknowledge the technical and financial support provided by the International Development Law Organization (IDLO).

To all those who contributed either directly or indirectly to the successful preparation of this Strategic Plan and have not been mentioned in this short statement, we thank you most sincerely.

Titus W. Nderitu
HEAD, CENTRAL PLANNING AND PROJECT MONITORING UNIT (CPPMU)

Table of Contents

Vision, Mission and Core Values.....	2
<i>Foreword</i>	3
<i>Preface</i>	5
<i>Acknowledgements</i>	6
Table of Contents	7
<i>Acronyms and Abbreviations</i>	9
<i>Executive Summary</i>	11
CHAPTER ONE: Introduction	15
1.1 Background	15
1.2 Current Mandate	15
1.3 Global, Regional and National Development Challenges	16
1.3.1 Global Challenges	16
1.3.2 Regional Challenges	16
1.3.3 National Challenges	16
1.4 Role of OAG&DOJ in Kenya’s Development Agenda.....	18
1.4.1 Kenya’s Development Agenda	18
1.4.2 Role of OAG&DOJ in Contributing towards Kenya’s Development Agenda	18
CHAPTER TWO: Situation Analysis	21
2.1 Overview	21
2.2 Review of the Previous Strategic Plan Implementation (2013 – 2017)	21
2.2.1 Key Milestones	21
2.2.2 Challenges faced during the implementation of the previous plan	23
2.2.3 Lessons Learnt	24
2.3 Environmental Scan	24
2.3.1 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis	24
2.3.2 Political, Economic, Social, Technological, Environmental and Legal (PESTEL)	26
2.3.3 Stakeholder Analysis	27
CHAPTER THREE: Strategic Model	33
3.1 Overview	33
3.2 Vision, Mission and Core Values.....	33
3.2.1 Vision	33
3.2.2 Mission.....	33
3.2.3 Core Values	33

3.3	Key Result Areas/Strategic Focus Areas (KRAs/SFAs)	34
3.4	Strategic Objectives and Strategies	35
	CHAPTER FOUR: Implementation and Coordination Framework	38
4.1	Overview	38
4.2	Structure of the Organization	38
4.2.1	OAG&DOJ’s Departments	38
4.2.2	Organizational Structure	39
4.3	Staff Establishment	40
4.3.1	Current Staff Establishment	40
4.3.2	Human Resource Development Strategies	73
4.4	Financial Resources	74
4.4.1	Financial Resources Requirements	74
4.4.2	Resource Gaps	75
4.4.3	Resource Mobilization Strategies	75
4.5	Risk Analysis and Mitigation Measures	76
	CHAPTER FIVE: Monitoring, Evaluation and Reporting	78
5.1	Overview	78
5.2	Monitoring	78
5.3	Evaluation	78
5.4	Review of the Strategic Plan	79
	Annex I	80
	Annex II: Monitoring and Evaluation Reporting Framework	99
	Annex III: Proposed Organizational Structure	108

Acronyms and Abbreviations

A/E	-	Authorised Establishment
ACC	-	Advocates Complaints Commission
ADR	-	Alternative Dispute Resolution
AG	-	Attorney General
ALB	-	Auctioneers Licencing Board
ARA	-	Asset Recovery Agency
AUCPCC	-	African Union Convention on Preventing and Combating Corruption
BRS	-	Business Registration Services
CAJAC	-	China - Africa Joint Arbitration Centre
CCTV	-	Closed Circuit Tele-Vision
CLE	-	Council of Legal Education
CO	-	Clerical Officer
CPPMU	-	Central Planning and Project Monitoring Unit
EACC	-	Ethics and Anti-Corruption Commission
GDP	-	Gross Domestic Product
GHRIS	-	Government Human Resource Information System
GJLOS	-	Governance, Justice, Law and Order Sector
GoK	-	Government of Kenya
GPS	-	Global Positioning System
HRBA	-	Human Rights Based Approach
HRM&D	-	Human Resource Management and Development
HRMA	-	Human Resource Management Assistant
HRMO	-	Human Resource Management Officer
ICESCR	-	International Covenannt on Economic, Social and Cultural Rights
ICT	-	Information Communication Technology
IEC	-	Information, Education and Communication
IFMIS	-	Integrated Financial Management Information System
ISMS	-	Information Security Management System
ISO	-	International Standards Organization
KECOBO	-	Kenya Copyright Board
KLRC	-	Kenya Law Reform Commission
KRAs	-	Key Result Areas
Ksh.	-	Kenya Shillings
KSL	-	Kenya School of Law
LAN	-	Local Area Network
M&E	-	Monitoring and Evaluation

MAT	-	Multi-Agency Team
MDAs	-	Ministries, Departments and Agencies
MLA	-	Mutual Legal Assistance
Mn.	-	Million
MoFP	-	Ministry of Finance and Planning
MoUs	-	Memoranda of Understanding
MTP	-	Medium Term Plan
NALEAP	-	National Legal Aid and Awareness Programme
NCAJ	-	National Council for Administration of Justice
NCIA	-	Nairobi Centre for International Arbitration
NCLR	-	National Council for Law Reporting
NHIF	-	National Health Insurance Fund
NIMES	-	National Integrated Monitoring and Evaluation System
NLAS	-	National Legal Aid Service
OAG&DOJ	-	Office of the Attorney General and Department of Justice
PESTEL	-	Political, Economic, Social, Technological, Environmental, Legal
PSAs	-	Public Service Announcements
QMS	-	Quality Management System
SAGAs	-	Semi-Autonomous Government Agencies
SDGs	-	Sustainable Development Goals
SFAs	-	Strategic Focus Areas
SHRMO	-	Senior Human Resource Management Officer
SLO	-	State Law Office
STI	-	Science, Technology and Innovation
SWOT	-	Strengths, Weaknesses, Opportunities and Threats
TNA	-	Training Needs Assessment
UN	-	United Nations
UNCAC	-	United Nations Convention Against Corruption
UPR	-	Universal Peer Review
WAN	-	Wide Area Network
WPA	-	Witness Protection Agency

Executive Summary

Following the launch of the third Medium Term Plan (MTP III) on 23rd November 2018, the Office of the Attorney General and Department of Justice (OAG&DOJ) initiated the preparation of this third generation Strategic Plan which is aligned to the MTP III of the Kenya Vision 2030.

The Strategic Plan was developed through a collaborative process involving the OAG&DOJ's staff and its aligned SAGAs, namely the Kenya School of Law (KSL); the Kenya Law Reform Commission (KLRC); the Council of Legal Education (CLE); the Kenya Copyright Board (KECOBO); the Witness Protection Agency (WPA); the Nairobi Centre for International Arbitration (NCIA); the Auctioneers Licencing Board (ALB); and the National Law Reporting Centre (NLRC). In addition, it incorporated feedback from the wider stakeholders from the Governance, Justice, Law and Order Sector (GJLOS).

The preparation of this Plan was guided by the OAG&DOJ's desire to uphold its Vision, Mission and Core Values. These are:

Vision: *The lead regional institution in promotion and protection of the rule of law and good governance.*

Mission: *Facilitate realization of good governance and respect for the rule of law through provision of public legal services and promotion of human rights.*

Core Values: *Integrity; Professionalism; Teamwork and Respect for Diversity; Quality Service Delivery; and Equity and Fairness.*

The Strategic Plan sets out the strategies, expected outcomes and expected outputs that the OAG&DOJ will implement within the next five years that are aimed at transforming the Office into an agile and responsive institution that meets and exceeds the expectations of its stakeholders. The proposed measures and activities will augment the Government's development agenda by facilitating the creation of a democratic system that is issue-based, people-oriented, results-centered and accountable to the public. In addition, it will help transform Kenya into a prosperous middle income country with a high quality of life in line with the aspirations of the Kenya Vision 2030.

Key Achievements: Between 2010 and 2013, the office drafted 29 laws out of 49 laws as envisaged in Article 261 of the Constitution for enactment by parliament. During the Plan period, 19 laws were drafted for enactment. The Leadership and Integrity Act, 2012 was developed and operationalized while the Ethics and Anti-Corruption Commission Act,

2011 was reviewed and amended in 2015 to strengthen the legal framework in the fight against corruption.

The Assets Recovery Agency (ARA) was operationalized to recover the proceeds of crime and money laundering. Mutual Legal Assistance engagements with peer jurisdictions were also enhanced.

The National Legal Aid Service (NLAS) was established and over 24,000 vulnerable people were offered legal aid in 5 counties (Nairobi, Mombasa, Kisumu, Nakuru and Eldoret). 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 in the use of the human rights based approach to programming and planning. The Nairobi Centre for International Arbitration (NCIA) was designated as a China Africa Joint Arbitration Centre (CAJAC) to provide facilities for the resolution of China -Africa Commercial disputes.

Several policies were developed including the National Ethics and Anti-Corruption Policy; the Policy on Public Participation; the GJLOS Policy; and the National Legal Aid and Awareness Policy, 2015. On legal reforms, some of the Bills, Regulations or Rules drafted during the period under review include the Bribery Bill, 2016; the Bail Information and Supervision Bill; the Bail and Bond Policy Guidelines; the Aftercare of Offenders Bill, 2014; the Community Service Orders (Amendment) Bill, 2015; the Probation of Offenders (Amendment) Bill, 2015; the Transfer of Prisoners Bill; Arbitration Rules, 2015; and the Mediation Rules, 2015.

Operating Environment: While building on the recent positive developments, the Plan recognises that OAG&DOJ operates in an environment dictated by socio-economic, legal and political factors, which directly and indirectly impact its operations. Such an environment creates demands and challenges on OAG&DOJ which must be addressed. These challenges include corruption; negative ethnicity and lack of national cohesion; rising levels of insecurity and cyber-crime; high levels of unemployment; low adoption of science, technology and innovation; threats from climate change; and weak co-ordination and collaboration.

The achievement of the Plan's objectives will largely depend on how the Office enhances the internal strengths, exploits the existing opportunities and manages the weaknesses in its operations, while controlling the factors that pose a threat to the achievement of the planned activities.

The strengths to build on include qualified, competent and committed staff; decentralized service delivery; strong partnerships and networks with stakeholders; established operational structures; good relationships among staff and top management; and greater involvement of staff in decision-making.

The weaknesses to be managed include: inadequate resources such as office space, supplies and equipment, technology, transport; high turnover of skilled and competent staff; lack of clarity on institutional relationships; and weak internal co-ordination. Other challenges include insufficient knowledge and succession management planning systems; insufficient adaptation of new technology such as social media and e-mail; slow pace of digitisation; and slow pace of decentralization to counties and sub-counties.

The opportunities the Office can exploit include strong support and goodwill from development partners; support from the Executive Office of the President; improved client communication and co-operation; and promotion of Alternative Dispute Resolution (ADR) in dispute resolution. Others are good government training policy; increased use of social media; on-going legal sector reforms; new and emerging technologies as well as the anchorage of the Office in the Constitution of Kenya and existing linkages with referral partners and stakeholders.

The threats to be controlled or mitigated include impunity amongst government officers; bureaucracy of government operations; unreliable and inadequate donor support and government resources-delayed exchequer release; corruption and unethical conduct by public officers, and high turnover of skilled staff. Other threats include cyber-crime; threats to the Information Security systems; conflicts of interest; insecurity; political interference; and changes in legislation or mandate of the organization.

The Strategic Direction: During the Plan period, OAG&DOJ will focus on four Key Result Areas (KRAs)/ Strategic Focus Areas (SFAs), that is, legal services to the government and the public; governance, legal training and constitutional affairs; Leadership and Integrity; and general administration planning and support services.

Arising from the above KRAs, the Office will pursue eight Strategic Objectives, that is to:

- (i) Provide quality legal services to the government and public;
- (ii) Facilitate effective implementation of the Constitution;
- (iii) Strengthen legal, policy and institutional frameworks on anti-corruption, ethics and integrity;
- (iv) Promote respect for the rule of law, access to justice and human rights;
- (v) Promote the image of the legal profession and protect public interest;
- (vi) Promote public confidence in the integrity of the Office;
- (vii) Enhance the GJLOS sector wide reforms at the National and County Level; and
- (viii) Improve performance management and operations.

Plan Implementation: Clear strategies and activities have been developed to help in achieving the Strategic Objectives. Effective implementation of the proposed strategies will require progressive capacity enhancement and building of synergies to mitigate both

internal and external challenges. Through their operations, SAGAs, Programmes and Departments will translate the strategic objectives into reality, by developing and implementing detailed work plans that are aligned to the Strategic Plan.

Organizational Structure: The re-organization of the OAG&DOJ is foreseen to transform into a world class, customer-centric and technically efficient organization in line with the Executive Order No. 1 of 2018 (on the organization of government) and to further meet the challenges of the twenty-first century. An organizational structure has been developed within a robust decentralization framework, to enhance management and reporting linkages and facilitate information and communication flow, all of which are crucial in the implementation of this Strategic Plan.

Budget and Cost Estimates: For the activities to be undertaken during the plan period, cost estimates have been outlined. These will be financed by both Government budgetary allocations and resources from development partners. Management of resources will be guided by operational rationalization and modernization of key processes, while cost-saving measures will be implemented to strengthen the Office's financial resource base. While efforts will be made to cost rationalize the available resources the Plan acknowledges that the ability of OAG&DOJ to implement its programmes depends on the availability and reliability of adequate funding. If the financial resource base does not increase to the proposed levels, OAG&DOJ will have to scale down its proposed activities and might miss on its set targets.

Monitoring and Evaluation: OAG&DOJ recognizes the importance of monitoring and evaluation in the achievement of the Plan's intended results. Progressive monitoring will be carried out based on the measurable indicators set out in the implementation matrix. All the departments and divisions will be involved in the monitoring and evaluation process and the consolidated information will feed into the National Integrated Monitoring and Evaluation System (NIMES).

Conclusion: This Strategic Plan is a coherent, systematic and sustainable roadmap that anchors OAG&DOJ's operational initiatives for the 2018/19 – 2022/23 period. The Plan acknowledges that it is operating in a dynamic environment and will have to adapt to changing circumstances. With an effective monitoring and evaluation framework underpinning the proposed activities and continuous re-focussing and re-orientation of the strategies, the Plan will provide effective guidance to the OAG&DOJ operations during the Plan period. While the Office seeks to ensure efficient operations through rationalisation and modernization of processes, the support of key stakeholders at all levels will be imperative.

CHAPTER ONE: Introduction

1.1 Background

Named the Attorney General of East African Protectorate, the Office of the Attorney General was established in the 1890s when Kenya was still under the jurisdiction of the British Colonial Government. It was referred to as the Office of the Attorney General of British Kenya from 1920 to 1963.

After independence it was renamed the Office of the Attorney General, a name it has held before intermittently being referred to as Ministry of Justice and Constitutional Affairs, Office of the Attorney General and Department of Justice and later State Law Office and Department of Justice.

Over the years, Parliament has constitutionally conferred additional functions on the Office of the Attorney General in its capacity as the principal legal advisor of Government through various statutes. These include the Advocates Complaints Commission (the Advocates Act); the Kenya Law Reform Commission (the Kenya Law Reform Act); Member of the Judicial Service Commission; Member of the Constitution of Kenya Review Commission; and the Chairperson of the Multi-Agency Approach on the fight against corruption. Until the promulgation of the current Constitution in 2010, the Attorney General was also an *ex officio* Member of Parliament.

1.2 Current Mandate

The mandate of the OAG&DOJ is derived from Article 156 of the Constitution, the Office of the Attorney General Act, 2012 and Executive Order No. 1 of 2018 on the Organisation of the Government. Its mandate includes advising Government Ministries, Departments, Constitutional Commissions, Independent Offices and State Corporations on legislative and other legal matters; advising the Government on all matters relating to the Constitution, international law, human rights, consumer protection, anti-corruption policy, protection of victims of crime, implementation of reparations and legal aid; negotiating, drafting, vetting and interpreting local and international documents, agreements and treaties for and on behalf of the Government and its agencies; co-ordinating reporting obligations to international human rights treaty bodies to which Kenya is a member or on any matter which member States are required to report; drafting legislative proposals for the Government and advising the Government and its agencies on legislative and other legal matters; reviewing and

overseeing legal matters pertaining to the registration of companies, partnerships, business names, societies, adoptions, marriages, charities, and Coat of Arms; reviewing and overseeing legal matters pertaining to the administration of estates and trusts; in consultation with the Law Society of Kenya, advising the Government on the regulation of the legal profession; representing the national Government in all civil and constitutional matters; and representing the Government in matters before foreign courts and tribunals.

1.3 Global, Regional and National Development Challenges

Kenya is faced with development challenges that cut across economic, social, political and environmental dimensions of sustainable development. These challenges are either global, regional or national in their span. To put matters in perspective, the section below highlights some of these challenges in detail.

1.3.1 Global Challenges

Like many other countries, Kenya is faced with the challenge of low per capita income, greater competition at the international level resulting from changing global economic trends; ensuring continued macroeconomic stability; minimizing institutional risks, especially related to corruption and security; promoting efficiency through adoption of new technologies; and raising the level of investment.

1.3.2 Regional Challenges

The East and Central Africa region is faced with the challenge of scaling up the quantity and quality of infrastructure, especially the condition of roads, railways and pipelines; access to clean and reliable water supplies. Further, the high cost of energy and cost of port and rail services hinder or slow regional trade and integration. Among the biggest challenges faced by the region is the continuing political instability in Somalia and the greater Sudan - countries that are Kenya's strategic neighbours. This situation may expose Kenya to the threat of regional and global terrorism.

1.3.3 National Challenges

Kenya's national development challenges include:

1.3.3.1 Corruption: Corruption remains a major challenge in Kenya. Initiatives and measures that have already been instituted include the implementation of the recommendations of the Taskforce on the Legal, Policy and Institutional Framework for Fighting Corruption in Kenya, 2015; the enactment of the Bribery Act, 2016; the development of the Whistleblower Protection Bill, the Anti-Corruption Laws (Amendment) Bill, and the National Ethics and Anti-Corruption Policy. Moreover,

Kenya's Multi Agency Approach in fighting corruption and the Integrated Public Complaints Referral Mechanism have been identified as a best practices in combating corruption.

During the Plan period, Kenya will continue enhancing the capacity of anti-corruption agencies at the national and county levels; and the legal policy and institutional framework will be strengthened. In particular, attention will be focused on the implementation of corruption prevention measures, and the mobilization of citizens to actively participate and support the fight against corruption. Restoration of public confidence in the fight will also be prioritized.

1.3.3.2 *Negative Ethnicity and Lack of National Cohesion:* The Constitution recognizes the challenge posed to Kenya by inadequate national cohesiveness. It therefore provides a set of national values to be adhered to in order to promote cohesion and avoid negative ethnicity and conflicts in the country. OAG&DOJ will continue to facilitate the inculcation of national values regarding respect for the rule of law, democracy and public participation, transparency and accountability.

1.3.3.3 *Rising levels of Insecurity and Cyber-crime:* While Kenya has made progress in security reforms over the past few years, insecurity remains a critical challenge, especially cyber-crime. In this regard, OAG&DOJ is committed to ensuring security of the data that it holds in its various registries and among its staff.

1.3.3.4 *High levels of Unemployment:* According to the World Bank, Kenya's unemployment rate was 11.47 per cent in December 2017. Unemployment in Kenya is characterized by several dimensions including a high population growth rate that is not matched with the creation of viable economic opportunities. In recognition of the role that the private sector plays in creating employment, OAG&DOJ will ensure efficient registration of companies and businesses to create employment opportunities in the country.

1.3.3.5 *Low adoption of Science, Technology and Innovation:* Although Kenya recognises the importance of Science, Technology and Innovation (STI) through the creation of research and technology institutions, it is yet to graduate towards placing STI in the context of a globalized world. The critical challenge facing Kenya is to build stronger national STI systems. This requires other challenges to be addressed including the need to improve co-ordination and infrastructure, the need to create linkages with the productive sector, the need to correct the mismatch between technical training and industry needs, and the need to reverse the recent decline in the number of science and engineering graduates in Kenya. OAG&DOJ will continue automating its services to enable accessibility by a wider audience without necessarily having to physically visit the offices.

1.3.3.6 Threats emanating from climate change: Agriculture is key to Kenya's economy, contributing 26 per cent of Gross Domestic Product (GDP) and another 27 per cent of GDP¹ indirectly through linkages with other sectors. In the past few years, the country has experienced a decline in agricultural production as a result of global warming affecting the weather patterns. The OAG&DOJ will build legal capacity in emerging environmental issues.

1.3.3.7 Weak Co-ordination and Collaboration: Currently the country faces the challenge of weak or lack of intra- and inter-sectoral co-ordination and collaboration. The silo approach, fight-back and a constant challenge of disjointed policy, planning, resourcing and implementation undermine effective implementation of programmes within the sector, leading to resource wastage and compromised service delivery.

1.4 Role of OAG&DOJ in Kenya's Development Agenda

1.4.1 Kenya's Development Agenda

Kenya's development agenda is contained in the Kenya Vision 2030, which is implemented through five year Medium Term Plans (MTPs). Under Kenya Vision 2030, Kenya aims to be a middle-income, rapidly industrializing country by 2030, offering its citizens a high quality of life. Its first MTP was implemented between 2008 and 2012. The second MTP was implemented between 2013 and 2017, while the third MTP (2018 – 2022) was launched on the 23rd November, 2018. The third MTP outlines the policies, programmes and projects which the Government intends to implement during the five-year period in order to deliver accelerated and inclusive socio-economic growth. The MTP embraces the Government's "Big Four" Agenda, Sustainable Development Goals (SDGs), and Agenda 2063, among other national and international obligations.

1.4.2 Role of OAG&DOJ in Contributing towards Kenya's Development Agenda

1.4.2.1 Linking the OAG&DOJ's Mandate to Vision 2030 and the Third Medium -Term Plan 2018 – 2022

The OAG&DOJ will contribute to Vision 2030 and the Third Medium Term Plan through creation of a conducive legal environment that fosters economic, social and political development of the country. In line with Vision 2030 and MTP III, OAG&DOJ will undertake the following key priority programmes, among other policy, legal and institutional reforms:

¹ Economic Survey 2018

- a) *Implementation of Constitutional and Legal Reforms:*** The objective of these reforms is to ensure conformity of existing laws with the Constitution, consistency of laws enacted to implement the Constitution and compliance with the Constitution. The reforms entail 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 a devolved system of governance.
- b) *Leadership, Ethics and Integrity:*** The programme seeks to strengthen the legislative, policy and institutional framework for leadership, ethics and integrity by developing a 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.
- c) *Legal Aid and Awareness:*** The programme will focus on the development and implementation of a Sustainable Funding Strategy, automation of legal aid services, rolling out legal aid to 16 additional counties and broadening public-private engagement.
- d) *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 OAG&DOJ will therefore build capacity on HRBA to programming and planning and thus ensuring meaningful realization of rights.
- e) *Legal Education and Training:*** This will entail modernization of the legal education system to enhance quality and access to legal education and training.
- f) *Improvement of Business Processes in the Provision of Legal Services:*** This will entail the digitization of legal records and development of an online knowledge management system; establishment of a legal resource centre; strengthening international co-operation; and strengthening the technical capacity of Government legal services.
- g) *Electoral and Political Processes:*** This 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.
- h) *Improve ease of doing business:*** This will involve automation of the Companies, Insolvency and Movable Property registries; and the development of Regulations

to the Companies Act, 2015, the Insolvency Act, 2015, and the Movable Property Security Rights Act, 2017.

- i) Improvement of Public Trustee Services:* This will entail continued decentralization of services in order to increase access to Public Trustee Services to two more counties.
- j) Improvement of Services of the Registrar General:* This will involve implementation of the Marriages Act, 2014, by rolling out the registration of Hindu, Islamic and Customary marriages to all counties.

1.4.2.2 Linking the OAG&DOJ's Mandate to the "Big Four" Agenda

The Office is key in implementing the "Big Four" Agenda. Of the "Big Four" Priority Focus Areas the Office is involved as an enabler, facilitator and defender of the same. OAG&DOJ has already provided legislation drafting services regarding the Warehouse Receipt System Bill, 2018; the Fisheries Management and Development Act, 2016; and the Food Security Bill.

Others are the Regulations under the Agricultural and Food Authority Act, 2013; amendments to the National Hospital Insurance Fund Act contained in Statute Law (Miscellaneous Amendments) Bill, 2018; amendment to the Stamp Duty Act to exempt first-time home-owners contained in the Tax Laws (Amendment) Bill, 2018; and amendments to the Public Private Partnerships Act, 2013, contained in Statute Law (Miscellaneous Amendments) Bill, 2018.

Going forward, the Office will offer legal services to draft and review laws touching on the priority areas of the "Big Four" Agenda; Universal Healthcare, Food and Nutritional Security, Housing and Industrialization, Manufacturing and Agro-Processing, and defend the Government when it is sued to ensure that Government does not incur liability or that liability if any is reduced.

In addition, the Office will vet all Government contracts and agreements to ensure they are legally compliant. In conjunction with MDAs, OAG&DOJ will negotiate various financing agreements and render legal opinions to MDAs to enable implementation of the "Big Four" Agenda.

CHAPTER TWO: Situation Analysis

2.1 Overview

This Chapter presents a review of the previous Strategic Plan period which entails the key milestones, challenges faced and lessons learnt. In addition, it examines the Strengths Weakness, Opportunities and Threats (SWOT), Political, Economic, Social, Technological, Environmental and Legal (PESTEL), and a Stakeholder analysis.

The 4th generation Strategic Plan (2018 – 2022) coincided with the third MTP of the Kenya Vision 2030 covering the same period. To align itself and be in tandem with Government policy, OAG&DOJ embarked on the development of its 4th Cycle Strategic Plan in August 2018 immediately after the Guidelines for the preparation of the 4th generation Strategic plans were issued by the then Ministry of State for Planning and National Development. In addition to the Strategic Plan guidelines, OAG&DOJ embarked on this task with a wealth of experience and lessons learnt from the development and implementation processes of its third Plan.

2.2 Review of the Previous Strategic Plan Implementation (2013 – 2017)

2.2.1 Key Milestones

2.2.1.1 Implementation of the Constitution and Legal Reforms

Between 2010 and 2013, the Office drafted 29 laws out of 49 laws as envisaged in Article 261 of the Constitution for enactment by Parliament. During the Plan period (2013-2017), 20 laws were drafted for enactment. 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 used by some of the counties to develop their county-specific legislation.

2.2.1.2 Leadership, Ethics and Integrity

The Leadership and Integrity Act, 2012, was developed and operationalized while the Ethics and Anti-Corruption Commission 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.

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 the Ethics and Anti-Corruption Commission and other stakeholders. The Whistleblower Protection Bill, 2017, was developed and a comprehensive review done through the Anti-Corruption Laws (Amendment) Bill, 2017, which proposed to amend a number of laws to strengthen the legal framework for fighting corruption.

2.2.1.3 Legal Aid and Awareness

The National Legal Aid Service (NLAS) was established and over 24,000 vulnerable people were offered legal aid in 5 counties (Nairobi, Mombasa, Kisumu, Nakuru and Uasin Gishu). Capacity building was carried out benefitting 560 stakeholders in the justice sector on Alternative Dispute Resolution, civil and criminal law; over 350 citizens were empowered to self-represent in court; and three Legal Resource Centres were established in Nairobi, Eldoret and Kisumu. Further, 1,000 Information Education and 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 Government Agency. The National Legal Aid Service Board was also operationalized. Baseline survey on access to justice by Persons With Disability were undertaken.

2.2.1.4 Implementation of the Bill of Rights

The National Policy and Action Plan on Human Rights was adopted by Parliament in 2014 and disseminated to all ministries. 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 2015.

2.2.1.5 Economic Governance

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

2.2.1.6 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; and the National Legal Aid and Awareness Policy, 2015;

Legal Reforms: Some of the Bills, Regulations or Rules that were drafted during the period under review include the Bribery Bill, 2016; the Bail Information and Supervision Bill; the Bail and Bond Policy Guidelines; the Aftercare of Offenders Bill, 2014; the Community Service Orders Amendments Bill, 2015; the Probation of Offenders (Amendment) Bill, 2015; the Transfer of Prisoners Bill; the Arbitration Rules, 2015; and the Mediation Rules 2015.

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(s?). 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 12 regional offices. Implementation of the Insolvency Act 2015 was initiated as well as registration of Insolvency Practitioners and issuance of licenses for Insolvency Practitioners.

2.2.2 Challenges faced during the implementation of the previous Strategic Plan

Some of the challenges faced by OAG&DOJ during implementation of the Strategic Plan, 2013 – 2017 include:

- a) **High staff turnover:** Whereas the OAG&DOJ attracts both legal and non-legal staff, retaining such staff is a big challenge. Despite huge amount of resources being expended in training, coaching, mentoring and induction, legal staff continue to leave for greener pastures. The Office has also lost staff through retirement and natural attrition.
- b) **Inadequate office accommodation:** Following the reorganization of Government in May 2013, staff at the OAG&DOJ increased significantly without a corresponding expansion of office space. This state of affairs has been worsened by the fact that registration services, and indeed many other services at the OAG&DOJ are file or document-heavy. In this regard, much of the space that would otherwise be occupied by staff is converted to file or document registries or storage rooms.

- c) *Effects of Budget Cuts* that affected the implementation of various programmes, projects and activities across the OAG&DOJ.
- d) *Duplication of functions across MDAs*: Some of the functions hitherto performed by OAG&DOJ have been duplicated in other MDAs leading to an unco-ordinated approach in the delivery of services. For instance, civic education is also done by the Ministry of Devolution and Arid and Semi-Arid Lands (ASALs) targeting the same audience and theme while the National Council on the Administration of Justice (NCAJ) under the Judiciary replicates the mandate of the National Legal Aid Service (NLAS).

2.2.3 Lessons Learnt

Some of the lessons learnt during the review period are:

- i. There is need for standardization of civic education messaging throughout the country at national and county level as well as by Non-State Actors;
- ii. A Multi-Agency Team (MAT) approach to fighting corruption creates synergy and co-operation among anti-corruption law enforcement agencies;
- iii. Promotion of ADR mechanisms increases levels of asset recovery in the fight against corruption;
- iv. Sustainable development requires a human rights-based approach;
- v. Effective co-ordination of the various agencies in developing the legislations implementing the Constitution contributes to timely enactment of laws;
- vi. Policy formulation by Ministries, Departments, Agencies and County Governments should always precede enactment of legislation; and
- vii. Increased socio-economic rights awareness, discovery of natural resources, international organized crime, cyber-crime, terrorism, global changes in the legal environment and ethics necessitate specialized training for state counsel.

2.3 Environmental Scan

2.3.1 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> ➤ Qualified, competent and committed staff ➤ Decentralized service delivery ➤ Strong partnership and network with 	<ul style="list-style-type: none"> ➤ Inadequate resources such as office supplies and equipment, technology, transport, etc. ➤ Lack of clarity on institutional relationships

<p>stakeholders</p> <ul style="list-style-type: none"> ➤ Established operational structures ➤ Good relationship among staff and top management ➤ More involvement of employees in decision making 	<ul style="list-style-type: none"> ➤ Weak monitoring and evaluation framework ➤ Weak internal co-ordination ➤ Lack of adequate office space ➤ Lack of succession management ➤ Insufficient adaptation of new technology e.g. social media, e-mail ➤ Slow pace of digitisation ➤ Slow pace of decentralization to counties and sub-counties
Opportunities	Threats
<ul style="list-style-type: none"> ➤ Strong support and goodwill from development partnerships ➤ Support from the Executive Office/Presidency ➤ Improved client communication/co-operation ➤ Encouragement of ADR in dispute resolution. ➤ Constitution of Kenya ➤ Existing linkages with referral partners/stakeholders ➤ Good government training policy ➤ Increased use of social media ➤ On-going legal sector reforms ➤ New and emerging technology 	<ul style="list-style-type: none"> ➤ Impunity amongst government officers ➤ Bureaucracy of government operations ➤ Unreliable/ inadequate donor support and government resources-delayed exchequer release ➤ Corruption and unethical conduct by public officers ➤ High turnover of skilled staff ➤ Cybercrime ➤ Conflict of interest ➤ Insecurity ➤ Political interference ➤ Changes in legislation/mandate of the organization ➤ HIV/AIDS Alcohol and Substance Abuse:

2.3.2 Political, Economic, Social, Technological, Environmental and Legal (PESTEL)

Category	Issue(s)	Implication	Strategic Response
Political	Corruption	Erodes public trust	Enforce provisions of the Public Officer Ethics Act, 2003
	Political instability	Abuse of human rights, insecurity, disorder and economic downturn	Building Bridges Initiative
	Legislations overlap	Incoherence in administration of laws	Continuous audit of laws
	Referendum	Might lead to re-alignment of the office.	Creating an independent office
	Freedom of expression	Increase in libel cases	Beef up the civil litigation department
	High public expectations from the Attorney General	Heavier workload without commensurate resources	Continuous lobbying for additional exchequer resources
Economic	High staff turn-over	Decline in human resources	De-link the office from mainstream Executive
	Heavy workload from MDAs	Increased backlog of cases	Adopt Alternative Dispute Resolution mechanisms
	Donor conditionalities	Delayed implementation of projects/programmes	Full adherence to financing agreements
	Inflation	Shortfall in exchequer funding	Explore other sources of funding
Social	Low adoption of national values and principles	Abuse of human rights	Sensitize staff on national values and principles
	Changes in work and retirement attitudes	Reduced productivity	Train staff on change management
	Changes in Human	High staff turn-over	De-link from

Category	Issue(s)	Implication	Strategic Response
	Resource policies		mainstream Executive
	Negative ethnicity	Abuse of human rights	Sensitise staff on national values and principles
Technological	ICT infrastructure (IFMIS, GHRIS, etc.)	Communication breakdown and disruption of service delivery	Enterprise-wide risk management
	Rapid technological change	Obsolete hardware and software	ICT upgrading policy
	Influx of counterfeit ICT hardware and software	Low quality hardware and software	Adhere to national anti-counterfeit policy
	Cybercrime	Loss of confidentiality of integrity and availability of data.	Enterprise-wide risk management
Environmental/Ecological	Emerging Issues		
	Climate change	Emerging cases might have unfavourable outcomes	Sustained training of staff on emerging issues
	Blue Economy		
	Oil and Gas		
Coal and wind power			
Legal	Changes in laws, policies	Re-alignment of functions of OAG&DOJ	Legal audit framework

2.3.3 Stakeholder Analysis

Stakeholder	Services delivered	Stakeholders' expectations from the OAG&DOJ	What stakeholders should do to assist OAG&DOJ
Parliament	<ul style="list-style-type: none"> • Pass Bills into Acts of Parliament • Pass constitutional amendments • Oversight over the MDAs and other public institutions • Approval of nominees to 	<ul style="list-style-type: none"> • Legal advice • Well researched and drafted Bills • Constant review and formulation of policies within the OAG&DOJ's mandate 	<ul style="list-style-type: none"> • Timely consideration and enactment of Bills • Approval of Ministerial budget • Vetting of nominees proposed for

Stakeholder	Services delivered	Stakeholders' expectations from the OAG&DOJ	What stakeholders should do to assist OAG&DOJ
	<p>key positions in various statutory bodies</p> <ul style="list-style-type: none"> • Approval of regulations • Approval of the national budget • Consideration of reports from watchdog agencies 	<ul style="list-style-type: none"> • Prudent public financial management • Timely facilitation of the nomination of members to be appointed to various statutory bodies affiliated to OAG&DOJ • Timely response to parliamentary questions • Timely transmission of reports from the watchdog agencies affiliated to the OAG&DOJ 	<p>appointment to statutory bodies affiliated to the OAG&DOJ</p> <ul style="list-style-type: none"> • Approval of Regulations initiated by the OAG&DOJ • Enactment of the constitutional implementation Bills • Timely consideration of the reports of watchdog agencies
National Police Service	<ul style="list-style-type: none"> • Maintenance of law and order • Protection of life and property • Prevention and detection of crime • Apprehension of offenders • Enforcement of court orders 	<ul style="list-style-type: none"> • Drafting enforceable laws • Timely processing of requests 	<ul style="list-style-type: none"> • Enhance enforcement of security and rule of law • Facilitate prevention of corruption and enforcement of human rights • Administration of justice • Respect and uphold human rights principles
County Governments	<ul style="list-style-type: none"> • Implementation of various functions as set out in the Fourth Schedule of the constitution • Enforcement of county laws 	<ul style="list-style-type: none"> • Facilitate development of relevant policy, legal and institutional framework 	<ul style="list-style-type: none"> • Quality public services • Civic education • Support in the decentralization programme
Judiciary	<ul style="list-style-type: none"> • Formal dispute settlement in criminal and civil matters • Administration of justice 	<ul style="list-style-type: none"> • Facilitate the review and updating of laws • Adequate representation of 	<ul style="list-style-type: none"> • Develop mechanisms for expeditious disposal of cases

Stakeholder	Services delivered	Stakeholders' expectations from the OAG&DOJ	What stakeholders should do to assist OAG&DOJ
	<ul style="list-style-type: none"> • Dissemination of legal information 	<ul style="list-style-type: none"> their issues in parliament and the Cabinet • Put in place legislative framework for judicial reforms • Support judicial officers for international exposure and opportunities 	<ul style="list-style-type: none"> • Proposals for law reform • Administration of justice
Department of Correctional Services	<ul style="list-style-type: none"> • Providing safe custody, reform and rehabilitation of prisoners • Management of borstal institutions 	<ul style="list-style-type: none"> • An all-inclusive GJLOS reform framework 	<ul style="list-style-type: none"> • Embrace and implement correctional services reforms • Provide inputs into reports required under regional and international human rights instruments • Facilitate the administration of justice
Kenya National Commission on Human Rights	<ul style="list-style-type: none"> • Promotion and protection of human rights 	<ul style="list-style-type: none"> • Development and implementation of the National Policy and Action Plan on Human Rights and country reports on international human rights treaties 	<ul style="list-style-type: none"> • Overseeing promotion and protection of human rights • Public education and awareness on human rights • Monitor respect and observance of human rights in the country
National Gender and Equality Commission	<ul style="list-style-type: none"> • Promotion and protection of gender and equality rights 	<ul style="list-style-type: none"> • Ensure drafting of laws that promote gender equality, and non-discrimination 	<ul style="list-style-type: none"> • Overseeing promotion and protection of gender and equality rights • Public education

Stakeholder	Services delivered	Stakeholders' expectations from the OAG&DOJ	What stakeholders should do to assist OAG&DOJ
			and awareness on human rights <ul style="list-style-type: none"> • Monitor the respect for and observance of gender and equality rights
Ethics and Anti-Corruption Commission	<ul style="list-style-type: none"> • Investigation and prevention of corruption and economic crimes • Institution of civil proceedings for compensation and asset recovery • Public awareness on ethical issues and education on dangers of corruption and economic crime issues 	<ul style="list-style-type: none"> • A comprehensive anti-corruption legal and institutional framework • Create public awareness on anti-corruption 	<ul style="list-style-type: none"> • Combat corruption effectively through enforcement, investigation, prevention, education and asset recovery • Exposure of corrupt practices • Submission of annual reports • Act on referrals from the OAG&DOJ on allegations of corruption
Commission on Administrative Justice	<ul style="list-style-type: none"> • Management, resolution and prevention of public complaints • Oversight role to all public institutions in respect to maladministration 	<ul style="list-style-type: none"> • Support in capacity building and funding 	<ul style="list-style-type: none"> • Efficient resolution of public complaints • Prevention of the public complaints
Law Society of Kenya	<ul style="list-style-type: none"> • Enforce ethical standards in the legal profession 	<ul style="list-style-type: none"> • Promotion of the rule of law and good governance • Regular review and reform of laws • Policy guidance on issues under the OAG&DOJ's mandate • Provision of legal aid 	<ul style="list-style-type: none"> • Embrace and advocate for the respect of the rule of law and good governance • Maintain high professional standards • Provide professional inputs in the development of

Stakeholder	Services delivered	Stakeholders' expectations from the OAG&DOJ	What stakeholders should do to assist OAG&DOJ
			new legal policies and laws <ul style="list-style-type: none"> • Make recommendations on the laws that require review or amendments
Civil Society Organizations	<ul style="list-style-type: none"> • Advocacy on behalf of the public • Provision of legal aid and advisory services • Civic education 	<ul style="list-style-type: none"> • Promotion and protection of human rights • Collaboration and partnership 	<ul style="list-style-type: none"> • Create awareness on legal and human rights • Advocacy • Support anti-corruption initiatives
Private Sector	<ul style="list-style-type: none"> • Consumer and supplier of goods and services • Partners in some public initiatives 	<ul style="list-style-type: none"> • Good corporate governance • Transparency and accountability • Enabling legislations 	<ul style="list-style-type: none"> • Uphold ethics and integrity in their operations • Timely provision of quality goods and services • Partner with the OAG&DOJ in its programmes
Development Partners	<ul style="list-style-type: none"> • Providing external resources and technical assistance 	<ul style="list-style-type: none"> • Transparency and accountability • Measurable results • Partnership 	<ul style="list-style-type: none"> • Reliable and predictable support • Trust in Government systems • Non-partisan support • Streamlined reporting system
General Public	<ul style="list-style-type: none"> • Clientele 	<ul style="list-style-type: none"> • Good governance policies and laws • Observance of transparency and accountability in the management of the OAG&DOJ's affairs • Compliance with the OAG&DOJ's 	<ul style="list-style-type: none"> • Respect for the rule of law • Report cases of corruption and maladministration • Willing to embrace reform • Provide feedback • Positive

Stakeholder	Services delivered	Stakeholders' expectations from the OAG&DOJ	What stakeholders should do to assist OAG&DOJ
		service delivery charter <ul style="list-style-type: none"> Information and update on the services provided by the OAG&DOJ 	engagement in the OAG&DOJ's programmes
Media	<ul style="list-style-type: none"> Educate, inform and entertain 	<ul style="list-style-type: none"> Free flow of information Press freedom 	<ul style="list-style-type: none"> Responsible journalism Ethics and integrity in the practice of journalism Promote the fight against corruption, national cohesion and reconciliation
Ministries, Departments and Agencies	<ul style="list-style-type: none"> Originate bills, subsidiary legislation and gazette notices Civil litigation matters Enter in contracts Sign Treaties and Agreements 	<ul style="list-style-type: none"> Timely and subsidiary legislation and Gazette Notices Court representation Negotiate/Vet Contracts Negotiate/Vet Treaties and Agreements Provide guidelines on the domestication of Conventions, Treaties and Agreements 	<ul style="list-style-type: none"> Relevant information and evidence Provide schedule of activities in good time Instructions on Conventions, Treaties and Agreements to be domesticated
Service Providers	<ul style="list-style-type: none"> Provision of goods and services 	<ul style="list-style-type: none"> Prompt payments Efficiency in the delivery of services 	<ul style="list-style-type: none"> Supply quality goods & services Feedback on service delivery Compliance with terms and conditions of engagement Uphold ethics & integrity

CHAPTER THREE: Strategic Model

3.1 Overview

This Strategic Plan succeeds the previous OAG&DOJ's Strategic Plan running from 2013 to 2017. It has been developed through a concerted participatory process involving staff from OAG&DOJ, affiliated Semi-Autonomous Government Agencies (SAGAs) and other stakeholders from Government institutions, civil society organizations, the private sector and development partners. This participatory approach has been useful in enriching the programmes, projects, activities and other initiatives proposed in the plan. The major goal of this Strategic Plan is to guide OAG&DOJ operations in its quest for effective and efficient service delivery to Kenyans.

3.2 Vision, Mission and Core Values

3.2.1 Vision

The lead regional institution in promotion and protection of the rule of law and good governance

3.2.2 Mission

Facilitate realization of good governance and respect for the rule of law through provision of public legal services and promotion of human rights

3.2.3 Core Values

Our Core Values are:

- i. **Integrity:** OAG&DOJ is committed to acting in an honest and transparent manner.*
- ii. **Professionalism:** OAG&DOJ is fully committed to tap its rich and multi-skilled human resource base to achieve its Mandate and to respect its stakeholders.*
- iii. **Teamwork and Respect for Diversity:** Involvement of employees and customers at all levels of our operations shall be the hallmark of OAG&DOJ .*
- iv. **Quality Service Delivery:** OAG&DOJ will ensure efficient and effective delivery of quality services at all times,.*

- v. *Equity and Fairness: OAG&DOJ undertakes to recognize and promote the rights of and be impartial to all stakeholders, and serve all without discrimination.*

3.3 Key Result Areas/Strategic Focus Areas (KRAs/SFAs)

OAG&DOJ will focus on the following four Key Result Areas (KRAs)/Strategic Focus Areas (SFAs):

- (i) Legal Services;
- (ii) Governance, Legal Training and Constitutional Affairs;
- (iii) Leadership and Integrity; and
- (iv) General Administration, Planning and Support Services.

Arising from the above KRAs, OAG&DOJ will pursue eight (8) Strategic Objectives, which are to:

- (i) Provide quality legal services to the Government and public;
- (ii) Facilitate effective implementation of the Constitution;
- (iii) Strengthen legal, policy and institutional framework on anti-corruption, ethics and integrity;
- (iv) Promote respect for the rule of law, access to justice and human rights;
- (v) Promote the image of the legal profession and protect public interest;
- (vi) Promote public confidence in the integrity of the Office;
- (vii) Enhance GJLOS sector wide reforms at the national and county level; and
- (viii) Improve performance management and operations.

3.4 Strategic Objectives and Strategies

Key Result Area	Strategic Objective	Strategies	
KRA. 1. Legal Services	Strategic Objective 1: To provide quality legal services to the government and public	Strategy 1 Reduce financial liability in all cases filed against the national government	
		Strategy 2 Promote the use of ADR mechanisms in resolution of disputes	
		Strategy 3 Negotiate and execute International Judicial Cooperation Agreements in Criminal Matters	
		Strategy 4 Ensure professional and timely representation of the Government in national, regional and international Courts and Tribunals	
		Strategy 5 Negotiate, vet and provide quality legal advice to MDAs on all MOUs/Agreements and Host Country Agreements.	
		Strategy 6 Reduced exposure of MDAs to financial risk	
		Strategy 7 Increased efficiency in document management	
		Strategy 8 Operationalise Public Trustee (Amendment) Act, 2018	
		Strategy 9 Enhance and promote inter-agency/agency collaboration	
		Strategy 10 Restructuring of the Advocates Complaints Commission	
		Strategy 11 Enhance Registration services	
		Strategic Objective 2: To facilitate effective implementation of the Constitution	Strategy 1 Harmonisation of existing laws with the Constitution
			Strategy 2 Enhance support for the implementation of the Big Four Agenda
			Strategy 3 Review of Laws
Strategy 4 Promote fair representation and equality of vote			
Key Result Area 2.	Strategic Objective 3:	Strategy 1	

Key Result Area	Strategic Objective	Strategies	
Governance, Legal Training and Constitutional Affairs	To Strengthen Legal, Policy and Institutional Framework on Anti-Corruption, Ethics and Integrity	Enhance State compliance with international treaty obligations on corruption	
		Strategy 2 Enhance transparency and accountability of state, public officers and the private sector	
		Strategy 3 Strengthen anti-corruption legal regime	
	Strategic Objective: 4: To Promote Respect for the Rule of Law, Access to Justice and Human Rights	Strategy 1 Enhance State compliance with international treaty obligation on human rights	
		Strategy 2 Promote respect for human rights within businesses	
		Strategy 3 Promote compliance with constitutional provision on public participation	
		Strategy 4 Uphold the dignity of victims of crime and abuse of power	
		Strategy 5 Establish and administer a National Legal Aid Scheme	
		Strategic Objective 5: Promote the image of the legal profession and protect public interest	Strategy 1: To strengthen Legal and Institutional Framework for Legal Education in Kenya
	Key Result Area 3: Leadership and Integrity	Strategic Objective 6: To promote public confidence and integrity of the Office	Strategy 1: Promote integrity and public trust of OAG&DOJ
Strategy 2: Promote national values, principles of governance and public service values within OAG&DOJ			
Strategy 3: Promote accountability to the public			
Strategy 4: Promote citizens rights to accessing public services			
Key Result Area 4: General Administration, Planning and Support Services	Strategic Objective 7: To Enhance GJLOS Sector Wide Reforms at National and County Levels.	Strategy 1: To strengthen coordination of Governance, Justice, Law and Order Sector (GJLOS) reforms through policy dissemination	
		Strategy 2: To develop a GJLOS sector monitoring, evaluation and reporting tool for both national and county level.	
		Strategy 3: To operationalize GJLOS interface forums at county	

Key Result Area	Strategic Objective	Strategies
		level
	Strategic Objective 8: To improve performance management and operations	Strategy 1: Enhance support and coordination for effective Service Delivery
		Strategy 2: Establish and operationalize Performance Management Framework
		Strategy 3: Mainstreaming National Government policy on crosscutting issues
		Strategy 4: Enhance Risk Management
		Strategy 5: Promote customer care and satisfaction
		Strategy 6: Service delivery automation

CHAPTER FOUR: Implementation and Coordination Framework

4.1 Overview

This Chapter highlights the Organization Structure, Divisions/Departments under OAG&DOJ, and its, staff establishment and the attendant human resource strategies.

4.2 Structure of the Organization

4.2.1 OAG&DOJ's Departments

- a. ***Civil Litigation Division:*** Responsible for providing legal advice to Government ministries, departments and agencies in all civil and Constitutional matters, conducting arbitrations, representing the national government in all civil and Constitutional proceedings, representing county governments in civil matters when such representation is sought, facilitating the resolution of civil claims and taking up public interest litigation.
- b. ***Government Transactions Division:*** Responsible for advising, negotiating and reviewing contracts and agreements and advising on financing agreements and commercial contracts.
- c. ***International Law Advisory Division:*** Responsible for advising on international agreements binding Government and multilateral organizations.
- d. ***Legislative Drafting Division:*** Responsible for drafting of legislation for the implementation of the Constitution and the drafting of other prioritized legislation and relevant subsidiary legislation. The Division also drafts Gazette Notices for the Government; advises Government on legislative and other legal matters; co-ordinates publication of legislative supplement of the *Kenya Gazette* and conducts law revision under Revision of Laws Act.
- e. ***Legal Advisory and Research Division:*** Responsible for research and advisory support within OAG&DOJ, knowledge management and capacity building in research and knowledge management.
- f. ***Registrar General Division:*** Responsible for licensing and gazetting of marriages, church ministers to perform marriages, and adoptions of children.

- g. *Public Trustee (Administrator General) Division:*** Responsible for matters related to custodianship and administration of deceased's estates and minors' trusts. The Administrator General's Division can be summed up as caring for and protecting the property of disadvantaged or vulnerable citizens.
- h. *Advocates Complaints Commission:*** Established under section 53(1) of the Advocates Act (Cap. 16) and is responsible for handling of public complaints against advocates in provision of legal services. Its clientele is mainly the poor and vulnerable who are unable to participate meaningfully in asserting their rights in advocate-client relationships.
- i. *The Department of Justice:*** Responsible for formulation of legal policy and policy on administration of justice; fostering Constitutional governance, an effective legal and judicial system, democracy and rule of law in Kenya. Its functions include: Policy on administration of Justice; Legal Policy Management; Legal Aid and Awareness; Political Parties Policy Management; Constitutional Affairs; Anti-Corruption Strategies, Integrity and Ethics; Constitutional Implementation; GJLOS Reforms Coordination Policy; Legal Education Policy, and Policy on Human Rights.
- j. *Business Registration Service:*** Established under the Business Registration Service Act, 2015 as a semi-autonomous body under OAG&DOJ and is responsible for the general implementation of policies, laws and other matters relating to the registration of companies, partnerships and firms, individuals and corporations carrying on business under a business name, bankruptcy, hire purchase and security rights.

4.2.2 Organizational Structure

For effective implementation of the Plan, OAG&DOJ has developed an organizational structure that seeks to enhance delegation, management processes and facilitates information flow as follows (**See Annex III**).

4.3 Staff Establishment

4.3.1 Current and Proposed Staff Establishment

The current and proposed staff establishment for OAG&DOJ is as follows:

S/No.	Designation	CSG	Current Authorized Establishment	In-post s	Optimum Staffing Levels
EXECUTIVE STAFF					
Attorney General ' s Office					
1	Attorney General		1	1	1
2	Principal State Counsel	CSG7	0	0	1
	Sub Total Technical		1	1	2
3	Assistant Director Office Administrator	CSG7	1	1	1
4	Principal Records Management Officer	CSG8	0	0	1
5	Senior Assistant Office Administrator	CSG9	1	1	1
6	Principal Driver	CSG11	1	1	1
7	Driver II/I	CSG14/13	1	1	1
8	Support Staff I/Senior/Cleaning Supervisor IIB/IIA/1	CSG 16/15/14/13/12	2	2	2
	Sub Total Non-Technical		6	6	7
	Total		7	7	9
Solicitor General ' s Office					
1	Solicitor General		1	1	1
2	Principal State Counsel	CSG7	0	0	1
	Sub Total Technical		1	1	2
3	Principal Records Management Officer	CSG8	0	0	1
4	Principal Office Administrator	CSG8	1	1	1
5	Senior Assistant Office Administrator	CSG9	1	1	1
6	Senior Driver	CSG12	1	1	1
7	Driver II/I	CSG15/14	1	1	1

S/No.	Designation	CSG	Current Authorized Establishment	In-post s	Optimum Staffing Levels
8	Support Staff I/Senior/Cleaning Supervisor IIB/IIA/1	CSG 16/15/14/13/12	2	2	2
	Sub Total Non-Technical		6	6	7
	Total		7	7	9
	SENIOR DEPUTY SOLICITOR GENERAL'S OFFICE				
1	Senior Deputy Solicitor General	CSG3	1	1	1
2	Deputy Solicitor General	CSG4	1	1	1
3	Director Mutual Assistance Central Authority	CSG4	1	0	1
	Sub-Total		3	2	3
	Total		3	2	3
	Civil Litigation				
1.	Senior Deputy Solicitor General	CSG3	0	0	1
	Public Law Division				
1.	Deputy Solicitor General	CSG4	1	0	1
	Constitutional Petitions Section				
1	Chief State Counsel	CSG5	2	0	2
2	Deputy Chief State Counsel	CSG6	3	1	4
3	Principal State Counsel	CSG7	2	0	2
4	Senior State Counsel	CSG8	3	3	4
5	State Counsel	CSG9	12	10	18
	Sub-total		23	14	32
	Judicial Review Section				
1	Chief State Counsel	CSG5	2	0	2
2	Deputy Chief State Counsel	CSG6	3	1	3
3	Principal State Counsel	CSG7	2	0	2
4	Senior State Counsel	CSG8	2	2	2
5	State Counsel	CSG9	10	3	10
	Sub-total		19	6	19
	Private Law Division				
1.	Deputy Solicitor General	CSG4	0	0	1
	Commercial & Arbitrations Section				
1	Chief State Counsel	CSG5	1	0	1

S/No.	Designation	CSG	Current Authorized Establishment	In-post s	Optimum Staffing Levels
2	Deputy Chief State Counsel	CSG6	3	1	3
3	Principal State Counsel	CSG7	2	0	3
4	Senior State Counsel	CSG8	7	2	7
5	State Counsel	CSG9	12	5	12
	Sub-total		25	8	27
General Civil Law Claims Section					
1	Chief State Counsel	CSG5	2	0	2
2	Deputy Chief State Counsel	CSG6	3	1	5
3	Principal State Counsel	CSG7	2	0	5
4	Senior State Counsel	CSG8	7	7	7
5	State Counsel	CSG9	12	8	17
	Sub-total		26	16	36
Specialized Courts Division					
1.	Deputy Solicitor General	CSG4	0	0	1
Labour and Employment Section					
1	Chief State Counsel	CSG5	1	0	1
2	Deputy Chief State Counsel	CSG6	3	0	5
3	Principal State Counsel	CSG7	2	1	4
4	Senior State Counsel	CSG8	7	3	5
5	State Counsel	CSG9	8	7	9
	Sub-total		21	11	25
Land and Environment Section					
1	Chief State Counsel	CSG5	1	0	1
2	Deputy Chief State Counsel	CSG6	3	1	5
3	Principal State Counsel	CSG7	2	1	6
4	Senior State Counsel	CSG8	7	3	7
5	State Counsel	CSG9	8	7	11
	Sub-total		21	12	30
County Legal Services Division					
1.	Deputy Solicitor General	CSG4	0	0	1
	Sub-total		0	0	1
REGIONAL HEADS					
1	Deputy Chief State Counsel-Nakuru	CSG6	0	0	1
2	Deputy Chief State Counsel-Eldoret	CSG6	0	0	1
3	Deputy Chief State Counsel-Kakamega	CSG6	0	0	1

S/No.	Designation	CSG	Current Authorized Establishment	In-post s	Optimum Staffing Levels
4	Deputy Chief State Counsel-Kisumu	CSG6	0	0	1
5	Deputy Chief State Counsel-Kisii	CSG6	0	0	1
6	Deputy Chief State Counsel-Nyeri	CSG6	0	0	1
7	Deputy Chief State Counsel-Embu	CSG6	0	0	1
8	Deputy Chief State Counsel-Meru	CSG6	0	0	1
9	Deputy Chief State Counsel-Mombasa	CSG6	0	0	1
10	Deputy Chief State Counsel-Malindi	CSG6	0	0	1
11	Deputy Chief State Counsel-Machakos	CSG6	0	0	1
12	Deputy Chief State Counsel-Narok	CSG6	0	0	1
13	Deputy Chief State Counsel-Kericho	CSG6	0	0	1
14	Deputy Chief State Counsel-Bungoma	CSG6	0	0	1
15	Deputy Chief State Counsel-Garissa	CSG6	0	0	1
16	Deputy Chief State Counsel-Busia	CSG6	0	0	1
17	Deputy Chief State Counsel-Siaya	CSG6	0	0	1
18	Deputy Chief State Counsel-Isiolo	CSG6	0	0	1
	Sub-Total		0	0	18
	Nakuru Office				
2	Principal State Counsel	CSG7	2	0	3
3	Senior State Counsel	CSG8	2	1	6
4	State Counsel	CSG9	2	2	9
	Sub-total		6	3	18
	Eldoret Office				
2	Principal State Counsel	CSG7	1	0	3
3	Senior State Counsel	CSG8	3	2	6

S/No.	Designation	CSG	Current Authorized Establishment	In-post s	Optimum Staffing Levels
4	State Counsel	CSG9	3	4	9
	Sub-total		7	6	18
	Kakamega Office				
2	Principal State Counsel	CSG7	1	0	2
3	Senior State Counsel	CSG8	0	1	3
4	State Counsel	CSG9	3	2	7
	Sub-total		4	3	12
	Kisumu Office				
2	Principal State Counsel	CSG7	1	0	2
3	Senior State Counsel	CSG8	2	2	4
4	State Counsel	CSG9	4	4	8
	Sub-total		7	6	14
	Kisii Office				
2	Principal State Counsel	CSG7	1	0	2
3	Senior State Counsel	CSG8	1	1	3
4	State Counsel	CSG9	0	1	3
	Sub-total		2	2	8
	Nyeri Office				
2	Principal State Counsel	CSG7	1	0	1
3	Senior State Counsel	CSG8	2	2	2
4	State Counsel	CSG9	2	2	2
	Sub-total		5	4	5
	Embu Office				
2	Principal State Counsel	CSG7	1	0	2
3	Senior State Counsel	CSG8	1	1	3
4	State Counsel	CSG9	0	7	3
	Sub-total		2	8	8
	Meru Office				
2	Principal State Counsel	CSG7	1	0	2
3	Senior State Counsel	CSG8	2	2	3
4	State Counsel	CSG9	2	2	6
	Sub-total		5	4	11
	Mombasa Office				
2	Principal State Counsel	CSG7	2	1	3
3	Senior State Counsel	CSG8	2	2	4
4	State Counsel	CSG9	5	5	8
	Sub-total		9	8	15
	Malindi Office				

S/No.	Designation	CSG	Current Authorized Establishment	In-posts	Optimum Staffing Levels
2	Principal State Counsel	CSG7	1	0	2
3	Senior State Counsel	CSG8	0	0	3
4	State Counsel	CSG9	3	3	3
	Sub-total		4	3	8
	Machakos Office				
2	Principal State Counsel	CSG7	1	0	2
3	Senior State Counsel	CSG8	0	0	3
4	State Counsel	CSG9	0	1	3
	Sub-total		1	1	8
	Narok Office				
2	Principal State Counsel	CSG7	0	0	1
3	Senior State Counsel	CSG8	1	0	2
4	State Counsel	CSG8	8	0	3
	Sub-total		9	0	6
	Kericho Office				
2	Principal State Counsel	CSG7	0	0	1
3	Senior State Counsel	CSG8	0	0	2
4	State Counsel	CSG8	0	0	3
	Sub-total		0	0	6
	Total		194		325
	Legislative Drafting Services				
1.	Senior Deputy Solicitor General	CSG3	0	0	1
	Finance and Development Section				
1.	Deputy Solicitor General	CSG4	1	1	1
	Devolution and Infrastructure Unit				
1	Chief State Counsel	CSG5	0	0	1
2	Deputy Chief State Counsel	CSG6	2	0	2
3	Principal State Counsel	CSG7	2	1	2
4	Senior State Counsel	CSG8	2	0	2
5	State Counsel	CSG9	4	3	4
	Sub-total		11	5	13
	Education and Natural Resources Unit				
1	Chief State Counsel	CSG5	1	1	1
2	Deputy Chief State Counsel	CSG6	2	1	2
3	Principal State Counsel	CSG7	2	0	2
4	Senior State Counsel	CSG8	2	1	2
5	State Counsel	CSG9	4	2	4

S/No.	Designation	CSG	Current Authorized Establishment	In-post s	Optimum Staffing Levels
	Sub-total		11	5	11
	Security, Foreign Relations and Law Revision Section				
1.	Deputy Solicitor General	CSG4	0	0	1
	Security and Foreign Relations Unit				
1	Chief State Counsel	CSG5	1	1	1
2	Deputy Chief State Counsel	CSG6	2	1	2
3	Principal State Counsel	CSG7	2	0	2
4	Senior State Counsel	CSG8	2	1	2
5	State Counsel	CSG9	4	2	4
	Sub-total		11	5	12
	Law Revision and Research Unit				
1	Chief State Counsel	CSG5	0	0	1
2	Deputy Chief State Counsel	CSG6	2	0	2
3	Principal State Counsel	CSG7	2	0	3
4	Senior State Counsel	CSG8	1	0	3
5	State Counsel	CSG9	4	2	3
	Sub-total		9	2	12
1	Principal Legal Clerk	CSG8	0	0	1
2	Senior Legal Clerk	CSG9	0	0	1
3	Legal Clerk I	CSG10	0	0	2
4	Legal Clerk III/II	CSG12/11	0	0	2
	Sub-total		0	0	6
	Total		42	18	54
	Public Legal Services Division				
1.	Senior Deputy Solicitor General	CSG3	0	0	1
	Sub-total				
	Registration Services				
1.	Deputy Solicitor General	CSG4	0	0	1
	Marriages Section				
1.	Chief State Counsel/Registrar of Marriages	CSG5	0	0	1
	Marriages Registration and Foreign Missions Unit				
1	Deputy Chief State Counsel	CSG6	0	0	3
2	Principal State Counsel	CSG7	0	0	3
3	Senior State Counsel	CSG8	0	0	8
4	State Counsel	CSG9	0	0	8

S/No.	Designation	CSG	Current Authorized Establishment	In-posts	Optimum Staffing Levels
	Sub Total		0	0	25
	Regional and County offices Section				
1.	Deputy Chief State Counsel	CSG6	0	0	1
	Principal State Counsel	CSG7	0	0	1
	State Counsel/Senior	CSG9/8	0	0	1
			0	0	3
	Mombasa Office				
1.	Principal State Counsel	CSG7	0	0	1
2.	State Counsel/Senior	CSG9/8	0	0	2
	Sub-total		0	0	3
	Kisumu Office				
1.	Principal State Counsel	CSG7	0	0	1
2.	State Counsel/Senior	CSG9/8	0	0	2
	Sub-total		0	0	3
	Eldoret Office				
1.	Principal State Counsel	CSG7	0	0	1
2.	State Counsel/Senior	CSG9/8	0	0	2
	Sub-total		0	0	3
	Nakuru Office				
1.	Principal State Counsel	CSG7	0	0	1
2.	State Counsel/Senior	CSG9/8	0	0	2
	Sub-total		0	0	3
	Malindi Office				
1.	Principal State Counsel	CSG7	0	0	1
2.	State Counsel/Senior	CSG9/8	0	0	2
	Sub-total		0	0	3
	Machakos Office				
1.	Principal State Counsel	CSG6	0	0	1
2.	State Counsel/Senior	CSG9/8	0	0	1
	Sub-total		0	0	2
	Kisii Office				
1.	Principal State Counsel	CSG7	0	0	1
2.	State Counsel/Senior	CSG9/8	0	0	2
	Sub-total		0	0	3
	Kakamega Office				
1.	Principal State Counsel	CSG7	0	0	1
2.	State Counsel/Senior	CSG9/8	0	0	2
	Sub-total		0	0	3

S/No.	Designation	CSG	Current Authorized Establishment	In-post s	Optimum Staffing Levels
Embu Office					
1.	Principal State Counsel	CSG7	0	0	1
2.	State Counsel/Senior	CSG9/8	0	0	2
Sub-total			0	0	3
Meru Office					
1.	Principal State Counsel	CSG7	0	0	1
2.	State Counsel/Senior	CSG9/8	0	0	2
Sub-total			0	0	3
Nyeri Office					
1.	Principal State Counsel	CSG7	0	0	1
2.	State Counsel/Senior	CSG9/8	0	0	2
Sub-total			0	0	3
Bungoma Office					
1.	Principal State Counsel	CSG7	0	0	1
2.	State Counsel/Senior	CSG9/8	0	0	2
Sub-total			0	0	3
Kericho Office					
1.	Principal State Counsel	CSG7	0	0	1
2.	State Counsel/Senior	CSG9/8	0	0	2
Sub-total			0	0	3
Court Process Servers					
1.	Process Servers II/I/Senior	CSG14/13/12	0	0	2
Sub-total			0	0	2
Total					65
Societies Section					
1.	Chief State Counsel/Registrar- Societies	CSG5	0	0	1
Registration Section					
1.	Deputy Chief State Counsel	CSG6	0	0	3
3.	Principal State Counsel	CSG7	0	0	2
4.	Senior State Counsel	CSG8	0	0	2
5.	State Counsel	CSG9	0	0	6
Sub total			0	0	14
Alternative Dispute Resolution Section					
1.	Deputy Chief State Counsel	CSG6	0	0	2
3.	Principal State Counsel	CSG7	0	0	2
4.	Senior State Counsel	CSG8	0	0	3
5.	State Counsel	CSG9	0	0	3

S/No.	Designation	CSG	Current Authorized Establishment	In-post s	Optimum Staffing Levels
	Sub-total		0	0	10
	Court Process Server				
1.	Process Servers II/I/Senior	CSG14/13/12	0	0	2
	Sub Total		0	0	2
	total		0		26
	Public Trustee				
1.	Deputy Solicitor General /Administrator General	CSG4	1	0	1
	Litigation Section				
1.	Chief State Counsel	CSG5	1	1	1
2.	Deputy Chief State Counsel	CSG6	2	0	2
4.	Principal State Counsel	CSG7	2	0	2
5.	Senior State Counsel	CSG8	2	2	2
6.	State Counsel	CSG9	6	2	8
	Sub Total		14	5	16
	Alternative Dispute Resolution Section				
1.	Chief State Counsel	CSG5	1	1	1
2.	Deputy Chief State Counsel	CSG6	3	1	3
4.	Principal State Counsel	CSG7	2	0	2
5.	Senior State Counsel	CSG8	2	0	2
6.	State Counsel	CSG9	6	0	8
	Sub Total		14	2	16
	Administration of Estates Section				
1.	Chief State Counsel	CSG5	1	1	1
2.	Deputy Chief State Counsel	CSG6	2	1	2
4.	Principal State Counsel	CSG7	1	0	2
5.	Senior State Counsel	CSG8	2	1	2
6.	State Counsel	CSG9	6	3	8
	Sub Total		12	6	15
	Conveyance and Property Management Section				
	Chief State Counsel	CSG5	1	0	1
	Conveyance Unit				
1.	Deputy Chief State Counsel	CSG6	2	2	2
3.	Principal State Counsel	CSG7	2	1	2
4.	Senior State Counsel	CSG8	2	1	2
	Sub Total		6	4	6
	Property Management section				
1.	Deputy Chief State Counsel	CSG6	1	1	2

S/No.	Designation	CSG	Current Authorized Establishment	In-post s	Optimum Staffing Levels
3.	Principal State Counsel	CSG7	1	1	1
4.	Senior State Counsel	CSG8	2	1	2
5.	State Counsel	CSG9	4	2	4
	Sub Total		8	5	9
Trust Estates Section					
1.	Chief State Counsel	CSG5	1	1	1
2.	Principal State Counsel	CSG7	1	1	1
3.	Senior State Counsel	CSG8	2	1	2
	State Counsel	CSG9	2	1	2
	Sub-total		6	4	6
County Services Section					
1.	Chief State Counsel	CSG5	1	1	1
	Principal State Counsel	CSG7	0	0	1
2.	Senior State Counsel	CSG8	1	0	1
	Sub total		2	1	3
Regional Offices					
Kisumu					
2.	Principal State Counsel	CSG7	1	0	1
3.	Senior State Counsel	CSG8	2	1	4
4.	State Counsel	CSG9	3	1	4
	Sub Total		6	2	9
Kakamega					
2.	Principal State Counsel	CSG7	1	1	1
3.	Senior State Counsel	CSG8	1	1	3
4.	State Counsel	CSG9	2	0	3
	Sub Total		4	2	7
Mombasa					
2.	Principal State Counsel	CSG7	1	1	2
3.	Senior State Counsel	CSG8	1	1	3
4.	State Counsel	CSG9	6	1	3
	Sub Total		8	3	8
Kisii					
2.	Principal State Counsel	CSG7	1	1	1
3.	Senior State Counsel	CSG8	3	1	3
	State Counsel	CSG9	3	1	3
	Sub Total		7	3	7
Machakos					
2.	Principal State Counsel	CSG7	0	±	1

S/No.	Designation	CSG	Current Authorized Establishment	In-post s	Optimum Staffing Levels
3.	Senior State Counsel	CSG8	1	1	3
4.	State Counsel	CSG9	1	1	3
	Sub Total		2	3	7
	Eldoret				
2.	Principal State Counsel	CSG7	0	0	2
3.	Senior State Counsel	CSG8	1	2	3
4.	State Counsel	CSG9	1	0	3
	Sub total		2	2	8
	Nyeri				
2.	Principal State Counsel	CSG6	0	0	1
3.	Senior State Counsel	CSG8	1	1	2
4.	State Counsel	CSG9	1	1	2
	Sub total		2	2	5
	Nakuru				
2.	Principal State Counsel	CSG7	1	1	2
3.	Senior State Counsel	CSG8	1	1	2
4.	State Counsel	CSG9	1	1	3
	Sub total		3	3	7
	Embu				
2.	Principal State Counsel	CSG7	1	0	1
	Senior State Counsel	CSG8	1	2	2
3.	State Counsel	CSG9	1	0	3
	Sub Total		3	2	6
	Meru				
2.	Principal State Counsel	CSG7	1	0	1
	Senior State Counsel	CSG8	1	0	2
3.	State Counsel	CSG9	1	1	2
	Sub Total		3	1	5
	Malindi				
2.	Principal State Counsel	CSG7	1	0	1
	Senior State Counsel	CSG8	0	0	3
3.	State Counsel	CSG9	1	1	3
	Sub Total		2	1	7
	Garissa				
1.	Principal State Counsel	CSG7	0	0	1
2.	Senior State Counsel	CSG8	1	0	2
3.	State Counsel	CSG9	1	1	2
	Sub Total		2	1	5

S/No.	Designation	CSG	Current Authorized Establishment	In-post s	Optimum Staffing Levels
	Kericho				
1.	Principal State Counsel	CSG7	0	0	1
	Senior State Counsel	CSG8	0	0	1
2.	State Counsel	CSG9	0	0	1
	Sub Total		0	0	3
	Busia				
1.	Principal State Counsel	CSG7	0	0	1
	Senior State Counsel	CSG8	0	0	1
2.	State Counsel	CSG9	0	0	1
	Sub Total		0	0	3
	Siaya				
1.	Principal State Counsel	CSG7	0	0	1
	Senior State Counsel	CSG8	0	0	1
2.	State Counsel	CSG9	0	0	1
	Sub Total		0	0	3
	Isiolo				
1.	Principal State Counsel	CSG7	0	0	1
	Senior State Counsel	CSG8	0	0	1
2.	State Counsel	CSG9	0	0	1
	Sub Total		0	0	3
	Total		106		164
	Government Legal Services				
1.	Senior Deputy Solicitor General	CSG3	0	0	1
	International Law				
1.	Deputy Solicitor General	CSG4	1	1	1
	Bilateral Relations Sections				
1.	Chief State Counsel	CSG5	0	0	1
2.	Deputy Chief State Counsel	CSG6	3	1	3
4.	Principal State Counsel	CSG7	2	1	2
5.	Senior State Counsel	CSG8	2	2	2
6.	State Counsel	CSG9	2	2	5
	Sub-total		10	7	15
	Regional Integration and Cooperation Section				
1.	Chief State Counsel	CSG5	0	0	1
2.	Deputy Chief State Counsel	CSG6	3	1	3
4.	Principal State Counsel	CSG7	3	2	2
5.	Senior State Counsel	CSG8	3	2	2

S/No.	Designation	CSG	Current Authorized Establishment	In-post s	Optimum Staffing Levels
6.	State Counsel	CSG9	3	2	5
	Sub-total		12	7	13
International Law, Institutions, Arbitration and Litigation Section					
1.	Chief State Counsel	CSG5	0	0	1
2.	Deputy Chief State Counsel	CSG6	3	1	3
4.	Principal State Counsel	CSG7	3	0	3
5.	Senior State Counsel	CSG8	3	2	4
6.	State Counsel	CSG9	3	2	4
	Sub-total		12	5	15
	Total		34	19	43
Government Legal Transactions					
1.	Deputy Solicitor General	CSG4	0	0	1
2.	Chief State Counsel	CSG5	1	0	2
3.	Deputy Chief State Counsel	CSG6	5	2	6
5.	Principal State Counsel	CSG7	5	4	6
6.	Senior State Counsel	CSG8	13	11	18
8.	State Counsel	CSG9	1	0	12
	Total		25	17	45
Legal Research and Advisory Services					
1.	Deputy Solicitor General	CSG4	0	0	1
Legal Advisory Section					
1.	Chief State Counsel	CSG5	1	0	1
2.	Deputy Chief State Counsel	CSG6	4	1	6
3.	Principal State Counsel	CSG7	3	1	8
4.	Senior State Counsel	CSG8	4	5	18
6.	State Counsel	CSG9	1	0	10
	Sub Total		13	7	44
Legal Research section					
1.	Chief State Counsel	CSG5	0	0	1
2.	Deputy Chief State Counsel	CSG6	3	1	6
3.	Principal State Counsel	CSG7	2	1	8
4.	Senior State Counsel	CSG8	3	3	18
6.	State Counsel	CSG9	1	0	10
	Sub Total		9	5	43
	Total		22	12	87
MDAs Legal Services					

S/No.	Designation	CSG	Current Authorized Establishment	In-post s	Optimum Staffing Levels
1.	State Counsels		60		80 (2 per State Department)
	Sub Total				80
	Total				255
Justice and Constitutional Affairs					
1.	Senior Deputy Solicitor General/Secretary, Justice and Constitutional Affairs	CSG3	1	1	1
2.	Director, Legal Affairs	CSG4	1	0	1
	Sub-Total		2	1	2
Human Rights and Legal Sector Section					
1.	Chief State Counsel	CSG5	1	1	1
2.	Deputy Chief State Counsel	CSG6	3	2	2
4.	Principal State Counsel	CSG7	2	0	2
5.	Senior State Counsel	CSG8	0	1	2
6.	State Counsel	CSG9	2	3	2
	Sub-Total		10	8	9
Constitutional Development and Governance Section					
1.	Chief State Counsel	CSG5	1	1	1
2.	Deputy Chief State Counsel	CSG6	1	1	1
3.	Principal State Counsel	CSG7	3	1	2
4.	Senior State Counsel	CSG8	0	2	2
5.	State Counsel	CSG9	3	0	2
	Sub-Total		8	5	8
Anti-corruption, Ethics and Integrity Section					
1.	Chief State Counsel	CSG5	0	0	1
2.	Deputy Chief State Counsel	CSG6	0	0	1
3.	Principal State Counsel	CSG7	0	0	2
4.	Senior State Counsel	CSG8	0	0	2
5.	State Counsel	CSG9	0	0	2
	Sub-Total		0	0	8
Legal Policy Development Section					
1.	Chief State Counsel	CSG5	0	0	1
2.	Deputy Chief State Counsel	CSG6	0	0	1
3.	Principal State Counsel	CSG7	0	0	2
4.	Senior State Counsel	CSG8	0	0	2
5.	State Counsel	CSG9	0	0	2
	Sub total		0	0	8

S/No.	Designation	CSG	Current Authorized Establishment	In-post s	Optimum Staffing Levels
	Total		18	13	35
Governance, Justice, Law and Order Sector Section (GJLOS)					
1.	Director	CSG5	1	0	1
2.	Deputy Director (Monitoring and Evaluation)	CSG6	1	1	1
3.	Deputy Director (Strategy, Planning and Budgeting)	CSG6	1	1	1
4.	Deputy Director (Advocacy and Outreach)	CSG6	0	0	1
5.	Senior Assistant Secretary	CSG8	0	0	1
	Sub total		3	2	5
	Total		3	2	5
Advocates Complaints Commission (ACC)					
1.	Commission Secretary, ACC	CSG4	1	0	1
Review, Investigation and Outreach Section					
1.	Chief State Counsel	CSG5	2	0	1
2.	Deputy Chief State Counsel	CSG6	4	0	6
4.	Principal State Counsel	CSG7	4	1	8
5.	Senior State Counsel	CSG8	5	4	8
6.	State Counsel	CSG9	11	8	10
7.	Process Servers II/I/Senior	CSG14/13/12	0	0	2
	Sub total		27	13	36
ADR and Prosecution Division					
1.	Chief State Counsel	CSG5	1	1	1
2.	Deputy Chief State Counsel	CSG6	3	1	6
4.	Principal State Counsel	CSG7	4	0	4
5.	Senior State Counsel	CSG8	5	4	6
6.	State Counsel	CSG9	12	4	10
7.	Process Servers II/I/Senior	CSG14/13/12	0	0	3
	Sub Total		25	10	30
County Services					
Mombasa Office					
1	Principal State Counsel	CSG7	0	0	2
2	Senior State Counsel	CSG8	0	0	2
3	State Counsel	CSG9	0	0	3
4	Process Servers II/I/Senior	CSG14/13/12	0	0	1
	Sub-total		0	0	8

S/No.	Designation	CSG	Current Authorized Establishment	In-post s	Optimum Staffing Levels
Kisumu Office					
1	Principal State Counsel	CSG7	0	0	2
2	Senior State Counsel	CSG8	0	0	2
3	State Counsel	CSG9	0	0	2
4	Process Servers II/I/Senior	CSG14/13/12	0	0	1
Sub-total			0	0	7
Nakuru Office					
1	Principal State Counsel	CSG7	0	0	1
2	Senior State Counsel	CSG8	0	0	2
3	State Counsel	CSG9	0	0	2
4	Process Servers II/I/Senior	CSG14/13/12	0	0	1
Sub-total			0	0	6
Eldoret Office					
1.	Principal State Counsel	CSG7	0	0	1
2	Senior State Counsel	CSG8	0	0	1
3	State Counsel	CSG9	0	0	2
4	Process Servers II/I/Senior	CSG14/13/12	0	0	1
Sub-total			0	0	5
Nyeri Office					
1	Principal State Counsel	CSG7	0	0	1
2	Senior State Counsel	CSG8	0	0	1
3	State Counsel	CSG9	0	0	1
4.	Process Servers II/I/Senior	CSG14/13/12	0	0	1
Sub-total			0	0	4
Total			52	23	96
College of Arms Division					
1.	Chief State Counsel/Registrar, College of Arms	CSG5	0	0	1
Registration Section					
1.	Deputy Chief State Counsel	CSG6	0	0	1
2.	Principal/Senior State Counsel	CSG8/7	0	0	1
	State Counsel	CSG9	0	0	1
Sub total			0	0	4
Dispute Resolution Unit					
1.	Deputy Chief State Counsel	CSG6	0	0	1
2.	Principal/Senior State	CSG8/7	0	0	1

S/No.	Designation	CSG	Current Authorized Establishment	In-post s	Optimum Staffing Levels
	Counsel				
	Sub total		0	0	2
Compliance and Investigation section					
1.	Deputy Chief State Counsel	CSG6	0	0	1
2.	Principal/Senior State Counsel	CSG8/7	0	0	1
	Sub total		0	0	2
Litigation, Research and ADR Section					
1.	Deputy Chief State Counsel	CSG6	0	0	1
2.	Principal State Counsel	CSG8/7	0	0	1
	Senior State Counsel	CSG8/7	0	0	1
3.	State Counsel	CSG9	0	0	1
	Sub Total		0	0	4
	Total		0	0	12
	Grand Total for Technical Staff		498	313	1036
SUPPORT SERVICES					
Drivers					
	Headquarters & County Offices	Civil Service Grade (CSG)	A/E	In Post	Optimum
1.	Principal Driver	CSG 11	4	0	6
2.	Chief Driver	CSG 12	5	15	8
3.	Senior Driver	CSG 13	6	9	8
4.	Driver I	CSG 14	8	3	10
6	Driver III/II	CSG 16/15	8	0	30
	Total		31	27	62
Records Management Officers					
S/No.	Department	Civil Service Grade (CSG)	A/E	In Post	Optimum
	Principal Records Management Officer	CSG 8			1
	Senior Records Management Officer	CSG 9			2

S/No.	Designation	CSG	Current Authorized Establishment	In-post s	Optimum Staffing Levels
	Records Management Officer I	CSG 10			2
	Records Management Officer III/ II	CSG 12/11			2
1.	Public Trustee	Sub- Total	17	68	7
	Senior Records Management Officer	CSG 9			4
	Records Management Officer I	CSG 10			4
	Records Management Officer III/ II	CSG 12/11			8
2.	Public Trustee County Offices	Sub- Total	0	0	16
	Principal Records Management Officer	CSG 8			1
	Senior Records Management Officer	CSG 9			2
	Records Management Officer I	CSG 10			2
	Records Management Officer III/ II	CSG 12/11			2
3.	Registrar General (In post Deployed from other departments)	Sub- Total	0	41	7
	Senior Records Management Officer	CSG 9			4
	Records Management Officer I	CSG 10			4
	Records Management Officer III/ II	CSG 12/11			8
4.	Registrar General County Offices	Sub- Total	0	0	16
	Principal Records Management Officer	CSG 8			1
	Senior Records Management Officer	CSG 9			2
	Records Management Officer I	CSG 10			2
	Records Management	CSG 12/11			2

S/No.	Designation	CSG	Current Authorized Establishment	In-post s	Optimum Staffing Levels
	Officer III/ II				
5.	Civil Litigation	Sub- Total	17	68	7
	Senior Records Management Officer	CSG 9			4
	Records Management Officer I	CSG 10			4
	Records Management Officer III/ II	CSG 12/11			8
6.	Civil Litigation County Offices	Sub- Total	0	0	16
	Senior Records Management Officer	CSG 9			1
	Records Management Officer III/ II	CSG 12/11			1
7.	College of Arms	Sub- Total	2	1	2
	Senior Records Management Officer	CSG 9			1
	Records Management Officer III/ II	CSG 12/11			1
8.	Government Transactions	Sub- Total	1	0	2
	Senior Records Management Officer	CSG 9			1
	Records Management Officer III/ II	CSG 12/11			1
9.	Legislative Drafting	Sub- Total	1	3	2
	Senior Records Management Officer	CSG 9			1
	Records Management Officer III/ II	CSG 12/11			1
10.	International Law	Sub- Total	1	1	2
	Senior Records Management Officer	CSG 9			1
	Records Management Officer I	CSG 10			1
11.	Legal Advisory	Sub- Total	1	0	2
	Senior Records Management Officer	CSG 9			1
	Records Management	CSG 10			1

S/No.	Designation	CSG	Current Authorized Establishment	In-post s	Optimum Staffing Levels
	Officer I				
	Records Management Officer III/ II	CSG 12/11			1
12.	Department of Justice	Sub- Total	3	1	2
	Senior Records Management Officer	CSG 9			1
	Records Management Officer I	CSG 10			1
13.	Advocates Complaints	Sub- Total	2	2	2
	Senior Records Management Officer	CSG 9			1
	Records Management Officer III/ II	CSG 12/11			1
14.	Accounts	Sub- Total	2	10	2
	Principal Records Management Officer	CSG 8			1
	Senior Records Management Officer	CSG 9			1
	Records Management Officer III/ II	CSG 12/11			1
15.	Human Resource Management	Sub- Total	3	12	2
	Assistant Director-Records	CSG 7			1
	Records Management Officer I	CSG 10			1
	Records Management Officer III/ II	CSG 12/11			1
16.	Administration	Sub- Total	6	14	3
	TOTAL		56	221	90

CLERICAL OFFICERS

S/No.	Department	Civil Service Grade (CSG)	A/E	In Post	Optimum
	Principal Clerical Officer	CSG 10	0		1
	Chief Clerical Officer	CSG 11	2		2
	Clerical Officer II/I/Senior	CSG14/13/12	48		5
1.	Public Trustee	Sub- Total	50	38	8
	Principal Clerical Officer	CSG 10			1
	Chief Clerical Officer	CSG 11			3
	Clerical Officer II/I/Senior	CSG14/13/12			11

S/No.	Designation	CSG	Current Authorized Establishment	In-post s	Optimum Staffing Levels
2.	Public Trustee County Offices	Sub- Total	0	0	15
	Principal Clerical Officer	CSG 10			1
	Chief Clerical Officer	CSG 11			2
	Clerical Officer II/I/Senior	CSG14/13/12			5
3.	Registrar General (In post Deployed from other departments)	Sub- Total	0	41	8
	Principal Clerical Officer	CSG 10			1
	Chief Clerical Officer	CSG 11			3
	Clerical Officer II/I/Senior	CSG14/13/12			11
4.	Registrar General County Offices	Sub- Total	0	0	15
	Principal Clerical Officer	CSG 10			1
	Chief Clerical Officer	CSG 11	2		2
	Clerical Officer II/I/Senior	CSG14/13/12	23		5
5.	Civil Litigation	Sub- Total	25	45	8
	Principal Clerical Officer	CSG 10	0	0	1
	Chief Clerical Officer	CSG 11	0	0	3
	Clerical Officer II/I/Senior	CSG14/13/12	0	0	11
6.	Civil Litigation County Offices	Sub- Total	0	0	15
	Chief Clerical Officer	CSG 12	1	1	1
	Clerical Officer II/I/Senior	CSG14/13/12	1	0	1
7.	College of Arms	Sub- Total	2	1	2
	Clerical Officer II/I/Senior	CSG14/13/12	2	1	1
8.	Government Transactions	Sub- Total	2	1	1
	Clerical Officer II/I/Senior	CSG14/13/12	1	1	1
9.	Legislative Drafting	Sub- Total	2	3	1
	Clerical Officer II/I/Senior	CSG14/13/12	0	1	1
10.	International Law	Sub- Total	0	1	1
	Clerical Officer II/I/Senior	CSG14/13/12	0	1	1
11.	Legal Advisory	Sub- Total	0	1	1
	Chief Clerical Officer	CSG 11	1	0	1
	Clerical Officer II/I/Senior	CSG14/13/12	4	1	2
12.	Department of Justice	Sub- Total	5	1	3
	Chief Clerical Officer	CSG 12	1		1
	Clerical Officer II/I/Senior	CSG14/13/12	11		2

S/No.	Designation	CSG	Current Authorized Establishment	In-post s	Optimum Staffing Levels
13.	Advocates Complaints	Sub- Total	12	13	3
	Principal Clerical Officer	CSG 10			1
	Chief Clerical Officer	CSG 11			1
	Clerical Officer II/I/Senior	CSG14/13/12			3
14.	Accounts	Sub- Total	12	10	5
	Principal Clerical Officer	CSG 10	0	0	1
	Chief Clerical Officer	CSG 11	1	0	1
	Clerical Officer II/I/Senior	CSG14/13/12	14	9	4
15.	Human Resource Management	Sub- Total	15	9	6
	Chief Clerical Officer	CSG 11	1	0	1
	Clerical Officer II/I/Senior	CSG14/13/12	14	5	2
16.	Administration	Sub- Total	15	5	3
	TOTAL		140	169	95
	Assistant Office Administrators/ Office Administrative Assistants	Civil Service Grade (CSG)	A/E	INPOST	Optimum Staffing Levels
	Principal Assistant Office Administrator	CSG 8		1	1
	Assistant Office Administrator I	CSG 10		1	1
1	ACC	Sub- Total	4	2	2
	Principal Assistant Office Administrator	CSG 8			1
	Senior Assistant Office Administrator	CSG 9			1
	Assistant Office Administrator I	CSG 10			1
	Assistant Office Administrator III/II	CSG 12/11			2
	Office Administrative Assistant III/II/I	CSG13/12/11			2
2	Civil Litigation	Sub- Total	16	16	7
	Principal Assistant Office Administrator	CSG 8			1
	Senior Assistant Office Administrator	CSG 9			1
	Assistant Office	CSG 10			2

S/No.	Designation	CSG	Current Authorized Establishment	In-post s	Optimum Staffing Levels
	Administrator I				
	Assistant Office Administrator III/II	CSG 12/11			4
	Office Administrative Assistant III/II/I	CSG13/12/11			4
3	Civil Litigation County Offices	Sub- Total	0	0	12
	Principal Assistant Office Administrator	CSG 8			1
	Senior Assistant Office Administrator	CSG 9			1
	Assistant Office Administrator I	CSG 10			1
	Assistant Office Administrator III/II	CSG 12/11			2
	Office Administrative Assistant III/II/I	CSG13/12/11			3
4	Public Trustee	Sub- Total	20	23	8
	Principal Assistant Office Administrator	CSG 8	0		1
	Senior Assistant Office Administrator	CSG 9	0		1
	Assistant Office Administrator I	CSG 10	0		2
	Assistant Office Administrator III/II	CSG 12/11	0		6
	Office Administrative Assistant III/II/I	CSG13/12/11	0		6
5	Public Trustee County Offices	Sub- Total	0	0	16
	Principal Assistant Office Administrator	CSG 8			1
	Senior Assistant Office Administrator	CSG 9			1
6	Government Legal Services	Sub- Total	2	0	2
	Principal Assistant Office Administrator	CSG 8			1
	Assistant Office	CSG 10			1

S/No.	Designation	CSG	Current Authorized Establishment	In-post s	Optimum Staffing Levels
	Administrator I				
7	International Law	Sub- Total	3	5	2
	Senior Assistant Office Administrator	CSG 9			1
	Assistant Office Administrator III/II	CSG 12/11			1
8	Legal Advisory and Research	Sub- Total	2	0	2
	Senior Assistant Office Administrator	CSG 9			1
	Assistant Office Administrator III/II	CSG 12/11			1
9	Government Transactions	Sub- Total	2	0	2
	Principal Assistant Office Administrator	CSG 8			1
	Assistant Office Administrator I	CSG 10			1
10	Legislative Drafting	Sub- Total	2	4	2
	Principal Assistant Office Administrator	CSG 8			1
	Assistant Office Administrator I	CSG 10			1
	Assistant Office Administrator III/II	CSG 12/11			1
11	Justice and Constitutional Affairs	Sub- Total	4	3	3
	Senior Assistant Office Administrator	CSG 9	1		1
12	GJLOS	Sub- Total	1	0	1
	Principal Assistant Office Administrator	CSG 8	0		1
	Senior Assistant Office Administrator	CSG 9	0		1
	Assistant Office Administrator I	CSG 10	0		2
	Assistant Office Administrator III/II	CSG 12/11	0		3
13	Registration Services	Sub- Total	0	16	7

S/No.	Designation	CSG	Current Authorized Establishment	In-post s	Optimum Staffing Levels
	Principal Assistant Office Administrator	CSG 8	0		1
	Senior Assistant Office Administrator	CSG 9	0		1
	Assistant Office Administrator I	CSG 10	0		2
	Assistant Office Administrator III/II	CSG 12/11	0		6
	Office Administrative Assistant III/II/I	CSG13/12/11	0		6
14	Registration Services County Offices	Sub- Total	0	0	16
	Senior Assistant Office Administrator	CSG 9	0	0	1
15	College of Arms	Sub- Total	0	0	1
	Senior Assistant Office Administrator	CSG 9	1	1	1
	Assistant Office Administrator III/II	CSG 12/11	1	1	1
16	Accounts	Sub- Total	2	2	2
	Assistant Office Administrator I	CSG 10	2	1	1
17	Central Planning Unit	Sub- Total	2	1	1
	Assistant Office Administrator I	CSG 10	1	1	1
18	Internal Audit	Sub- Total	1	1	1
	Senior Assistant Office Administrator	CSG 9			1
19	Finance	Sub- Total	2	2	1
	Assistant Office Administrator III/II	CSG 12/11			1
20	Public Communication	Sub- Total	1	0	1
	Assistant Office Administrator III/II	CSG 12/11			1
21	ICT	Sub- Total	0	0	1
	Assistant Office Administrator III/II	CSG 12/11			1
22	Supply Chain Management	Sub- Total	2	2	1

S/No.	Designation	CSG	Current Authorized Establishment	In-post s	Optimum Staffing Levels
	Principal Assistant Office Administrator	CSG 8			1
	Senior Assistant Office Administrator	CSG 9			1
	Assistant Office Administrator III/II	CSG 12/11			1
23	Human Resource Management	Sub- Total	4	4	3
	Principal Assistant Office Administrator	CSG 8			3
	Senior Assistant Office Administrator	CSG 9			1
	Assistant Office Administrator III/II	CSG 12/11			1
24	Administration	Sub- Total	32	12	5
	TOTAL		108	99	99
	Support Staff				
	Department	Civil Service Grade (CSG)	A/E	INPOST	Optimum
	Support Staff I/Senior/Cleaning Supervisor IIB/IIA/1	CSG 16/15/14/13/12	3	1	2
1	Advocates Complaints	Sub- Total	3	1	2
	Support Staff I/Senior/Cleaning Supervisor IIB/IIA/1	CSG 16/15/14/13/12	2	2	2
2	International Law Department	Sub- Total	2	2	2
	Support Staff I/Senior/Cleaning Supervisor IIB/IIA/1	CSG 16/15/14/13/12	25	5	5
3	Civil Litigation	Sub- Total	25	5	5
	Support Staff I/Senior/Cleaning Supervisor IIB/IIA/1	CSG 16/15/14/13/12	0	0	15
4	Civil Litigation (County Offices)	Sub- Total	0	0	15
	Support Staff I/Senior/Cleaning	CSG 16/15/14/13/12	2	0	2

S/No.	Designation	CSG	Current Authorized Establishment	In-post s	Optimum Staffing Levels
	Supervisor IIB/IIA/1				
5	Government Transactions	Sub- Total	2	0	2
	Support Staff I/Senior/Cleaning Supervisor IIB/IIA/1	CSG 16/15/14/13/12	25	1	4
6	Public Trustee	Sub- Total	25	1	4
	Support Staff I/Senior/Cleaning Supervisor IIB/IIA/1	CSG 16/15/14/13/12	0	0	15
7	Public Trustee (County Offices)	Sub- Total	0	0	15
	Support Staff I/Senior/Cleaning Supervisor IIB/IIA/1	CSG 16/15/14/13/12	0	0	4
8	Registrar General	Sub- Total	0	2	4
	Support Staff I/Senior/Cleaning Supervisor IIB/IIA/1	CSG 16/15/14/13/12	0	0	15
9	Registrar General (County Offices)	Sub- Total	0	0	15
	Support Staff I/Senior/Cleaning Supervisor IIB/IIA/1	CSG 16/15/14/13/12	0	0	2
10	Legal Advisory	Sub- Total	0	0	2
	Support Staff I/Senior/Cleaning Supervisor IIB/IIA/1	CSG 16/15/14/13/12	3	3	3
11	Legislative Drafting	Sub- Total	3	3	3
	Support Staff I/Senior/Cleaning Supervisor IIB/IIA/1	CSG 16/15/14/13/12	4	3	3
12	Justice and Constitutional Affairs	Sub- Total	4	3	3
	Support Staff I/Senior/Cleaning Supervisor IIB/IIA/1	CSG 16/15/14/13/12	1	1	1
13	Supply Chain Management	Sub- Total	1	1	1

S/No.	Designation	CSG	Current Authorized Establishment	In-post s	Optimum Staffing Levels
	Support Staff I/Senior/Cleaning Supervisor IIB/IIA/1	CSG 16/15/14/13/12	0	0	1
14	Central Planning Unit	Sub- Total	1	1	1
	Support Staff I/Senior/Cleaning Supervisor IIB/IIA/1	CSG 16/15/14/13/12	1	1	1
15	Finance	Sub- Total	1	1	1
	Support Staff I/Senior/Cleaning Supervisor IIB/IIA/1	CSG 16/15/14/13/12	2	2	3
16	Human Resource Management	Sub- Total	4	4	3
	Support Staff I/Senior/Cleaning Supervisor IIB/IIA/1	CSG 16/15/14/13/12	1	0	1
17	Public Communication	Sub- Total	1	1	1
	Support Staff I/Senior/Cleaning Supervisor IIB/IIA/1	CSG 16/15/14/13/12	1	0	1
18	Internal Audit	Sub- Total	1	1	1
	Support Staff I/Senior/Cleaning Supervisor IIB/IIA/1	CSG 16/15/14/13/12	2	1	2
19	Accounts	Sub- Total	2	1	2
	Support Staff I/Senior/Cleaning Supervisor IIB/IIA/1	CSG 16/15/14/13/12	7	4	5
20	Administration	Sub- Total	7	11	5
	TOTAL		80	67	72
Accountants (All Departments & County Offices)					
	DESIGNATION	Civil Service Grade (CSG)	A/E	INPOST	Optimum
1	Deputy Accountant General	CSG 6	2	1	1
2	Assistant Accountant General	CSG 7	1	2	3
3	Principal Accountant	CSG 8	4	7	8
4	Senior Accountant	CSG 9	12	6	12

S/No.	Designation	CSG	Current Authorized Establishment	In-post s	Optimum Staffing Levels
5	Accountant I	CSG 10	18	6	20
6	Accountant II	CSG 11	18	22	20
	TOTAL		55	44	64
	BUILDING SURVEYOR (ESTATE MANAGER)				
	Public Trustee	Civil Service Grade (CSG)	A/E	INPOST	Optimum
1	Building SurveyorII/I/Senior	CSG 10/9/8	0	0	2
	TOTAL		0	0	2
	ADMINISTRATION				
	DESIGNATION	Civil Service Grade (CSG)	A/E	INPOST	Optimum
1	Chief Administrative Secretary	CSG 3	0	1	1
2	Secretary Administration	CSG 4	0	0	1
3	Director of Administration	CSG 5	1	0	1
4	Senior Deputy Secretary	CSG 6	1	1	1
5	Deputy Secretary	CSG 6	1	0	1
6	Under Secretary	CSG 7	1	2	1
7	Senior Assistant Secretary	CSG 8	0	2	1
8	Assistant Secretary II/I	CSG 9	5	1	1
	SUB TOTAL		9	7	8
	FINANCE				
	DESIGNATION	Civil Service Grade (CSG)	A/E	INPOST	Optimum
1	Chief Finance Officer	CSG 6	1	1	1
2	Senior Principal Finance Officer	CSG 7	0	0	1
3	Principal Finance Officer	CSG 8	1	1	1
4	Senior Finance Officer	CSG 9	1	1	2
5	Finance Officer II	CSG 10	2	3	4
	TOTAL		5	6	9
	PUBLIC COMMUNICATIONS UNIT				
	DESIGNATION	Civil Service Grade (CSG)	A/E	INPOST	Optimum
1	Deputy Director, Public Communications	CSG 6	1	0	1

S/No.	Designation	CSG	Current Authorized Establishment	In-post s	Optimum Staffing Levels
2	Asst. Director, Public Communications	CSG 7	1	0	1
3	Principal Public Communications Officer	CSG 8	1	1	1
4	Senior Public Communications Officer	CSG 9	0	0	1
5	Public Communications Officer 1	CSG 10	0	1	1
6	Technical Officer III/II/I (Photojournalist)	CSG 12/11/10	0	0	2
7	Technical Officer III/II/I (Electrical/Electronic)	CSG 12/11/10	0	0	2
9	Principal Public Communication Assistant	CSG 8	1	0	1
10	Snr. Public Communication Assistant	CSG 9	2	1	1
11	Public Communication Assistant III /II/I	CSG 12/11/10/9	12	7	6
	TOTAL		18	10	17
	RECEPTION SERVICES				
	DESIGNATION	Civil Service Grade (CSG)	A/E	INPOST	Optimum
1	Assistant Director, Reception Services	CSG 6	0	0	1
2	Principal Reception Officer	CSG 8	0	0	1
3	Receptionist Assistant II/I/Senior	CSG 13/12/11	10	4	5
	TOTAL		10	4	7
	SUPPLY CHAIN MANAGEMENT				
	DESIGNATION	Civil Service Grade (CSG)	A/E	INPOST	Optimum
1	Deputy Director, SCMS	CSG 6	1	0	1
2	Asst. Director SCMS	CSG 7	1	1	1
3	Principal SCM Officer	CSG 8	4	0	1
4	SCMO II/I/Snr	CSG 11/10/9	3	6	6
5	SCMA II/I/Snr.	CSG 11/10/9	3	4	4
6	SCMA IV/III	CSG 13/12	3	8	6
	TOTAL		15	19	19

S/No.	Designation	CSG	Current Authorized Establishment	In-post s	Optimum Staffing Levels
	HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT				
	DESIGNATION	Civil Service Grade (CSG)	A/E	INPOST	Optimum
1	Director, HRM&D	CSG 5	1	0	1
2	Deputy Director, HRM&D	CSG 6	1	1	1
3	Assistant Director, HRM&D	CSG 7	2	1	2
4	Principal HRM&D Officer	CSG 8	3	3	2
5	Senior HRM&D officer	CSG 9	1	1	2
6	HRM&D Officer 11/1	CSG 11/10	3	4	4
7	Principal HRM&D Assistant	CSG 8	0	0	2
8	Senior Human Resource Management & Development Assistant	CSG 9	1	2	2
9	Human Resource Management & Development Assistant I	CSG 10	2	4	3
10	Human Resource Management & Development Assistant III/II	CSG 12/11	2	4	5
	TOTAL		16	20	24
	LIBRARY SERVICES				
	DESIGNATION	Civil Service Grade (CSG)	A/E	INPOST	Optimum
	Principal Librarian	CSG 8	1	1	1
	Librarian I/Snr.	CSG10/ 9	1	0	1
	Snr./Principal Library Assistant	CSG 9/8	2	1	1
	Library Assistant III/II/I	CSG 12/11/10	2	0	1
	TOTAL		6	2	4
	SECURITY SERVICES				
	DESIGNATION	Civil Service Grade (CSG)	A/E	INPOST	Optimum
	Security Officer II/I	CSG 11/10	2	1	1
	Security Warden II/I/Snr	CSG 15/14/13	8	0	0
	TOTAL		10	1	1

S/No.	Designation	CSG	Current Authorized Establishment	In-post s	Optimum Staffing Levels
	INFORMATION COMMUNICATION TECHNOLOGY UNIT				
	DESIGNATION	Civil Service Grade (CSG)	A/E	INPOST	Optimum
	Deputy Director, ICT	CSG 6	1	0	1
	Assistant Director ICT	CSG 7	2	1	2
	Principal ICT Officer	CSG 8	5	1	2
	Senior ICT Officer	CSG 9	5	2	4
	ICT Officer II/I	CSG 11/10	7	8	5
	TOTAL		20	12	14
	ECONOMIST				
	DESIGNATION	Civil Service Grade (CSG)	A/E	INPOST	Optimum
	Chief Economist	CSG 5	1	0	1
	Deputy Chief Economist	CSG 6	2	0	1
	Principal Economist	CSG 7	1	1	1
	Senior Economist I	CSG 8	2	0	1
	Economist II / I	CSG 9	1	3	1
	Principal Youth Development Officer	CSG 10	1	1	1
	Gender and Social Development Officer	CSG 11	1	0	1
	Total		9	5	7
	INTERNAL AUDIT				
	Designation	Civil Service Grade (CSG)	A/E	In Post	Optimum
	Deputy Internal Auditor General /Assistant Internal Auditor General	CSG 6/7	0	0	0
	Internal Auditor II/I/ Senior	CSG 10/9/8	10	0	0
	Total		10	0	0
	TOTAL FOR NON TECHNICAL STAFF		613	555	613
	TOTAL FOR TECHNICAL STAFF		498	313	1036
	GRAND TOTAL		1111	868	1649

4.3.2 Human Resource Development Strategies

Apart from shortage of staff, other critical areas in human resource are in retention, motivation and capacity building. It is therefore prudent that human resource planning be conducted in order to establish a critical human resource base that is professionally motivated and result driven and that can be attracted and retained in order to achieve efficient service delivery to the satisfaction of all stakeholders.

OAG&DOJ's capacity building strategies will be anchored on the following six pillars:

- i. **Pillar 1: *Strategic Leadership and People Development to Motivate Workforce:*** This will involve continuous staff training in key areas like Senior Management Course, Strategic Leadership Development Programme, Transformational Leadership, Public Policy formulation and Development, National Values and Governance, advanced degrees and diploma, among others.

The office will also conduct annual surveys in: employees' satisfaction; customer satisfaction; work environment; impact of training and undertaking regular Training Needs Assessment. Targeted Wellness Programmes (Health for Productivity) will be undertaken in the areas of: HIV/AIDS prevention; drugs and substance abuse; staff on trials programmes; social activities to cushion staff on mental and physical impacts; and staff welfare programmes, among others.

There shall be bi-monthly staff meetings involving Heads of Department, Regional Heads and State Counsels seconded to other MDAs. Annual colloquia for all cadres of staff shall be held to, inter alia, communicate aspirations of this Strategic Plan.

- ii. **Pillar 2: *Performance Management Framework:*** This will include development of performance management guidelines, annual performance reviews, and entrenchment of a competence framework.
- iii. **Pillar 3: *Strategic Repositioning of the Office through Better Knowledge Management:*** This will involve development of the knowledge management framework/strategy and building staff capacity on the same.
- iv. **Pillar 4: *Decentralization of Services:*** This will involve rolling out of OAG&DOJ services throughout the country based on recommendations of the decentralization survey to be conducted early in the Plan period.

- v. **Pillar 5: Automation of Services:** 75% of OAG&DOJ processes will be automated through development and rolling out of a dedicated Electronic Resource Planning (ERP) framework covering Civil Litigation, Registrar General, Advocates Complaints Commission, and Public Trustee among other technical departments.
- vi. **Pillar 6: De-linking:** OAG&DOJ will seek to amend the Attorney General’s Act, 2012 with a view to de-linking it from the mainstream Public Service. Consequently, the Office will be well positioned to manage its staffing levels/requirements and terms of service while sustaining a competitive remuneration strategy. To improve the work environment, OAG&DOJ will procure more office space and continuously ensure provision of equipment and facilities needed to deliver its mandate.

During the Plan implementation period, OAG&DOJ will assess individual employees’ performance based on negotiated and agreed performance targets drawn from this Plan, OAG&DOJ annual workplan and performance contracts.

4.4 Financial Resources

4.4.1 Financial Resources Requirements

The table below presents OAG&DOJ’s revenue resource requirements during the Plan period.

Key Result Area	Resource Requirements						
	Baseline estimates (Kshs. Mn) (2017/18)	Projected Estimates (Kshs. Mn)					Total
		2018/19	2019/20	2020/21	2021/22	2022/23	
KRA1		1,152	617	1,092	1,122	1,081	5,064
KRA 2		183	457	608	690	973	2,910
KRA 3		341	910	1,001	1,019	465	3,734
Total		1,676	1,983	2,700	2,830	2,518	11,708

4.4.2 Resource Gaps.

Expenditure	Requirement Estimates (Kshs. Mn)					Allocation (Kshs. Mn)	Variance (Kshs. Mn)
	2018/19	2019/20	2020/21	2021/22	2022/23		
Recurrent	1,676	1,983	2,700	2,830	2,518	18.75	
Development	-	-	-	-	-	9.364	
Total	1,676	1,983	2,700	2,830	2,518	28.114	

4.4.3 Resource Mobilization Strategy

Financing of the programmes and projects contained in this Plan will mainly be done using resources from the GoK budgetary provisions and development partners.

Government Exchequer Funding

OAG&DOJ will continue to lobby for increased funding from the Exchequer through the established Sector Working Group and the relevant Parliamentary Committees. Effort will be made towards making economic and value for money justifications of OAG&DOJ programmes, and highlighting their impact on the country's socio-economic development agenda. Parliamentary committees and the National Treasury will continually be sensitized and encouraged to engage with the various programme components to be implemented in order to gain an appreciation of the proposed programme activities and budgetary requirements.

Development Partners

OAG&DOJ mandate areas fall within the purview of several international development partners' priority programmes, more so the continued implementation of Constitutional and legal reforms and SDGs. OAG&DOJ enjoys cordial relations with various development partners who have been providing financial and technical support to the OAG&DOJ under the GJLOS programme. It is expected that development partners will continue providing this support during the implementation of this Strategic Plan.

Revenue Raising and Austerity Measures

OAG&DOJ will undertake radical rationalization of administrative costs expenditure items with a view to containing non-developmental expenditure. This will allow for stretching of the finite resources and getting the best value for money in addition to fully financing the core priorities identified in the Strategic Plan. Strategies to be employed by OAG&DOJ will include:

- i. Encouraging the use of ICT to ensure better utilization of resources and improvement of service delivery;
- ii. Improving the costing of programmes and activities, in order to avoid duplication and wastage as well as improving efficiency in the use of funds;
- iii. Proper maintenance of OAG&DOJ facilities, equipment and vehicles;
- iv. Use of shared services including the use of regional offices for legal service; support, centralized transportation, courier services, and support services; and
- v. Reduced foreign travel and moderated delegations as well as enhanced use of foreign embassy staff for non-critical engagements.

4.5 Risk Analysis and Mitigation Measures

The table below provides a description of risks, categorization and proposed mitigation measures.

Risk	Category	Mitigation Measure(s)
Strategic Risks <ol style="list-style-type: none"> a) Constitutional or statutory changes may affect the strategies of OAG&DOJ in the discharge of its mandate b) Some of the proposed strategies and their respective programmes/activities may be opposed by some stakeholders c) Dynamism in OAG&DOJ's mandate may distort proper planning. 	Low	Carrying out appropriate consultations with stakeholders Enhance OAG&DOJ's management capacities;
Organizational Risks <ol style="list-style-type: none"> a) The re-organization of the Government may affect the mandate of OAG&DOJ b) Enactment of new laws may affect the mandate and organizational set-up of OAG&DOJ. 	Low	Enhance Monitoring and Evaluation (M&E) for early detection of any formative risk
Operational Risks	High	De-linking from the Executive

<ul style="list-style-type: none"> a) Poor remuneration, staff turnover, shortage of office space, inadequate legal resources, and redeployment of staff may interfere with implementation of the Strategic Plan; b) External and sometimes internal customers do not understand the operational procedures of OAG&DOJ c) Duplication of law reforms by other Government agencies may be prevalent d) Inadequate consultations in decision making processes may hinder achievement of desired results. 		<p>Develop comprehensive communication strategy</p> <p>Continuous audit of laws</p>
<p>Financial Risks</p> <ul style="list-style-type: none"> a) Delayed or inadequate funding may affect the implementation of OAG&DOJ's programmes b) Diversion or reduction of funds meant for OAG&DOJ due to national disasters/emergency may affect implementation of the Plan c) Interruption of donor funds may disrupt the planned programmes. 	<p>High</p>	<p>Foster optimal utilization of resources.</p>
<p>Technological Risks</p> <ul style="list-style-type: none"> a) There is risk of OAG&DOJ not keeping pace with the rapid ICT changes b) All Government financial transactions are interlinked to Treasury IFMIS system hence all operations are controlled from there, this may lead to delays in internal OAG&DOJ's operations c) Some members of staff may be reluctant to adapt to new technological changes. 	<p>Medium</p>	<p>Undertake regular training of staff on ICT and upgrading of equipment in accordance with ICT trends</p>

CHAPTER FIVE: Monitoring, Evaluation and Reporting

5.1 Overview

Successful implementation of this Strategic Plan will depend largely on how the outcomes and outputs are effectively monitored and evaluated. Monitoring will be conducted on quarterly basis while evaluation will be done both at mid-term and end-term duration of the Strategic Plan.

5.2 Monitoring

Monitoring will help determine whether its implementation is on-track and establish the need for any adjustment due to changes in the social, economic and political environment.

It will involve routine data collection and analysis on the progress of the Strategic Plan implementation. The results of the analysis shall then be used to inform decision-making, including taking corrective action where deviations in implementation are noted. The CPPMU will coordinate collection of M&E data, analyzing and reporting. It will provide technical support and facilitate M&E capacity building in liaison with the Human Resource Management and Development.

The monitoring and evaluation of financial and other resources will constitute part of the M&E system to ensure that all the resources are utilized in accordance with the approved work plans and budgets, and in accordance with the approved financial management guidelines and regulations to ensure accountability.

Departments and SAGAs will monitor projects administered in their respective jurisdictions. They will submit quarterly and annual M&E reports to the CPPMU. These reports will be reviewed regularly against the targeted indicators to measure progress. In addition, they will be used to prepare annual M&E reports for submission to the National Integrated Monitoring and Evaluation System (NIMES) under the National Treasury and Planning.

5.3 Evaluation

The Strategic Plan will be evaluated during and after implementation to gauge the extent of achievement of the intended results. The evaluation will be carried out using relevance, efficiency, effectiveness, sustainability and impact measures. A mid-term

review will also be carried out. The implementation matrix will help track and monitor progress in the implementation of the Plan.

5.4 Review of the Strategic Plan

Mid-Term review of this Strategic Plan will be conducted after two and a half years of its implementation. The objectives of the review shall be to:

- i) Determine the status of implementation of the various strategies set out in the Plan and the results so far achieved, and, in light of that assessment, to make adjustments for the remainder of the Plan implementation period;
- ii) Document any challenges and lessons learnt during implementation of the Plan and recommend remedial actions;
- iii) Bring on board any newly operationalised institutions, departments or functions as may be necessary; and
- iv) Consider and adopt relevant key findings of the Mid-Term Review report of the MTP III, 2018-2022.

Annex I

Key Result Area	Strategic Objective	Strategies	Expected Outcome	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Actor	
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
KEY RESULT AREA 1: LEGAL SERVICES	Strategic Objective 1: To provide quality legal services to the government and public	Strategy 1 Reduce financial liability in all cases filed against the national government	Increase in the percentage of cases with favourable outcomes.	Well researched pleadings, prompt court attendance, and cases effectively defended in court	% of cases concluded with favourable judgments	90	50	60	70	80	90	50	50	50	50	50	CL	
		Strategy 2	Speedy and cheaper resolution of cases involving Government	ADR Policy developed and cases subjected to ADR	%age of backlog of cases resolved through ADR	50	20	30	40	50	50	20	20	20	20	20	CL	
		Promote the use of ADR mechanisms in resolution of disputes	Effective and efficient resolution of disputes	Cases resolved through ADR sessions.	Percentage of cases resolved through ADR.	100	100	100	100	100	100	100	2	2	2	2	2	PT
			Faster and amicable resolution of complaints	Cases resolved through ADR.	Percentage of cases resolved through ADR.	90	90	90	90	90	90	90	30	45	60	75	85	ACC
			Reduced turnaround time for resolution	Cases resolved through ADR	Percentage of cases resolved through	100	20	20	30	20	10	2	2	2	3	1	RG	

		of disputes	sessions.	ADR.													
		Increased dispute resolution through ADR	Disputes resolved through ADR	% of disputes resolved through ADR	50	5	10	15	20	1	2	3	3	4	4		NLAS
	Strategy 3 Negotiate and execute International Judicial Cooperation Agreements in Criminal Matters	International Judicial Cooperation in Criminal matters fast-tracked	Increased number of International Judicial Cooperation in Criminal matters	Percentage of International Judicial Cooperation in criminal matters and agreements concluded	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		ILD
	Strategy 4 Ensure professional and timely representation of the Government in national, regional and international Courts and Tribunals	Increase in the percentage of cases with favourable outcomes	Well researched pleadings, prompt court attendance, and cases effectively defended in court	% of cases concluded	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		ILD
	Strategy 5 Negotiate, vet and provide quality legal advice to MDAs on all MOUs/Agreements and host Country Agreements.	Reduced exposure of MDAs to financial risk in contracts	All contracts negotiated and vetted upon request	Percentage of contracts negotiated and vetted	100	100%	100%	100%	100%	100%	100	20	20	20	20		GTD
	Strategy 6 Reduced	Undertake legal due diligence	Due diligence undertaken	Percentage of due diligence	100	100	100	100	100	100	100	10	10	10	10		GTD

		exposure of MDAs to financial risk	on contractors upon request by MDAs	upon request by MDA's	undertaken on request																
		Provide legal advice to MDAs on all emerging legal issues	OAG&DOJ library modernized, online library legal resources subscribed	Percentage of advisory opinions rendered to MDAs	100	100	100	100	100	100	50	50	50	50	50	50	50	50	50	LA&RD	
		Promote compliance of the law by Government MDAs through sensitization	Dissemination of guidelines for the provision of legal advisory services to MDAs undertaken	% of compliance of the law by MDAs	100	100	100	100	100	100	20	20	20	20	20	20	20	20	20	20	CLD
		Strategy 7 Increased efficiency in document management	Development of an online document management system for the Department	Document information management system developed	% of the document information management system developed	100						100	0	20	20	20	20	20	20	20	GTD
		Strategy 8: Operationalise Public Trustee (Amendment) Act, 2018	Enhance good corporate governance and compliance with the law	Public Trustee Investment Board established and operationalized	Percentage of operationalization	100	20	60	100	0	0	5	3	3	3	3	3	3	3	3	PT

<p>Strategy 9:</p> <p>Enhance and promote inter-agency/agency collaboration</p>	<p>Enhanced inter-agency collaboration.</p> <p>Enhanced accountability and transparency in the management of estates by ex-officio agents</p>	<p>Public Trustee Interagency collaboration framework with county commissioners established</p>	<p>Number of public trustee inter-agency collaboration frameworks with county commissioners established</p>	169	30	35	34	35	35	3	3	3	3	3	PT
	<p>Increase in effective legal representation in international forums</p>	<p>Government legal interests in negotiated documents safeguarded</p>	<p>% of meetings attended and legal advice rendered</p>	100%	100%	100%	100%	100%	100%	100	10	100	100	100	ILD
	<p>Enhanced cooperation and coordination with MDAs</p>	<p>Cooperation and consultations forums held.</p>	<p>Number of cooperation and consultations forums held.</p>	10	2	2	2	2	2	10	10	10	10	10	GTD
	<p>Enhanced inter-agency collaboration.</p>	<p>Partnerships established</p>	<p>Number of inter-agency partnerships established</p>	10	2	2	3	2	1	10	10	10	10	5	RG
	<p>Enhanced collaboration and partnership</p>	<p>Partnerships established</p>	<p>No. of Partnerships established</p>	150	25	30	40	50	55	1	1	2	3	5	NLAS

		Strategy 10:	Enhanced independence of execution of the ACC mandate	ACC becomes a Semi-autonomous Government Agency (SAGA)	-Review of the Advocates Act.	100	0	25	25	25	25	50	15	120	100	80	ACC
		Strategy 11:	Review of the Books and Newspapers Act Cap 111	Draft bill	% completion	100	0	50	50	0	0	0	1	1	0	0	RG
			Review of Marriage Act, 2014	Amendment bill	% completion	100	0	100	0	0	0	2.6	0	0	0	0	RG
			Finalisation of the College of Arms Act, Cap 98 of the Laws of Kenya	Amendment bill	% completion	100	0	100	0	0	0	3	0	0	0	0	RG
			Finalisation of the Societies Act, Cap 168 of the Laws of Kenya	Amendment bill	% completion	100	0	100	0	0	0	0	4	0	0	0	RG
			Development of Regulations on College of Arms Act	College of Arms Act Regulations developed	% completion	100	0	100	0	0	0	0	1	0	0	0	RG
			Development of Regulations on Marriage	Marriage Act 2014 regulations developed	% completion	100	0	100	0	0	0	0	1	0	0	0	RG
		Enhance registration services															

		Act 2014															
		Development of Regulations on Societies Act	Societies Act regulations developed	% of completion	100	0	0	50	50	0	0	0	1	1	0		RG
	Strategic Objective 2: To Facilitate Effective Implementation of the Constitution	Strategy 1 Harmonisation of existing laws with the Constitution	Effective implementation of the Constitution	Laws harmonised with the Constitution	Percentage of laws harmonised	100	100	100	100	100	100	4.5	4.5	4.5	4.5	4.5	LDD
Strategy 2 Enhance support for the Implementation of the big four Agenda		Effective realization of the 'Big Four' Initiatives	Laws to give effect to the 'Big Four' initiatives finalized.	Percentage of laws drafted	100	100	100	100	100	100	10	10	10	10	10	10	LDD
Strategy 3 Review of laws		Up to date laws that address emerging issues	Reviewed laws	percentage of laws reviewed	100	100	100	100	100	100	4.5	4.5	4.5	4.5	4.5	4.5	LDD
Strategy 4 Promote fair representation and equality of vote		Enhance peaceful elections and transition	Electoral and political parties legal regime reviewed	Number of electoral and political parties laws reviewed	3	1	1	1	0	0	5	5	5	0	0	0	LAD
KEY RESULT AREA 2:	Strategic Objective 3: To	Strategy 1 Enhanced transparency and	Kenya's compliance reports on	No. of Country Reports on	2	1	0	0	1	0	5	2	0	5	2		LAD

Governance, Legal Training and Constitutional Affairs	Strengthen Legal, Policy and Institutional Framework on Anti-corruption, Ethics and Integrity		accountability	AUCPCC prepared and submitted to the AUABC	Kenya's compliance with the AUCPCC												
		Enhance State compliance with international treaty obligations on corruption		Kenya's compliance reports on UNCAC prepared and submitted to UNODC	No. of Country Reports on Kenya's compliance with the UNCAC	2	0	1	0	0	1	0	5	0	2	5	LAD
		Strategy 2 Enhance transparency and accountability of state, public officers and the private sector	Enhanced good governance	Reduced incidences of corruption among State and Public officers in the County and National Governments	% of cases against State and public officers	2,500	500	500	500	500	500	10	10	10	10	10	LAD
		Strategy 3 Strengthen anti-corruption legal regime	Enhanced good governance in the Country	Anticorruption laws and policies developed and reviewed	% of anti-corruption laws and policies	5	1	1	1	1	1	2.5	2.5	2.5	2.5	5	LAD
	Strategic Objective 4: To Promote Respect for the Rule of Law, Access to Justice and	Strategy 1 Enhance State compliance with international treaty obligation on human rights	Enhanced Protection and fulfilment of human rights of the citizens	Periodic compliance state reports on human rights obligations prepared and submitted	No. of periodic state reports submitted	6	1	1	2	1	1	10	10	20	10	10	LAD
	Strategy 2	Enhanced	Compliance	No of	25	5	5	5	5	5	20	20	20	20	20	LAD	

Human Rights	Promote respect for human rights within businesses	compliance of human rights obligations under the National Action Plan by business	Report by businesses submitted	compliance reports												
	Strategy 3 Promote compliance with constitutional provision on public participation	Enhanced public participation in Government decision making	Continuous participation of the Public in decision making	Policy on public participation	1	1	1	0	0	0	4	4	0	0	0	LAD
	Strategy 4 Uphold the dignity of victims of crime and abuse of power	Enhanced confidence of the citizen in the justice system	Victim protection Act operationalized	% of victims being compensated	100	0	100	100	100	100	30	60	60	30	30	LAD
	Strategy 5 Establish and administer a National Legal Aid Scheme	Enhanced access to justice through legal aid	Legal aid services to the indigent provided	No. of indigents offered legal aid	200,000	20000	30000	40000	50000	60000	20	30	50	100	150	NLAS
			Regional offices established in 15 counties	No. of regional offices established	15	5	3	2	2	3	0	0	0	0	0	NLAS & Admin
Legal aid regulations developed			% of developed regulations	100	80	20	0	0	0	3	2	0	0	0	NLAS	
Enhanced institutional capacity		Training and research programs	No. of training and research	10	2	2	2	2	2	5	5	5	5	5	NLAS	

				developed	programs developed and implemented														
					% of staff and legal aid providers trained.	100	5	15	30	45	5	2	6	12	30	2		NLAS	
	Strategic Objective 5: To Promote the image of the legal profession and protect public interest	Strategy 1: To Strengthen legal and institutional framework for legal education in Kenya	Enhance high professional standards in the legal profession.	Implementation of the Recommendation of the Task force on Legal Sector reforms	Percentage of legislative formulations and amendments made	300	100	100	100	0	0	4	2	2	0	0		LAD	
KEY RESULT AREA 3: Leadership and Integrity	Strategic Objective 6: To promote public confidence and integrity of the Office	Strategy 1: Promote integrity and public trust of OAG&DOJ	Public confidence of the Office enhanced	Annual OAG&DOJ public service week	No. of Sensitization forums conducted	5	1	1	1	1	1								
		Strategy 2: Promote national values, principles of governance and public service values within OAG&DOJ	National values, principles of governance and public service values implemented	Annual reports prepared	No of reports														
		Strategy 3: Promote accountability to the public	Accountability to the public enhanced	Full compliance with the provisions of															

			Public Officers Ethics Act (POEA)															
	Promote citizens rights to accessing public services	Strategy 4:	Enhanced knowledge on the law of Succession, Trusts and Public Trustee services	Citizens awareness on rights and obligations on accessing service enhanced	Number of Counties in which workshops have been undertaken.	47	10	15	15	17	0	3	3	3	3	3	3	PT
		Increased awareness on advocate-client relationship	Citizens awareness on rights and obligations on accessing service enhanced	Number of Counties where public sensitisations, stakeholder forums and legal clinics have been held	86	11	12	15	24	25	20	35	40	50	65		ACC	
		Enhanced knowledge and information on the Marriage Act, 2014, Association Bill 2019, Heraldry Act	Citizens awareness on rights and obligations on accessing service enhanced	No of sensitization forums held	60	12	12	12	12	12	12	12	12	12	12	12	12	RG
		Promoted constitutional values and encourage peoples' political participatio	Citizens awareness on rights and obligations on accessing service enhanced	No. of counties	47	10	10	10	10	10	7	10	10	10	10	10	10	LARD

			n and their roles and responsibilities enshrined in the constitution														
			Enhanced public participation in combating corruption and public knowledge on corruption prevention	County Anti-corruption civilian oversight committees established	No. of CACCOCs established/ and operationalised	47	30	2	5	5	5	20	61	118	141	421	NACCSC
			Increased public awareness on corruption prevention	Public service announcements produced and aired	No. of people reached	5	0.7	1	1.3	1.5	1.5	2.9	47	64	84	85	NACCSC
			Anti-corruption messages developed and disseminated on radio	Anti-corruption messages developed and disseminated on radio	No. of people reached	28	21	1	1.5	2	2.5	13	110	119	117	113	NACCSC
					No. of PSAs aired	230	15	45	60	60	50	21	66	106	108	85	NACCSC
					Partnerships and Networks established	No. of MOU signed	7	3	1	1	1	1	6	8	10	12	14
KEY	Strategic	Strategy 1:	Enhanced	GJLOS	No. of	10	2	2	2	2	2	3	3	3	3	3	GJLOS/SR

RESULT AREA 4: General Administration, Planning and Support Services	Objective 7: Enhance and Strengthen GJLOS Sector Wide Reforms at National and County Level	To strengthen coordination of Governance, Justice, Law and Order Sector (GJLOS) reforms through policy dissemination	GJLOS sector-wide reforms service delivery	policy dissemination forum reports	Governance, Justice, Law and Order Sector (GJLOS) policy dissemination forums held															CD	
		Strategy 2: To develop a GJLOS sector monitoring, evaluation and reporting framework	Operational monitoring, evaluation and reporting framework for GJLOS sector	GJLOS monitoring and evaluation framework developed	GJLOS monitoring and evaluation framework document	10	2	2	2	2	2	2	2	2	2	2	2	2	2	2	GJLOS/SR CD
		Strategy 3: To operationalize GJLOS interface forums at county level	Visibility of GJLOS reforms at the counties	Pilot of GJLOS institutions at county level for reform monitoring and coordination	No. of pilots held	10	2	2	2	2	2	2	10	10	10	10	10	10	10	10	GJLOS/SRCD
	Strategic Objective 8: To improve performance management and operations	Strategy 1 Enhance support and Coordination for effective Service Delivery	Conducive work environment for delivery of Public Legal Services	Additional Office Space acquired	Office space acquired	1	0	0	0.5	0.5	0	0	0	0	500	500	0	0	0	0	Admin.

		Enhanced access of OAG & DOJ services	Additional county offices	Number of county offices established	10	0	2	2	4	2	0	170	85	85	85	Admin.
		Enhanced institutional transformation	Institutional policies developed and implemented	Number of Institutional policies developed and implemented	11	0	11	0	0	0	0	50	0	0	0	Admin. HRM&D
		Enhanced service delivery	Effective control of human resource matters in OAG&DOJ	AG's Act, 2012 ammended	1	0	0	0	1	0	0	0	20	0	0	Admin.
		Enhanced quality management systems	ISO –QMS standards certificate maintained	ISO-QMS standards certificate	1	0	0	1	0	0	5	2.5	2.5	2.5	2.5	Admin. HRM&D & ICT
		Secured information Systems	ISO –ISMS standards certificate maintained	ISO-ISMS standards certificate	1	0	1	0	0	0	5	2.5	2.5	2.5	2.5	Admin. HR & ICT
		Enhanced corporate image of OAG&DOJ and improve communication within and without OAG&DOJ	Communication Strategy developed and being implemented	Communication Strategy	1	0	1	0	0	0	5	5	5	5	4	PCO & ADM
			NLAS Corporate brand promoted	Report on perception index	5	1	1	1	1	5	1	1	2	2	3	NLAS
		Increased efficiency in service delivery	Annual procurement plans implemented	Number of Annual procurement plans and	5	1	1	1	1	1	2	2	2	2	2	SCMS

			implementati on reports													
		Effective inventory management	Disposal policy developed and implemented	Number of disposal policy developed and implemented	1	0	1	0	0	0	0	2	10	10	10	SCMS
		Enhanced expenditure management control and accounting	Due diligence, prompt payments & reports prepared and submitted	No of Financial reports, audit query reports	25	5	5	5	5	5	20	20	20	20	20	Accounts
		Enhanced fiscal planning and management	Prompt budget estimates reports prepared and submitted	No of financial reports and Budget reports	45	9	9	9	9	9	25	25	25	25	25	Finance
		Improved records management	Functional documentation centres	Number of documentation centres established	4	1	1	1	1	0	55	55	55	55	0	Admin.
		Emerging issues addressed	OAG&DOJ SP reviewed	Percentage of review	100	0	0	100	0	0	0	0	5	0	0	CPPMU
			Quarterly M&E reports	No. of M&E reports prepared	20	4	4	4	4	4	20	20	20	20	20	CPPMU
		Sustainability of implementation of programs	Diversified resource streams	No. of resource streams	17	2	2	3	5	5	1	1	2	4	4	NLAS
	Strategy 2: Establish and operationalise Performance	Improved performance of all the OAG&DOJ staff	Well managed staff performance appraisal system	Percentage of staff appraised	100	100	100	100	100	100	2	2	2	2	2	HRM&D
					Percentage of qualifying staff											

		Management Framework		rewarded														
				Percentage of qualifying staff sanctioned	100													
			Improved synergy in the work environment	Colloquia held and resolutions implemented	No. Of colloquia held	9	1	2	2	2	2	5	11	12	13	14	Admin.	
			Improved service delivery	Bi-monthly meeting held and resolutions implemented	No. of bi-monthly meetings held	108	12	24	24	24	25	0.6	5	5	5	5	Admin.	
			Knowledge harnessed	Knowledge management framework developed and implemented	Knowledge management information system in place	1	0	0	1	0	0	0	0	5	0	0	HRM&D	
					Operational knowledge management committee	1	1	0	0	0	0	2	0	0	0	0	HRM&D	
					Resource center in place	1	1	0	0	1	0	0	0	10	0	0	ADMIN & LARD	
			Highly skilled officers to	-Trained staff	Number of staff trained	38	0	38	38	38	38	6	6	6	6	6	LDD	

		draft quality legislation															
		Enhance training of OAG&DO J State Counsel on emerging and specialized areas of the law	Trained staff	Number of trained staff	200	0	50	50	50	50	20	25	30	35	40	LA&RD	
	Strategy 3	Empowerment of youth, women, and persons with disability.	Policy development & implementation	No policies developed and implemented	1	0	1	0	0	0	0	7	5	5	5	Y&G	
	Mainstreaming National Government policy on Cross cutting issues	Promoting wellness among staff and family members	Comprehensive HIV/AIDs knowledge among staff	No policies developed and implemented	2	0	2	0	0	0	14	20	14	14	14	Y&G	
		Employees with alcohol and drug use dependence supported	Percentage of officers supported		100	100	100	100	100	100	3	3	3	3	3	Y&G	

		Strategy 4	Enhanced internal controls accountability and governance	Risk management policy developed and implemented	No. of Policies developed	1	1	0	0	0	0	1	1	1	1	1	Admin	
				Audit committee operationalized	No. of Audit reports prepared and recommendations implemented	20	4	4	4	4	4	4	1	1	1	1	1	Admin
				Financial reports prepared and submitted.	No. of unqualified reports to OAG & DOJ	5	1	1	1	1	1	1	2	2	2	2	2	Finance, Accounts, Public Trustee
		Strategy 5	Promote Customer care and satisfaction	Enhanced Customer satisfaction	Complaints handling mechanism developed and implemented	Complaints handling mechanism developed and implemented	1	1	1	1	1	1	2	2	2	2	2	Admin
		Strategy 6	Enhanced efficiency in delivery of services.	Enterprise Resource Planning for entire OAG & DOJ in place	Percentage of ERP developed and implemented	100	5	20	50	80	100	100	100	100	100	100	100	ICT
				Increased efficiency through availability of ICT infrastructure	Operational LAN, WAN, Data Centre, Increased ICT equipment to Users ratio	Percentage of offices with LAN, WAN, Internet, Data Centre, Percentage of ICT equipment to Users ratio	100	30	30	20	10	10	80	90	80	95	75	ICT
				Enhanced Information Security	ISMS policies implemented	ISO-ISMS standards certificate	1	0	1	0	0	0	10	10	10	10	10	ICT

		Management Systems (ISMS)	in all departments													
		Increased ICT awareness	Well trained staff in both existing & emerging ICT technologies	Percentage of staff trained in ICT existing & emerging technologies	100	20	20	20	20	20	10	10	10	10	10	ICT
		Improved communication with internal & external customers	Increased number of officers/customers using e-mails, Unified Communication tools, Customer Relationship Mgmt. System	Percentage of officers/customers using Interactive website, Customer relationship Mgmt. System developed & implemented, Video Conferencing Facility developed and implemented	100	50	60	70	80	100	5	5	10	20	5	ICT
		Live secondary site hosting backup data and infrastructure set up	Backed up information & restored services in case of a disaster	Percentage of Enterprise wide Disaster Recovery Strategy developed & implemented	100	20	40	60	80	100	20	40	60	80	100	ICT
		Well coordinated ICT functions & activities	Established ICT Governance Framework	Percentage of ICT Steering & Technical Committees established	100	50	60	80	90	100	5	5	5	5	5	ICT

			Defined use of ICTs	of ICT Strategy, ICT Policy	Reports on Ministerial ICT Strategy & ICT Policy	2	0	2	0	0	0	1.5	1.5	0	0	0	ICT
--	--	--	---------------------	-----------------------------	--	---	---	---	---	---	---	-----	-----	---	---	---	-----

Annex II: Monitoring and Evaluation Reporting Framework

Key Result Area	Outcome	Key Performance Indicator	Baseline	Target	Achievements	Variance	Comments
KRA. 1. Legal Services	Strategic Objective 1: To provide quality legal services to the government and public						
	Increase in the percentage of cases with favourable outcomes.	% of cases concluded with favourable judgments		90%			CLD
	Speedy and cheaper resolution of cases involving Government	%age of backlog of cases resolved through ADR		50%			CLD
	Effective and efficient resolution of disputes	Percentage of cases resolved through ADR.		100%			PT
	Faster and amicable resolution of complaints	Percentage of cases resolved through ADR.		90%			ACC
	Reduced turnaround time for resolution of disputes	Percentage of cases resolved through ADR.		100%			RG
	Increased dispute resolution through ADR	% of disputes resolved through ADR		50%			NLAS
	International Judicial Cooperation in Criminal matters fastracked	Percentage of International Judicial Cooperation in criminal matters and agreements concluded		100%			ILD
	Increase in the percentage of cases with favourable outcomes	% of cases concluded		100%			ILD
	Reduced exposure of MDAs to financial risk in contracts	Percentage of contracts negotiated and vetted		100%			GTD
	Undertake legal due diligence on contractors upon request by MDAs	Percentage of due diligence undertaken on request		100%			GTD
Provide legal advice to MDAs on all emerging	Percentage of advisory opinions rendered to		100%			GTD	

Key Result Area	Outcome	Key Performance Indicator	Baseline	Target	Achievements	Variance	Comments
	legal issues	MDAs					
	Promote compliance of the law by Government MDAs through sensitization	% of compliance of the law by MDAs		100%			CLD
	Development of an online document management system for the Department	% of the document information management system developed		100%			GTD
	Enhance good corporate governance and compliance with the law	Percentage of operationalization		100%			PT
	Enhanced inter-agency collaboration. Enhanced accountability and transparency in the management of estates by ex-officio agents	Number of public trustee inter-agency collaboration frameworks with county commissioners established		169			PT
	Increase in effective legal representation in international forums	% of meetings attended and legal advice rendered		100%			ILD
	Enhanced cooperation and co-ordination with MDAs	Number of cooperation and consultations forums held.		10			GTD
	Enhanced inter-agency collaboration.	Number of inter-agency partnerships established		10			RG
	Enhanced collaboration and partnerships	No. of Partnerships established		150			NLAS
	Enhanced independence of execution of the ACC mandate	-Review of the Advocates Act.		100%			ACC
	Review of the Books and Newspapers Act Cap 111	% of completion		100%			RG
	Review of Marriage Act, 2014	% of completion		100%			RG
	Finalisation of the	% of completion		100%			RG

Key Result Area	Outcome	Key Performance Indicator	Baseline	Target	Achievements	Variance	Comments
	College of Arms Act, Cap 98 of the Laws of Kenya						
	Finalisation of the Societies Act, Cap 168 of the Laws of Kenya	% of completion		100%			RG
	Development of Regulations on College of Arms Act	% of completion		100%			RG
	Development of Regulations on Marriage Act 2014	% of completion		100%			RG
	Development of Regulations on Societies Act	% of completion		100%			RG
Strategic Objective 2: To Facilitate Effective Implementation of the Constitution							
	Effective implementation of the Constitution	Percentage of laws harmonised		100%			LDD
	Effective realization of the 'Big Four' Initiatives	Percentage of laws drafted		100%			LDD
	Up to date laws that address emerging issues	percentage of laws reviewed		100%			LDD
	Enhance peaceful elections and transition	Number of electoral and political parties laws reviewed		3			LAD
Key Result Area 2.	Strategic Objective 3: To Strengthen Legal, Policy and Institutional Framework on Anti-corruption, Ethics and Integrity						
Governance, Legal Training and Constitutional Affairs	Enhanced transparency and accountability	No. of Country Reports on Kenya's compliance with the AUCPCC		2			LAD
		No. of Country Reports on Kenya's compliance with the UNCAC		2			LAD
	Enhanced good governance	% of cases against State and public officers		2500			LAD

Key Result Area	Outcome	Key Performance Indicator	Baseline	Target	Achievements	Variance	Comments
	Enhanced good governance in the Country	% of anti-corruption laws and policies		5			LAD
Strategic Objective: 4 To Promote Respect for the Rule of Law, Access to Justice and Human Rights							
	Enhanced Protection and fulfilment of human rights of the citizens	No. of periodic state reports submitted		6			LAD
	Enhanced compliance of human rights obligations under the National Action Plan by business	No of compliance reports		25			LAD
	- Enhanced public participation in Government decision making	Policy on public participation		1			LAD
	Enhanced confidence of the citizen in the justice system	% of victims being compensated		100%			LAD
	Enhanced access to justice through legal aid	No. of indigents offered legal aid		200,000			NLAS
		No of regional offices established		15			NLAS
		% of developed regulations		100%			NLAS
	Enhanced institutional capacity	No of training and research programs developed and implemented		10			NLAS
		% of staff and legal aid providers trained.		100%			NLAS
Strategic Objective 5: To Promote the image of the legal profession and protect public interest							
	Enhance high professional standards in the legal profession.	Percentage of legislative formulations and amendments made		100			LAD

Key Result Area	Outcome	Key Performance Indicator	Baseline	Target	Achievements	Variance	Comments
Key Result Area 3: Leadership and Integrity	Strategic Objective 6: To promote public confidence and integrity of the Office						
	Public confidence of the Office enhanced	No. of Sensitization forums conducted		5			
	National values, principles of governance and public service values implemented	No of reports					
	Accountability to the public enhanced						
	Enhanced knowledge on the law of Succession, Trusts and Public Trustee services	Number of Counties in which workshops have been undertaken.		47			PT
	Increased awareness on advocate-client relationship	Number of Counties where public sensitisations, stakeholder forums and legal clinics have been held		86			ACC
	Enhanced knowledge and information on the Marriage Act, 2014, Association Bill 2019, Heraldry Act	No of sensitization forums held		60			RG
	Promoted constitutional values and encourage peoples' political participation and their roles and responsibilities enshrined in the constitution	No. of counties		47			LAD
	Enhanced public participation in combating corruption and public knowledge on corruption prevention	No. of CACCOCs established/ and operationalized		47			NACCSC
Increased public	No. of people reached		5			NACCSC	

Key Result Area	Outcome	Key Performance Indicator	Baseline	Target	Achievements	Variance	Comments
	awareness on corruption prevention						
	Anti-corruption messages developed and disseminated on radio	No. of people reached		28			NACCSC
		No. of PSAs aired		230			NACCSC
		No. of MOU signed		7			NACCSC
Key Result Area 4:	Strategic Objective Strategic Objective 7:						
General Administration, Planning and Support Services	Enhance and Strengthen GJLOS Sector Wide Reforms at National and County Level						
	Enhanced GJLOS sector-wide reforms service delivery	No. of Governance, Justice, Law and Order Sector (GJLOS) policy dissemination forums held		10			GJLOS/SRCD
	Operational monitoring, evaluation and reporting framework for GJLOS sector	GJLOS monitoring and evaluation framework document		10			GJLOS/SRCD
	Visibility of GJLOS reforms at the counties	No. of pilots held		10			GJLOS/SRCD
	Strategic Objective 8: To improve performance management and operations						
	Conducive work environment for delivery of Public Legal Services	Office space acquired		1			Admn
	Enhanced access of OAG & DOJ services	Number of county offices established		10			Admn
	Enhanced institutional transformation	Number of Institutional policies developed and implemented		11			Admn/HRMD
	Enhanced service delivery	AG's Act, 2012 ammended		1			Admn
	Enhanced quality management systems	ISO-QMS standards certificate		1			Admn/HRMD/ICT
Secured information Systems	ISO-ISMS standards certificate		1			Admn/HRMD/ICT	
Enhanced corporate image of OAG&DOJ and improve communication within	Communication Strategy		1			PCO/HR/Admn	
	Report on perception index		5			NLAS	

Key Result Area	Outcome	Key Performance Indicator	Baseline	Target	Achievements	Variance	Comments
	and without OAG&DOJ						
	Increased efficiency in service delivery	Number of Annual procurement plans and implementation Reports		5			SCMS
	Effective inventory management	Number of disposal policy developed and implemented		1			SCMS
	Enhanced expenditure management control and accounting	No of Financial reports, audit query reports		25			Accounts
	Enhanced fiscal planning and management	No of financial reports and Budget reports		45			Finance
	Improved records management	Number of documentation centres established		4			Admn
	Emerging issues addressed	Percentage of review		100			CPPMU
		No. of M&E reports prepared		20			CPPMU
	Sustainability of implementation of programs	No. of resource streams		17			NLAS
	Improved performance of all the OAG&DOJ staff	Percentage of staff appraised		100%			HRMD
		Percentage of qualifying staff rewarded					
		Percentage of qualifying staff sanctioned		100%			HRMD
	Improved synergy in the work environment	No. of colloquia held		9			Admn
	Improved service delivery	No. of bi-monthly meetings held		108			Admn
	Knowledge harnessed	Knowledge management information system in place		1			HRMD
		Operational knowledge management committee		1			HRMD

Key Result Area	Outcome	Key Performance Indicator	Baseline	Target	Achievements	Variance	Comments
		Resource center in place		1			ADMN & LARD
	Highly skilled officers to draft quality legislation	Number of staff trained		38			LDD
	Empowerment of youth, women, and persons with disability.	No of policies developed and implemented		1			Y&G
	Promoting wellness among staff and family members	No of policies developed and implemented		2			Y&G
		Percentage of officers supported		100%			Y&G
	Enhanced internal controls accountability and governance	No. of Policies developed		1			Admn
		No. of Audit reports prepared and recommendations implemented		20			Admn
		No. of unqualified reports to OAG & DOJ		5			Finance/ Accounts/PT
	Enhanced Customer satisfaction	Complaints handling mechanism developed and implemented		1			Admn
	Enhanced efficiency in delivery of services.	Percentage of ERP developed and implemented		100			ICT
	Increased efficiency through availability of ICT infrastructure	Percentage of offices with LAN, WAN, Internet, Data Centre, Percentage of ICT equipment to Users ratio		100			ICT
	Enhanced Information Security Management Systems (ISMS)	ISO-ISMS standards certificate		1			ICT
	Increased ICT awareness	Percentage of staff trained in ICT existing & emerging technologies		100			ICT

Key Result Area	Outcome	Key Performance Indicator	Baseline	Target	Achievements	Variance	Comments
	Improved communication with internal & external customers	Percentage of officers/customers using Interactive website, Customer relationship Mgmt. System developed & implemented, Video Conferencing Facility developed and implemented		100			ICT
	Live secondary site hosting backup data and infrastructure set up	Percentage of Enterprise wide Disaster Recovery Strategy developed & implemented		100			ICT
	Well coordinated ICT functions & activities	Percentage of ICT Steering & Technical Committees established		100			ICT
	Defined use of ICTs	Reports on Ministerial ICT Strategy & ICT Policy		2			ICT

Annex III: Proposed Organizational Structure



