



REPUBLIC OF KENYA.

**OFFICE OF THE ATTORNEY GENERAL AND
DEPARTMENT OF JUSTICE**

“Learned to Deliver”

STRATEGIC PLAN

(2023/24 – 2027/28)



VISION, MISSION AND CORE VALUES

Vision

“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

The Office of the Attorney General & Department of justice is committed to providing quality services to the government and the public and is guided by the following Core Values;

- i. Integrity
- ii. Professionalism
- iii. Teamwork and Respect for Diversity
- iv. Quality Service Delivery
- v. Equity and Fairness

FOREWORD

The office of the Attorney General is established under Article 156 (1) of the Constitution of Kenya 2010 under the executive arm of the government.



The office derives its mandate from Article 156 (4) of the constitution of Kenya 2010, the Office of the Attorney-General Act, 2012 and the various Executive Orders on the organization of the Government issued by the president. Under article 156 (4) (a) of the Constitution read together with Section 5 (1) (a) and (b) of the Attorney General Act, the Attorney General is the principal legal advisor to the government on all matters relating to the Constitution, international law, human rights, consumer protection and legal aid. The office is also mandated to represent the national government in civil and constitutional matters to which the government is a party other than criminal proceedings, as well as matters before foreign courts and tribunals; negotiating, drafting, vetting and interpreting local and international documents, agreements and treaties; coordinating reporting obligations to international human rights treaty bodies to which Kenya is a member or any matter which member states are required to report; drafting legislative proposals for the government; reviewing and overseeing legal matters pertaining to the Administration of estates and trusts; in consultation with law Society of Kenya, advising the Government on regulations of the legal profession and reviewing and overseeing legal matters pertaining to the registration of companies, partnerships, business names, societies ,adoptions, marriages, charities, chattels, hire purchase and coat of arms. Further, under article 156 (5) and (6) of the constitution, the Attorney General is mandated to promote, protect and uphold the rule of law and public interest as well as appearing as amicus curiae in any civil proceedings to which the government is not a party.

Additional functions conferred by the president on the Attorney General under executive order no. 1 of 2023 on the organization of Government include: Legal Policy Management, anti-corruption, integrity and ethics strategies; National Registries; adoptions and custodian of Enemy Property and Wakf Commissioners; College of Arms; Legal Aid; Policy on Administration of Justice; Constitutional Implementation and Political Parties Policy Management.

To efficiently discharge its multiple and complex constitutional, statutory and other mandates, the OAG has developed its Strategic Plan for 2023-2027, which helps to determine the short-term and medium-term priorities and goals for the office. The Strategic Plan galvanizes the OAG around ten thematic areas or strategic objectives that reflects our commitment to providing quality legal services to the Government, its Ministries, Departments and Agencies, Counties and the people of Kenya.

The OAG is a critical actor in the realization of Vision 2030's social, economic and political pillars aspirations and other national development priorities. It is for this reason that this Strategic Plan has purposefully been aligned to the Fourth Medium Term Plan (MTP IV) of the Kenya Vision 2030, the Bottom Up Economic Transformation Agenda among other national priorities. 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 will undergo institutional reforms to improve efficiency and optimal use of resources. Specific priorities have also been formulated for moving OAG towards necessary change and modernization. In particular addition, 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 Office of the Attorney General headquarters, our regional offices and 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. We invite you to hold us to account going forward

Hon. J. B. N. Muturi, EGH
Attorney General,
Office of the Attorney General and Department of Justice

PREFACE AND ACKNOWLEDGEMENT



This Strategic Plan succeeds the fourth generation Strategic Plan, 2018 – 2022 for the Office of the Attorney General. 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 to the government and the public; 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 OAG'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 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 OAG 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 OAG, its affiliated semi-autonomous government agencies 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 Fourth Medium Term Plan of the Kenya Vision 2030.

Preparation of the OAG&DOJ's Strategic Plan 2023/24 – 2027/28 was undertaken 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 is/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 that comprised of officers from all departments/divisions who worked round the clock to ensure the first draft of the Strategic Plan was rolled out. The draft Plan benefited enormously from the inputs provided by the Heads of Department 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 staff at the Central Planning and Project Monitoring Department (CPPMD) 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.

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 is committed to nurture a common determination and resolve necessary for the progressive attainment of our priorities and goals in the Strategic Plan.

Hon. Shadrack J. Mose
Solicitor General,
Office of the Attorney General And Department of Justice

TABLE OF CONTENTS

VISION, MISSION AND CORE VALUES	ii
FOREWORD.....	iii
PREFACE AND ACKNOWLEDGEMENT	v
LIST OF TABLES AND FIGURES	x
DEFINITION OF CONCEPTS AND TERMINOLOGIES.....	xi
ACRONYMS AND ABBREVIATIONS	xii
EXECUTIVE SUMMARY	xv
CHAPTER ONE: INTRODUCTION	1
1.0 Overview.....	1
1.1 Strategy as an Imperative for Organisational Success	1
1.1.1 Background	1
1.1.2 Mandate/functions of the organisation	1
1.2 The context of Strategic Planning	2
1.2.1 United Nations 2030 Agenda for Sustainable Development	2
1.2.2 African Union Agenda 2063.....	2
1.2.3 East Africa Community Vision 2050	3
1.2.4 Constitution of Kenya	3
1.2.5 Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and Fourth Medium Term Plan.....	4
1.2.6 Sector Policies and Laws	4
1.3 History of the Office of the Attorney General and Department of Justice.....	4
1.4 Methodology of Developing the Strategic Plan	5
CHAPTER TWO: STRATEGIC DIRECTION	7
2.1 Mandate.....	7
2.2 Vision Statement	7
2.3 Mission Statement	7
2.4 Strategic Goals	7
CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSES.....	9
3.0 Overview.....	9
3.1 Situational Analysis.....	9
3.1.1 External Environment	9
3.1.2 Summary of Opportunities and Threats	10
3.1.3 Internal Environment	11
3.1.4 Summary of Strengths and Weaknesses	14
3.1.5 Analysis of Past Performance	15
3.2 Stakeholder Analysis	19
CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS	24

4.0 Overview.....	24
4.1 Strategic issues	24
4.2 Strategic Goals	24
4.3 Key Results Areas	24
CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES	26
5.0 Overview.....	26
5.1 Strategic Objectives.....	26
5.2 Strategic Choices.....	29
CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK	33
Overview	33
6.1 Implementation Plan	33
6.1.1 Action Plan.....	33
6.1.2 Annual Work plan and Budget	53
6.1.3 Performance Contracting	53
Coordination Framework.....	54
6.2.1 Institutional Framework	54
6.2.2 Staff Establishment, Skills Set and Competence Development	55
Table 6.3: Skills Set and Competence Development	56
6.2.3 Leadership.....	57
6.2.4 Systems and Procedures	57
6.2.5 Human Resource Development Strategies	57
6.2.6 Risk Management Framework	58
Table 6.4: Risk Management Framework	58
CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES.....	61
7.0 Overview.....	61
7.1 Financial requirements.....	61
Table 7.1. Financial Requirements for Implementing the Strategic Plan	61
7.2 Resource Mobilization Strategies	62
7.2.1 Government Financing	62
7.2.2 Development partners	62
7.2.3 Other Resources	62
7.3 Resource Management	62
CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK	63
8.0 Overview	63
8.1 Monitoring Framework	63
Performance Standards.....	64
8.3 Evaluation Framework.....	64
Table 8.1: Outcome Performance Matrix	64
8.3.1 Mid-Term Evaluation	67

i. End-Term Evaluation.....	67
Reporting Framework and Feedback Mechanism.....	67
Annex II. Strategic Plan Theme Teams.....	1
Annex III: Proposed Organizational Structure.....	1
ANNEX IV: FY 2023/24 ANNUAL WORKPLAN	2

DRAFT

LIST OF TABLES AND FIGURES

DRAFT

DEFINITION OF CONCEPTS AND TERMINOLOGIES

Bottom Up Economic Transformation Agenda (BETA)- economic turn-around Plan by H.E. the President outlining what his Government will focus on during his first term of office, 2023-2027, to increase investments in at least five sectors envisaged to have the largest impact on the economy as well as on household welfare. These include Agriculture, Micro, Small and Medium Enterprise (MSME), Housing and Settlement, Healthcare and Digital Superhighway and Creative Industry.

DRAFT

ACRONYMS AND ABBREVIATIONS

ACC	Advocates Complaints Commission
ACPHR	African Charter on People's and Humans Rights
ACDEG	African Charter on Democracy Elections and Governance
ADR	Alternative Dispute Resolution
AG	Attorney General
AGA-Africa	Attorney General Alliance Africa
ALB	Auctioneers Licencing Board
AML-CFT	Anti-Money Laundering & Counter Financing of Terrorism.
ARA	Asset Recovery Agency
ASK	Agricultural Society of Kenya
AUCPCC	African Union Convention on Preventing and Combating Corruption
AU	African Union
BETA	Bottom up Economic Transformation Agenda
CPPMD	Central Planning and Project Monitoring Department
CBK	Central Bank of Kenya
CACCOCS	County Anti-corruption Campaign Oversight Committees
CSR	Corporate Social Responsibilities
CLD	Civil Litigation Department
DOJ	Department of Justice
EAC	East Africa Community
DPF	Development Policy Financing
EACC	Ethics and Anti-Corruption Commission
EU	European Union
FY	Financial Year
FBO	Faith Based Organisation
GIZ	German Agency for International Cooperation
GJLOS	Governance, Justice, Law and Order Sector
GTD	Government Transactions Division
GoK	Government of Kenya
HoDs	Heads of Departments
HIV & AIDS	Human Immunodeficiency Virus & Acquired Immune Deficiency Syndrome
HRM&D	Human Resource Management and Development
ICESCR	International Covenant on Economic, Social and Cultural Rights
ICT	Information Communication Technology
ILD	International Law Division
ICCPR	International Covenant on Civil and Political Rights
ICERD	International Convention on the Elimination of All Forms of Racial Discrimination
IEC	Information, Education and Communication
ISO	International Standards Organization
IDLO	International Development Law Organization
IJM	International Justice Mission
KIPPRA	Kenya Institute of Public Policy Research and Analysis

KRAs	Key Result Areas
Ksh.	Kenya Shillings
LAN	Local Area Network
LARD	Legal Advisory and Research Division
LDD	Legislative Drafting Department
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MDACs	Ministries, Departments, Agencies and County Government
MLA	Mutual Legal Assistance
Mn.	Million
MSME	Micro, Small and Medium Enterprise
MOJNCCA	Ministry of Justice, National Cohesion and Constitutional Affairs
MoUs	Memorandums of Understanding
MTP	Medium Term Plan
MTEF	Medium Term Expenditure Framework
NACCSC	National Anti-Corruption Campaign Steering Committee
NCAJ	National Council for Administration of Justice
NCS	National Coroners Service
NCIA	Nairobi Centre for International Arbitration
NEAP	National Ethics and Anti-corruption Policy
NLAS	National Legal Aid Service
ODPP	Office of the Director Public Prosecutions
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PSAs	Public Service Announcements
POEA	Public Office Ethics Act
PPR	Programme Performance Review
PBB	Programme Based Budget
PT	Public Trustee
PHD	Doctor of Philosophy
QMS	Quality Management System
RBA	Resource Based Analysis
RG	Registrar General
RMU	Records Management Unit
SAGAs	Semi-Autonomous Government Agencies
SDGs	Sustainable Development Goals
SLMC	Senior Leadership Management Course
SMC	Senior Management Course
SCMU	Supply Chain Management Unit
OAG	Office of the Attorney General
OSIEA	Open Society Initiative for Eastern Africa
SWOT	Strengths, Weaknesses, Opportunities and Threats
ToRs	Terms of Reference
TWG	Technical Working Group
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNCAC	United Nations Convention against Corruption

UNCAT	United Nations Convention against Torture
UPR	Universal Periodic Review
VPB	Victim Protection Board
WAN	Wide Area Network
KSL	Kenya School of Law
KLRC	Kenya Law Reform Commission
CLE	Council of Legal Education
WPA	Witness Protection Agency
NCIA	Nairobi Centre for International Arbitration
NCLR	National Council for Law Reporting
GJLOS	Governance, Justice, Law and Order Sector

DRAFT

EXECUTIVE SUMMARY

Overview: Office of the Attorney General was established under article 156 of the Constitution with the mandate of being principal legal advisor to the government; representing the national government in court or in any other legal proceedings to which the national government is a party, other than criminal proceedings and performing any other functions conferred on the office by an Act of Parliament or by the President. To effectively execute its mandate and guide operations and Planning, the OAG&DOJ developed this Fifth Generation Strategic Plan anchored on the Fourth Medium Term Plan (MTP IV) of the Kenya Vision 2030. This Strategic Plan covers a period of five financial years starting 2023/2024 to 2027/2028 in the context of the Fourth Medium Term Plan with clear focus on the Bottom UP Economic Transformation Plan.

The Fifth Generation Strategic Plan is the successor of the Fourth Generation Plan that covered the period 2018/19-2022/23, whose implementation of planned projects and programmes led to improved socio-economic transformation.

Key achievements: Some of the key achievements include Conclusion of 4,256 cases filed against the government and 24 other cases in regional and international courts and tribunals contributing to reduced financial liability in the cases filed against the National Government.; Resolution of 439 complaints against advocates through Alternative Dispute Resolution Mechanism where Kshs. 87,094,365.80 was realized on behalf of complainants; enhanced international judicial cooperation in criminal matters through processing and conclusion of 783 requests contributing positively in the fight against transnational organized crime; enhanced access to Administration of estates services to the citizens through Administration of 15,567 estates and trusts; finalization of Marriage Act 2014 Regulations leading to enhanced marriage registration services where 58,946 Customary, Hindu and Muslim marriages were registered; reduction of exposure of MDAs to financial risks through vetting of 667 procurement contracts and 614 financing agreements; enhanced effective implementation of the Constitution through drafting of 47 bills to harmonize the existing laws with the Constitution, drafting of 256 Bills and subsidiary legislations to give effect to the realization of the “Big Four” initiatives and review of 1,646 legislations to address emerging issues; enhanced good governance through development of four anti-corruption laws and policies namely; The National Ethics and Anti-Corruption Policy, 2020; Conflict of Interest Bill (2023); Whistle-blower Protection Bill (2022); Anti-Corruption Amendment Bill (2022); and the Bribery Act (2016); (Regulations and guidelines); to uphold the dignity of victims of crime and prevent abuse of power, The Victim Protection (General Regulation) 2021 and the Victims Protection (Trust Fund Regulation) 2021 were developed, Victim Protection Board of Trustees established and the Victim Protection Board operationalized; Access to justice by the indigents, marginalized and vulnerable was enhanced where 105,791 persons were offered legal aid services; legal and institutional framework for legal education in Kenya was strengthened through implementation of the recommendations of the Taskforce on Legal Sector reforms where the Advocates Amendment Bill, 2022; Legal Education Amendment Bill 2022; and Kenya School of Law Amendment Bill, 2022 were drafted, subjected to stakeholder review and forwarded to parliament for adoption;

However, implementation of the plan was faced with several challenges including inadequate funding to support the implementation of planned activities, inadequate infrastructure at the Headquarter and regional offices, lack of funds to decentralise OAG services to the Counties, inability to retain staff leading to high turnover, lack of a digital library, library facilities and legal resource centre to facilitate research, inadequate automation of critical functions and OAG pace of digitization leading to overreliance on manual records, inadequate modern ICT infrastructure and heavy workload due to inadequate technical staff among others.

Riding on the success of the Fourth Generation Plan and in order to realise the objective of executing the broad OAG&DOJ mandate effectively and efficiently, the **Vision** has been set as “The lead regional institution in promotion and protection of the rule of law and good governance” while the **Mission** shall be “To facilitate realisation of good governance and respect for the rule of law through provision of public legal services and promotion of human rights.” The Plan will also be guided by the following **Core Values**: Integrity, Professionalism, Teamwork and Respect for Diversity, Quality Service Delivery and Equity and Fairness

The Plan identifies five Key Results Areas for implementation during the period 2023/24 – 2027/28. They are: Key Result Area 1: Legal services to the government and the public; Key Result Area 2: Governance, legal training and constitutional affairs; Key Result Area 3: Leadership and Integrity; and Key Result Area 4: General Administration planning and support services.

Further, eight (8) strategic objectives and corresponding strategies have been developed for each KRA.

The Plan is organized into eight chapters addressing different thematic areas as follows; Chapter One outlines the organizational background; mandate; development agenda, OAG&DoJ history and methodology employed to develop the plan; Chapter Two identifies the strategic direction including mandate, Vision and Mission, Strategic Goals, Core Values and Quality Policy Statement; Chapter three reviews the level of implementation of the last strategic plan highlighting the achievements as well as stakeholder analysis; Chapter four enumerates the strategic issues, goals and Key Result Areas; Chapter five highlights strategic objectives and strategies; Chapter six presents the implementation and coordination framework; Chapter seven outlines resource requirements and mobilization strategies; while Chapter eight details the Monitoring, Evaluation and Learning Framework.



The Honourable Attorney General Poses for a Photo with Heads of Departments at the ASK Show Ground on 27th September 2023



Solicitor General Poses for a Photo with Heads of Departments after signing of FY 2023/24 Departments Performance Contracts on 30th August 2023

CHAPTER ONE: INTRODUCTION

1.0 Overview

The chapter gives an overview of the Office of the Attorney background, its mandate/functions as per Article 156 of the constitution of Kenya and Executive Order No. 1 of 2023 on the organisation of National Government. In addition, the chapter entails the National Development priorities, Regional and International Development Frameworks encompassed in the mandate of the Office of the Attorney General.

1.1 Strategy as an Imperative for Organisational Success

1.1.1 Background

The history of the Office of the Attorney General can be traced back to the colonial period when the British Government established the Office of the Attorney General in the 1960s in the East African protectorate. After Kenya gained independence in 1963, the Office of the Attorney General was restructured to align with the Country's new legal & political framework. During the early post- independence years, the Attorney General's office played a key role in shaping legal and Constitutional frameworks that were in line with the Government's political objectives. At the promulgation of the new Constitution in 2010, the roles and responsibilities of the Attorney General were redefined to a more independent and impartial office, distinct from political influences. Following the 1st general elections under the new Constitution, the Office of the Attorney General was merged with the Ministry of Justice, National cohesion and Constitutional affairs (MONJNCCA) through executive order no 2. In 2013 and therefore the functions of the then ministry were subsumed and continue to be discharged by the Department of Justice in the Office of the Attorney General. The name therefore changed from Office of the Attorney General to Office of the Attorney General and Department of Justice. In the current Executive Order, no 1 of 2023 the office is now referred to as the State Law Office

1.1.2 Mandate/functions of the organisation

The mandate of the OAG is derived from Article 156 of the Constitution, the Office of the Attorney General Act, 2012 and Executive Order No. 1 of 2023 on the Organization of the Government of the Republic of Kenya.

Specifically, its constitutional mandate is advising Government Ministries, Departments, Constitutional Commissions, Independent Offices and State Corporations on legislative and other legal matters, including but not limited to matters relating to the Constitution, international law, human rights; representing the national government in any legal proceedings before national, regional and international courts and tribunals to which the national government is party other than criminal proceedings.

Its statutory mandate includes implementing the anti-corruption policy; negotiating, drafting, vetting and interpreting local and international documents, agreements and treaties for and on behalf of the Government and its agencies; protection of victims of crime; coordinating reparations and legal aid; 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; providing legislative drafting services to the national Government; reviewing and overseeing legal matters pertaining to the registration of companies, partnerships, business names, societies, adoptions, marriages, and Coat of Arms; reviewing and overseeing legal matters pertaining to the Administration of estates and trusts; and in consultation with the Law Society of Kenya, advising the Government on the regulation of the legal profession.

This Strategic plan is integral in achieving the OAG&DOJ success. The plan demonstrates commitment to achieve corporate OAG&DOJ objectives that are anchored on the identified strategic issues and Key Result Areas. The identified strategies have been well thought out to steer the office towards achieving the objectives and attaining high levels of performance and realising the vision. The strategic choices have been chosen carefully and appropriately through a deliberate and structured strategic planning process

This plan enumerates a brilliantly developed strategy that will guarantee sustained success of the Attorney General's office within the context of a volatile, uncertain, complex and ambiguous environment. We are confident that the strategy will lead to robust outcomes and bring transformation to OAG&DOJ.

1.2 The context of Strategic Planning

This Strategic plan was developed in consideration of the following national development priorities, regional and international development frameworks.

1.2.1 United Nations 2030 Agenda for Sustainable Development

The Sustainable Development Goals (SDGs) (17 in number), were adopted by the United Nations member states in 2015 as a universal call for action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity.

The Office of the Attorney General has committed to address SDG No. 16 which is: ***To promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective accountable and institutions at all levels.*** The Goals target is to ***promote the rule of law at the national and international level and ensure equal access to justice for all.***

Among the mandates of OAG&DOJ that relate to SDG include provision of legal aid to the indigent, marginalized and vulnerable members of the society, provision of legal mechanisms to protect and support victims of crime, good governance and promotion of rule of law, protection of fundamental freedoms by ensuring access to justice by families of crimes and transparency in the investigation of suspicious deaths.

The strategic plan will contribute to the attainment of the goal through: provision of affordable, accessible, sustainable, credible and accountable legal aid service to indigent persons in Kenya; decentralization of legal aid services to 16 counties; operationalization of the legal aid fund; promotion of legal awareness ;promotion of alternative dispute resolution; development of rules for reparation and compensation for offenders; development of victims of crime rehabilitation programme; operationalization of the victim protection agency; ensuring compliance with international and regional human rights treaty obligations; and operationalization of the National Coroners service.

1.2.2 African Union Agenda 2063

Africa Agenda 2063 is a strategic framework for the socio-economic transformation of the continent over the next 50 years from 2013 to 2063. The Office of the Attorney General & Department of Justice will play a key role in contributing to the achievement of aspiration on Good Governance, Democracy, Respect for Human Rights, Justice and the Rule of Law by, Providing quality legal services to the public,

Strengthening legal, policy and institutional framework on anti-corruption, ethics and integrity, effective legal and policy framework for the promotion, protection and fulfilment of human rights in Kenya.

1.2.3 East Africa Community Vision 2050

The EAC Vision 2050 articulates the dreams and aspirations of the East African peoples and makes a commitment to what the EAC Secretariat and stakeholders will do to achieve these dreams. It follows closely on the development of the African Union Agenda 2063 which articulates the aspiration of all the people of the African continent.

The EAC vision 2050 under the cross-cutting issues emphasizes on the need for good governance which fosters successful interaction among key state institutions and private sector to ensure social cohesion. In light of this, the Office of the Attorney General seeks to undertake the following strategies, Promote public awareness and engage in legal and governance matters fostering a culture of transparency accountability and citizen participation, Enhance compliance with international and regional human rights treaty obligations, Promote respect for the rule of law and ensure access to justice by providing legal aid to indigents and marginalized groups, Ensure professional and timely representation of the Government in national , regional and international Courts and Tribunals

1.2.4 Constitution of Kenya

The Office of the Attorney General and Department of Justice derives its mandate from the Constitution of Kenya 2010. Under Article 156 (4) (a) of the Constitution, the Attorney General is the principal legal advisor to the government on all matters relating to the Constitution, international law, human rights, consumer protection and legal aid. The office is also mandated to represent the national government in civil and constitutional matters to which the government is a party other than criminal proceedings, as well as matters before foreign courts and tribunals.

The Attorney General may perform any other functions conferred to the Office by an Act of Parliament or by the President.

Further, under article 156 (5) and (6) of the constitution, the Attorney General shall have authority, with the leave of the court, to appear as a friend of the court in any civil proceedings to which the Government is not a party and to promote, protect and uphold the rule of law and public interest.

The strategic plan has highlighted how the office will achieve its mandate by undertaking the following;

1. Providing quality legal services to the Government and Public
2. Facilitating effective implementation of the Constitution
3. Drafting bills to harmonise the existing laws with the Constitution\
4. Strengthening legal, policy and institutional framework on anti-corruption, ethics and integrity
5. Promoting respect for the ruler of law, access to justice and human rights
6. Promoting the image of the legal profession and protect public interest
7. Promoting public confidence and integrity of office
8. Undertaking Administrative management and capacity building

1.2.5 Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and Fourth Medium Term Plan

Kenya Vision 2030 is a Kenyan development program, aiming to raise the average standard of living in Kenya to middle income by 2030. The **Vision** is being implemented through successive five-year medium term plans and currently the country is implementing the Fourth Medium Term Plan.

The Government's Bottom-Up Economic Transformation Agenda is geared towards economic turnaround and inclusive growth. The BETA seeks to equip the Attorney General's office with the resources and ability it needs to safeguard the public interest in court, in legislating, in negotiating international agreements, and in the signing of contracts. By doing so, the government will avoid needless litigation and costly fines.

The OAG will contribute to Vision 2030 and the Fourth 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 IV, the office will undertake the following key priority programmes, among other policy, legal and institutional reforms:

- i. Transformation, Decentralization and Digitization of the Office of the Attorney General
- ii. Constitution and Legal Reforms
- iii. Legal Aid and Awareness
- iv. Promotion of Human Rights

1.2.6 Sector Policies and Laws

The Governance, Justice, Law and Order Sector (GJLOS) Policy outlines the policy priorities for the sector. The policy identifies key areas of focus for the sector, including constitutionalism, human rights and justice; issue-based and participatory democratic processes; people-centred, result-based and accountable service delivery; and optimal sector coordination, collaboration and resourcing.

Kenya is a state party to various treaties and conventions which require State Parties to submit periodic reports on the measures they have taken to give effect to their implementation. The OAG&DOJ coordinates the reporting obligations of the following treaties and conventions; United Nations Convention Against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (UNCAT), The International Covenant on Economic, Social & Cultural Rights (ICESCR), The International Covenant On Civil and Political Rights (ICCPR), International Convention on the Elimination of All Forms of Racial Discrimination (ICERD), United Nations Convention against Corruption (UNCAC), Universal Periodic Review (UPR), African Charter on People's and Human Rights (ACPHR), African Charter on Democracy, Elections and Governance (ACDEG) and the African Union Convention on Preventing and Combating Corruption (AUCPCC).

Towards this, the OAG & DOJ seeks to ensure compliance with its international & regional treaty obligations by preparing, reviewing and submitting periodic reports to the United Nations and African Union treaty bodies on implementation of the conventions by the State.

1.3 History of the Office of the Attorney General and Department of Justice

The history of the Office of the Attorney General in Kenya is closely intertwined with the country's colonial past, struggle for independence, and post-independence political developments. From its origins in the colonial era to its transformation in the modern age, the Attorney General's role has evolved to reflect changing legal, political, and constitutional landscapes. The office continues to play a crucial role in upholding the rule of law and protecting the rights of Kenyan citizens.

The Attorney General is the chief legal advisor to the government and plays a pivotal role in the Administration of justice, ensuring the rule of law, and upholding constitutional principles. In the 1963 Constitution the office of the Attorney General was mandated as the principal legal adviser to the Government and had powers to institute and undertake criminal proceedings against any person before Court.

Upon the promulgation of the Constitution, 2010, there was establishment of two constitutional offices, that is, the Office of the Attorney General and the Office of the Director of Public Prosecutions effectively delinking the prosecutorial function from the Office of the Attorney General.

The office has undergone significant changes over the years and has been renamed the Office of the Attorney General, Office of the Attorney General and Department of Justice and currently State Law Office under Executive Order No. 1 of 2023.

1.4 Methodology of Developing the Strategic Plan

The 5th generation Strategic Plan (2023 – 2027) coincides with the fourth MTP of the Kenya Vision 2030 covering the same period. To align itself and be in tandem with Government policy, the Office of the Attorney General embarked on the development of its 5th Cycle Strategic Plan in February 2023 after the Strategic Plan's development guidelines were issued by the National Treasury, State Department for Economic Planning. In addition to the Strategic Plan guidelines, Office of the Attorney General embarked on this task with a wealth of experience and lessons learnt from the development and implementation processes of its fourth Plan.

The development of the 5th generation Strategic Plan 2023-2027 began in February 2023 when the Solicitor General Hon. Shadrack J. Mose appointed a Technical Working Group (TWG) composed of officers derived from the various departments in the Office of the Attorney General with the secretariat being the Central Planning and Projects Monitoring Department (CPPMD). The Technical Working Group prepared the draft Strategic plan taking into consideration the nature and scope of State Law Office mandate and functions and the strategic direction for the plan period. The Technical Working Group was guided by the following Terms of Reference (ToRs);

- a. demonstrating how State Law Office functions will contribute to the achievement of the national development agenda and policy priorities;
- b. conducting situation analysis of the current Strategic Plan to determine level of achievement of set targets and identify gaps emerging issues, challenges and lessons learnt;
- c. undertaking internal and external environmental scan i.e Strengths, weaknesses, opportunities & threats analysis (SWOT analysis); Political, Economic, Social, Technological, Environmental, Legal & Ethical (PESTEL analysis);
- d. developing Strategic model as guided by top management indicating Key Result Areas, strategies, strategic objectives, strategic issues and key activities under each proposed strategy
- e. preparing implementation matrix with Key Performance Indicators, targets for the plan period, indicative budget with assigned responsibility;
- f. reviewing existing/approved organization structure and develop a new one where necessary;
- g. assessing optimal staffing levels necessary to implement the State Law Office functions and mandate, including the required skills & competencies, required no. of employees, grading structure and terms of service for the employees;

- h. identifying financial resource requirements and gaps, and proposing measures to bridge the resource gaps;
- i. assessing any risks, categorizing and prioritizing them with suggested action for mitigation; developing the monitoring, evaluation, reporting and learning framework; and

submit the draft strategic plan for top management ownership.

The process was kick started by the secretariat who developed a road map with clear activities and proposed dates for each assignment. The road map highlighted the following steps:-

1. Adoption of the TWG ToRs
2. Administration of the data collection tool
3. Submission of the populated data collection tool
4. Compilation of the zero draft
5. TWG meeting to discuss the departmental submissions
6. First workshop for the TWG to develop initial Strategic Plan
7. HoDs workshop to review the draft Strategic Plan
8. Second workshop of the TWG to align the draft plan with the revised guidelines for preparation of 5th generation strategic plan 2023-2027
9. HoDs validation of the reviewed strategic plan
10. Strategic plan subjected to public participation
11. Submission of the Draft Strategic plan for peer review by KIPPRA
12. Stakeholder validation workshop
13. Drafting sub-committee workshop to finalize the Strategic Plan based on comments raised during the stakeholder validation workshop
14. Professional editing, design of layout and publication of the strategic plan 2023-2027
15. Launch of the Office of the Attorney General Strategic Plan 2023-2027

CHAPTER TWO: STRATEGIC DIRECTION

2.1 Mandate

The mandate of the Office of the Attorney General is derived from Article 156 of the Constitution and the Office of the Attorney General Act, 2012. The office also performs any functions conferred on it by an Act of Parliament or by the President as well as the Executive Order No. 1 of 2023 on the Organization of the Government of the Republic of Kenya.

Specifically, Article 156 (4) (a) of the Constitution provides that the Attorney General is the principal legal adviser to the Government. In addition, Section 5(1) of the Office of the Attorney General Act, 2012 provides that the Attorney General is responsible for advising Government Ministries, Departments, Constitutional Commissions, Independent Offices and State Corporations on legislative and other legal matters, including but not limited to matters relating to the Constitution, international law, Human Rights; representing the National Government in any legal proceedings before national, regional and international courts and tribunals to which the National Government is party other than in criminal proceedings.

Additionally the OAG&DOJ derives its mandate from other statutes, which include implementing the anti-corruption policy; negotiating, drafting, vetting and interpreting local and international documents, agreements and treaties for and on behalf of the Government and its agencies; protection of victims of crime; coordinating reparations and Legal Aid; 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; providing legislative drafting services to the National Government; reviewing and overseeing legal matters pertaining to the registration of companies, partnerships, business names, societies, adoptions, marriages and Coat of Arms; reviewing and overseeing legal matters pertaining to the Administration of estates and trusts; and in consultation with the Law Society of Kenya, advising the Government on the regulation of the legal profession.

The OAG&DOJ is also mandated to oversight its aligned State Corporations, namely the Kenya School of Law (KSL); the Kenya Law Reform Commission (KLRC); the Council of Legal Education (CLE); the Nairobi Centre for International Arbitration (NCIA); the National Law Reporting Centre (NLRC); the Assets Recovery Agency (ARA); the Business Registration Services; the Auctioneers Licencing Board (ALB); and the Witness Protection Agency (WPA).

2.2 Vision Statement

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

2.3 Mission Statement

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

2.4 Strategic Goals

The OAG&DOJ has identified four strategic goals in addressing the strategic issues as indicated below: -

- i. Enhanced access of quality legal services
- ii. Enhanced compliance with the rule of law
- iii. Enhanced transparency and accountability

- iv. Enhanced provision of legal services

2.5 Core Values

i. Integrity

The Office of the Attorney General is committed to acting in an honest and transparent manner

ii. Professionalism

The Office of the Attorney General 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 'at all levels of our operations shall be the hallmark of the Office of the Attorney General

iv. Quality Service Delivery

At all times, The Office of the Attorney General will ensure efficient and effective delivery of quality services

v. Equity and Fairness

The Office of the Attorney General undertakes to recognize and promote the rights of, and be impartial to all stakeholders, and serve all without discrimination

2.6 Quality Policy Statement

The Office of the Attorney General and Department of Justice is committed to facilitating the realisation of good governance and respect for the rule of law through provision of public legal services and promotion of human rights. To achieve this commitment, the office has established, implemented and continually improves a quality management system.

The Office undertakes to:

- a. Comply with applicable legal, statutory and other requirements in the delivery of our products and services
- b. Ensure that internal and external issues relevant to our purpose and strategic direction are determined, monitored and reviewed.
- c. Periodically set and review quality objectives
- d. Determine and address risks and opportunities that can affect conformity of services
- e. Take accountability for the effectiveness of QMS by ensuring that resources needed are availed
- f. Communicate the importance of an effective QMS and conformity with its requirements to all our staff and relevant interested parties
- g. Top management reviews this quality policy on need basis for effectiveness

CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSES

3.0 Overview

This Chapter presents a review of the previous Strategic Plan. The chapter outlines the key milestones achieved, challenges faced and lessons learnt during the implementation of the strategic plan. The chapter contains a critical assessment of the environment in which the OAG & DOJ operates and how the factors therein can be factored in the development of strategies for the implementation of the current strategic plan. The environmental assessment has been carried out using various tools. These include the Strengths, Weakness, Opportunities and Threats (SWOT) tool; the Political, Economic, Social, Technological, Environmental, Legal and Ethical (PESTELE) assessment and Stakeholder Analysis.

3.1 Situational Analysis

3.1.1 External Environment

In the development of the Strategic Plan the OAG&DOJ undertook a comprehensive analysis of developments in various types of external environment. The identified opportunities and threats informed identification of appropriate strategic responses.

3.1.1.1 Macro-environment

Political, Economic, Social, Technological, Environmental, Legal and Ethics (PESTELE) Analysis

Category	Factors	Description
Political	Legislations overlap	Incoherence in Administration of laws
	Political Instability	Civil strife, protests and conflicts affects Government operations
	Political Interference	Government officials and politicians attempting to manipulate decisions or processes that should be based on objective criteria
	Government policy and directives	Government executive orders and policy documents that are issued from time to time
	Political good will	Delays in approval of bills, regulations and policies
Economic	National and global Economic recession	The economic instability will lead to unfunded programmes and projects.
	Austerity measures.	Hampers delivery of service and effective realization of OAG mandate.
Social	Changes in work culture	Resistance to change affects productivity
	Negative ethnicity	Increased shielding of corrupt individuals based on ethnicity and political affiliations
	Politicization and ethnicization of the fight against corruption	Increased cases of corruption Creates opportunities for corruption to thrive because citizens have to pay to access services
	Low adoption of national values & principles of governance and public service values	Breeds corrupt and unethical behavior
	Client preferences	Resistance to change from the clients in modern ways of operations.
Technological	Cybercrime	Communication breakdown and disruption of service delivery

Category	Factors	Description
	Emerging forms of crime (radicalization)	Affects citizens access to justice
	Rapid technological change	Positive: provides multiple platforms for mass communication hence wider reach and improve operations of the Office Negative: leads to a new crop of corruption practice
	ICT infrastructure	Breakdown affects service delivery
Environmental	Blue economy	Need for continuous training of staff
	Health and safety	Green procurement, buying goods that can be recycled.
	Sustainability	Formulating and implementing strategies that are socially responsible and reduce environmental impact.
	Climate change	Adverse climate change hampers economic growth and exposes government to financial liability
Legal	Changes in laws and policies	Re-alignment of State Law function
	Rule of Law	Non-Adherence to court orders and non-compliance with the Laws
Ethical	Transparency, accountability And Fairness	Continuous implementation of processes that embrace National values
	Corruption	Service delivery hampered due to misappropriation of funds.

3.1.2 Summary of Opportunities and Threats

Based on OAG&DOJ analysis of the external environment the table below summarises emergent opportunities and threats in service delivery:

Environmental factor	Opportunities	Threats
Political	<ul style="list-style-type: none"> Political good will Government policy and directives Framework for decentralisation of OAG & DOJ offices/services 	<ul style="list-style-type: none"> Political instability Legislation overlap
Economic	<ul style="list-style-type: none"> Carbon trading Globalization Bottom-up economic model Goodwill from development partners 	<ul style="list-style-type: none"> National and global recession Inadequate budgetary allocation Austerity measures Shifting donor priorities Corruption

Environmental factor	Opportunities	Threats
Social	<ul style="list-style-type: none"> • Changes in work culture • Heightened anti-corruption agenda • Availability of technical and non-technical labour force in the market • Empowered citizenry 	<ul style="list-style-type: none"> • Low adoption of national values and principles of governance • Client's preferences • Mental health challenges • Negative ethnicity
Technological	<ul style="list-style-type: none"> • Rapid technological change • ICT infrastructure • Availability of free online training opportunities for counsel 	<ul style="list-style-type: none"> • Cybercrime • Low adoption of technological advances
Legal	<ul style="list-style-type: none"> • On-going legal sector reforms • Constitution of Kenya and enabling legal frameworks • Supportive regional and international legal frameworks 	<ul style="list-style-type: none"> • Disobedience of court orders • Incoherence in Administration of laws
Ecological	<ul style="list-style-type: none"> • Emerging areas such as blue economy • Green procurement • Sustainability 	<ul style="list-style-type: none"> • Adverse climate change

3.1.3 Internal Environment

Within the Office of Attorney General and Department of Justice, and in the context of value chain activities, resource capabilities, skills competency, structural design, and culture, the office internal variables do contribute to its overall performance as its involved in the different facets of its services including; representation of government to both local and international litigation, advising the government, policy-making, enforcement professional legal standards among advocates, Administration of estates and advocacy while impacting its performance. This is achieved when the office has well-trained legal professionals, investigators, staff with values & good ethical conduct, teamwork, modern legal research tools, case management software and up-to-date technological resources that eventually streamlines activities and enhance overall efficiency in the office.

3.1.3.1 Governance and Administrative Structures

OAG&DOJ has a well-structured Governance and Administrative structure. At the apex of the organisation is the Hon. Attorney General and the Hon. Solicitor General whose responsibility is to provide leadership and governance (Policy, Oversight and Strategic guidance). They bring together all the members of staff drawn from different professional fields and disciplines that are relevant to OAG&DOJ work. The staff are responsible for implementing the Strategic plan.

The Institutions / SAGAs under OAG&DOJ include the Business Registration services (BRS), Council for Legal Education (CLE), Assets Recovery Agency (ARA), Kenya School of Law (KSL), Kenya Law Reform Commission (KLRC), National Council for Law Reporting (NCLR), Nairobi Centre for International Arbitration (NCIA), Auctioneers Licensing Board (ALB) and Witness Protection Agency (WPA) and fourteen (14) departments within which are many divisions as enumerated below;

OAG&DOJ's Departments

a. Civil Litigation Department: 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 financing agreements, procurement contracts, commercial contracts, memoranda of understanding, Cabinet Memoranda.

c. International Law Division: Responsible for advising, negotiating, drafting, vetting and reviewing regional and international instruments on behalf of the government. The division also coordinates matters on international judicial cooperation on criminal matters and represents the government in international arbitration cases before courts and tribunals.

d. Legislative Drafting Department: Responsible for drafting of legislation for the implementation of the Constitution and the drafting of other prioritized legislation and relevant subsidiary legislation. The Department 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 provision of timely and effective legal advice and opinions across government at National and County levels and to constitutional commission on implementation of the constitution and relevant legislations. The division also provide legal oversight over the library function, development of practice guidelines for counsel deployed in MDAs and coordinate specialized training to the technical cadre as well as facilitate knowledge management for OAG&DOJ.

f. Registrar General Department: Mandated to oversee registration of Marriages, Registration of Societies, Registration of Books and Newspapers, Registration of Coat of Arms and the Registration of Adoptions.

g. Public Trustee (Administrator General) Department: Established under Public Trustee Act Cap.168 of the Laws of Kenya. Responsible for matters related to custodianship and Administration of deceased's estates and minors' trusts. The department is also responsible for distribution of Civil Servants Group Accident claims to dependants and custody of wills.

h. Advocates Complaints Commission: Established under section 53(1) of the Advocates Act (Cap. 16) and is responsible for handling of public complaints of professional misconduct against advocates, their firms and employees. The commission is also mandated to promote reconciliation between parties to a dispute through alternative dispute resolution as well as to create public awareness on the advocate-client relationship.

i. Directorate of legal affairs: Responsible for formulation of legal policy and policy on Administration of justice; promotion of national cohesion; 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; 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. National Legal Aid Service: Established by the Legal Aid Act 2016 to develop a legal aid scheme in Kenya with the mandate of among others: providing affordable, accessible, sustainable, credible and

accountable legal aid services to indigent persons in Kenya; promoting legal awareness; funding for legal aid; and promoting alternative dispute resolution methods that enhance access to justice in accordance with the Constitution.

k. *Victim Protection Board:* Established under section 31 of the Victim Protection Act, 2014, the board provides for the protection of victims of crime and for reparation, compensation, special protection for vulnerable victims and the development of a mechanism for dissemination of information and provision of support services.

The Board is mandated to advise the Cabinet Secretary responsible for matters relating to Justice on inter Agency activities aimed at protecting victims of crime. The board is also charged with the implementation of preventive, protective and rehabilitative programmes of victims of crime.

l. *The National Coroners Service:* Established under the National Coroners Service Act, 2017. The mandate of the Service is to investigate reportable deaths in order to identify the identities of the deceased persons, the times and date of their deaths, and assist on policy formulation by advising the government by forensic study on possible measures to help prevent deaths from similar causes happening.

m. *National Anti-Corruption Campaign and Steering Committee:* Established vide Gazette Notice No. 6707 of 2014 to undertake a nationwide public education, sensitization and awareness creation campaign aimed at effecting fundamental change in the attitudes, behavior, practices and culture of Kenyans towards corruption. The campaign is mainly targeted at the members of the public to fully empower them to prevent and fight the vice.

n. *General Administration and Support Services:* The department is charged with the responsibility of coordinating and provision of Administrative support services including General Administration, Accounts, Finance, Information Communication Technology, Central Planning and Project Monitoring, Internal Audit, Supply Chain Management, Human Resource Management & Development, Public Communications and Records Management.

3.1.3.2 Internal Business Processes

Every Department under OAG&DOJ has formulated its standard operating process through the Service Charters and Circulars and publicised through the OAG website for ease of access and accountability. The Standard Operating Procedures outline each Departments' processes in delivering legal services, which includes receiving of instructions, assigning of instructions to respective action officers, processing of the instructions within stipulated timelines, monitoring and reporting.

In addition, in relation to public legal services the operating procedures outline the services offered to members of the public, documentation required, fees chargeable and duration for delivery of the service. The collective responsibility of ensuring compliance with our internal business process is vested upon the Hon. Attorney General, Solicitor General, the Heads of Department and members of staff in the Office.

The Standard Operating Procedures are publicized through various communication platforms which ensures a transparent and accountable workflow. These provides stakeholders and members of the public with an opportunity to evaluate our internal processes which informs business processes re-engineering.

3.1.3.3 Resources and capabilities

The Office of the Attorney-General and Department of Justice's organisational strengths lie in its integrated approach to service delivery, diverse skill sets of its staff, modern technology infrastructure, support from partners, and its ability to leverage government policies and legal sector reforms. These resources and capabilities enable the office to deliver on its mandate towards provision of public legal

services and protection of human Rights, collaborate effectively with stakeholders, and contribute positively to legal and societal advancements.

OAG&DOJ employs Resource-Based Analysis (RBA) tool that capitalises on Human Capital Skills and Government Training Policy and Legal Sector Reforms within which they provide a supportive environment for skill development and legal service improvements.

3.1.4 Summary of Strengths and Weaknesses

Factor	Strength	Weakness
Governance and Administrative Structures	<ul style="list-style-type: none"> • Constitution of Kenya and enabling legal frameworks. • Support from the Executive office and other arms of government. • High understanding of the Office of the Attorney General technical mandate. • Good relationship among staff and top management. • Established operational structures. 	<ul style="list-style-type: none"> • Inadequate office space and equipment • OAG pace of digitization • Transfer of non-technical staff
Internal Business Processes	<ul style="list-style-type: none"> • Competent and qualified members of staff • Guidelines and circulars of the Office of Attorney General on various matters. • Collaborative partnerships with other government agencies, which enable identification of emerging areas of legal services needs. <p>Invoke use of technology such as use of the e-citizen platform that enhances transparency, accountability and efficiency in service delivery.</p>	<ul style="list-style-type: none"> • A shortage of necessary equipment (computers, printers, photocopiers, scanners, etc.) • Inadequate office accommodation, leading to separation of the officers and working in shifts. • Inadequate office equipment such as telephone facilities • Inadequate finances to undertake the requisite training of staff. • Rapid change in government priorities necessitating robust changes in the internal business process. • OAG uptake of new technology • High turn-over of skilled and competent staff hence impacts on the timelines for service delivery due to heavy workload. • Inadequate budgetary allocations and financial support which affects service delivery • Outdated library infrastructure • Mental health challenges • Weak internal co-ordination and collaboration.
Resources and capabilities	<ul style="list-style-type: none"> • Decentralized service delivery. • Computer skills among the staff. • The presence of well-trained officers who are willing to make personal sacrifice to meet deadlines and produce high-quality legal services. • System of supervision of Counsel by the more experienced ones. • Effective communication and collaboration with stakeholders and the public. <p>Team work legal service delivery</p>	<ul style="list-style-type: none"> • Inadequate budgetary allocation and financial support which affects service delivery. • Upskilling and reskilling of staff on emerging areas of law including the digital platforms. • Inadequate succession planning • Inadequate monitoring and evaluation forums

3.1.5 Analysis of Past Performance

3.1.5.1 Key Achievements

Review of implementation of the strategic plan for the period 2018/19- 2022/23 reveals notable achievements in the targets set despite the challenges faced. The key achievements are outlined below:

Key Result Area 1: Legal Services

Strategic Objective 1: Provision of quality legal services to the Government and the public

Conclusion of 4,256 cases filed against the government through well researched pleadings, prompt court attendance, and effective defending of cases in court. Further, 24 cases were defended and concluded in regional and international courts and tribunals contributing to reduced financial liability in the cases filed against the National Government.

A total of 439 complaints against advocates were resolved through Alternative Dispute Resolution Mechanism where Kes. 87,094,365.80 was realized on behalf of complainants. Documents withheld by advocates were returned to the respective clients upon termination of advocate-client relationship. Additionally, on complaints revolving around breakdown of communication and misunderstanding, reconciliation was promoted resulting to parties agreeing to continue with their advocate-client relationship.

International Judicial Cooperation in criminal matters was fast-tracked where 783 requests were processed and concluded. This had a huge impact on the fight against transnational organized crime including terrorism financing, money laundering and corruption among others where criminals who would have evaded punishment were prosecuted.

MDAs were issued with 2,039 legal advisory and opinions to upon request clarifying their mandate under relevant laws as well as interpreting various laws hence reducing exposure of MDAs to financial risk.

Through National Legal Aid Service, Inter-agency collaboration was enhanced and promoted by establishing 749 Partnerships leading to improved and enhanced access of legal aid by the indigent, vulnerable and marginalized citizens. Public Trustee Administered 15,567 estates and trusts and established collaborations in 143 sub-counties leading to enhanced access to Administration of estates services to the citizens.

In an effort to enhance marriage registration services the Regulations on Marriage Act 2014 were finalized. Marriage (Customary Marriage) Rules, 2017; Marriage (Hindu Marriage) Rules, 2017 and Marriage (Muslim Marriage) Rules, 2017 were gazetted enabling the rolling out of registration Customary, Hindu and Muslim marriages. Cumulatively, the Office processed 58,946 applications generating revenue of Kshs. 159,446,250. Further, the Association Bill was reviewed with a view of streamlining the registration of Societies. Lastly, the Heraldry Bill was reviewed to provide structures of terms of reference for College of Arms, provide provision for Grant of Arms and provide mandatory registration of Arms by all public institutions.

To reduce exposure of MDAs to financial risks, 667 procurement contracts were vetted and 614 financing agreements were reviewed.

Strategic Objective 2: To facilitate effective implementation of the Constitution

In order to facilitate effective implementation of the Constitution, 47 bills were drafted to harmonize the existing laws with the Constitution. 256 Bills and subsidiary legislations were also drafted to give effect

to the realization of the “Big Four” initiatives. In addition, 1,646 legislations were reviewed to address emerging issues.

Key Result Area 2: Governance, Legal Training and Constitutional Affairs

Strategic Objective 3: To Strengthen Legal, Policy and Institutional Framework on Anti - corruption, Ethics and Integrity

Efficient utilization of the resources and service provision by the state for its citizens ensures sustainable development. As part of enhancing good governance in the Country, the following Anti-Corruption laws and policies were developed: The National Ethics and Anti-Corruption Policy, 2020; Conflict of Interest Bill; Whistle-blower Protection Bill; Anti-Corruption Amendment Bill and the Bribery Act (Regulations and guidelines).

Strategic Objective 4: To Promote Respect for the Rule of Law, Access to Justice and Human Rights

- a. In order to enhance State compliance with international treaty obligation on human rights, the 3rd State report on UNCAT and the 4th State Report on ICCPR were developed and submitted in 2018. The 3rd National Report on UPR was developed and submitted in 2019 while the 12th and 13th State Reports on the ACHPR were developed and submitted in 2020.
- b. The National Action Plan on Business and Human Rights was approved by Cabinet in 2021 and adopted by Parliament in 2022 in order to promote compliance of human rights obligations within businesses under the National Action Plan.
- c. The Kenyan constitution enshrines public participation in Government decision making processes as a principle of governance. Public Participation Policy was developed and submitted to Cabinet in April 2019 pending approval and tabling in the National assembly for adoption.
- d. In order to uphold the dignity of victims of crime and prevent abuse of power, The Victim Protection (General Regulation) 2021 and the Victims Protection (Trust Fund Regulation) 2021 were developed and subjected to public participation in counties. Further, key stakeholders’ validation was undertaken on the regulations and submitted to legislative drafting for onward transmission to National Treasury and Parliament for approval. In addition, the Victim Protection Board of Trustees was established and the Victim Protection Board operationalized.
- e. Access to justice was enhanced where 105,791 indigents, marginalized and vulnerable citizens were offered Legal Aid services thereby contributing to the economic growth of the country. The Legal Aid (General) Regulations 2022 were developed and approved by parliament as well as the Code of Conduct for Legal Aid Providers 2019. Training of 3,354 staff and legal aid providers was undertaken with the aim of building their capacity in order to provide quality services to legal aid clientele.

Strategic Objective 5: To Promote the image of the legal profession and protect public interest

The recommendations of the Taskforce on Legal Sector reforms were implemented where the Advocates Amendment Bill, 2022; Legal Education Amendment Bill 2022; and Kenya School of Law Amendment Bill, 2022 were drafted, subjected to stakeholder review and forwarded to parliament for adoption. These are aimed at strengthening legal and institutional framework for legal education in Kenya and thereby enhancing high professional standards in the legal profession.

Key Result Area 3: Leadership and Integrity

Strategic Objective 6: To promote public confidence and integrity of the Office

Accountability in the public service continued to be promoted as 99.4 % of OAG officers complied with the provisions of Public Officers Ethics Act (POEA).

Five (5) annual reports for the promotion of National Values and Principles of Governance as well as Values and Principles of Governance of Public Service were prepared in accordance with Articles 10 and Article 232 as read with Article 132 (c) (1) of the Constitution.

The Constitution also advocates for the promotion of the constitutional values that encourage peoples' political participation and creation of awareness on their roles and responsibilities. To affect this, civic education was undertaken in 47 counties creating awareness on rights and obligations on accessing public service. In 2019/20 FY, TV & Radio Programs were used to sensitize the public pursuant to presidential directive banning all public gatherings and meetings due to Covid-19 pandemic.

Knowledge and information on the Marriage Act, 2014 was also enhanced through Agricultural Society of Kenya exhibitions, talk shows, workshops and meetings with citizens and relevant stakeholders. In addition, the Office commenced online registration of Marriages and Societies via E-citizen.

As part of creating awareness on corruption and the effects of corruption in development, 17 new Campaign Networks (County Anti-Corruption Civilian Oversight Committees) were established and operationalized and anti-corruption messages developed and disseminated on radio to about 46.6 percent an estimate of 45.4 million people.

Result Area 4: General Administration, Planning and Support Services

- a. Greater efficiency and equity, decreasing transaction costs and sustainability of projects, programmes and policy are essential in any development initiative. This has proved to work in economies that have embraced sector-wide cross-institutional approaches. To strengthen co-ordination of Governance, Justice, Law and Order Sector (GJLOS) reforms through policy dissemination, two GJLOS Policy dissemination fora were held in conjunction with NCAJ in the FY 2018/19 and 2019/20.
- b. Easy accessibility of services is critical to consumers of any service. In order to enhance access of OAG services one county office (Kericho County Office) was established. However, the OAG had targeted additional 10 county offices and could not achieve to inadequate budget allocation.
- c. In order to comply with its fiduciary requirements, the office prepared all the requisite financial reports, budget estimates reports, and the annual procurement plan and submitted to the National Treasury.
- d. More effective management of current records (both paper and electronic) increases efficiency in service delivery. In order to improve records management, Kisumu documentation centre was established.
- e. State counsel totalling to 181 were trained on emerging and specialized areas of the law in order to enhance their skills and knowledge.
- f. Risk management continued to be realized through enhanced internal controls, accountability and governance. The revenue Financial Report was unqualified and audit recommendations implemented; Public Trustee Financial Statements were submitted on time every year (i.e. by 30th September).

- g. Good customer relationship entails good customer care, listening to their needs and providing solutions to their issues. In order to promote customer care satisfaction, a grievance redress mechanism, a complaints handling mechanism was developed and implemented.
- h. Organizations worldwide are changing their modes of working towards convenience, time saving, cost cutting, faster, flexible and productive modes. In order to achieve this, the ICT policy and ICT strategy was developed and approved to guide, among other things the automation of processes. Towards this, 11 Regional offices were connected with LAN and WAN and all the staff have emails for communication thereby enhancing communication with internal & external customers. In addition, virtual meetings both internally and externally have been embraced and used.

3.1.5.2 Challenges

Several factors that hindered the achievement of set targets during the implementation of the previous strategic plan are highlighted below;

- a. Inadequate funding to support the implementation of planned activities affecting overall performance.
- b. Inadequate infrastructure at the Headquarter and regional offices.
- c. Logistical inefficiencies affecting service delivery.
- d. Inadequate succession planning leading to leadership vacuum.
- e. Weak knowledge management plan (silo- mentality).
- f. Lack of Continuous Professional Development Training for state counsel.
- g. Lack of funds to decentralize OAG services to the Counties.
- h. Inability to retain staff leading to high turnover.
- i. Inadequate technical staff training on specialized and emerging areas of law.
- j. Lack of a digital library, library facilities and legal resource center to facilitate research.
- k. Inadequate automation of critical functions and OAG pace of digitization leading to overreliance on manual records.
- l. Inadequate modern ICT infrastructure.
- m. High Level of Anti- corruption awareness has not transformed into behavior change.
- n. Rampant impunity in the adherence to the rule of law.
- o. Heavy work load due to inadequate technical staff.
- p. Inadequate or lack of proper instructions for advisory from client MDAs.
- q. Failure by MDAs to submit requests for opinions in good time.
- r. Lack of proper mechanisms to monitor counsel in MDAs and regional heads.

3.1.5.3 Lessons learnt

During the implementation of the Strategic plan 2018-2022 various lessons were learnt and will inform the implementation of the strategic plan (2023-2027). These lessons include:-

- a. There is need to enhance collaboration with stakeholders and development partners for effective and efficient delivery of services;
- b. Need for automation of services to keep up with global trends;
- c. Utilization of synergies among sector institutions and sector coherence while implementing various mandates;
- d. Need to enhance evidence-based approach in decision making, policy formulation and implementation;
- e. Need to create awareness on constitutionalism and emerging human rights issues;
- f. There is need to train on specialized areas of law to gain skills to adequately address emerging issues;
- g. There is need to enhance use of ADR mechanisms where applicable as a way of speeding up case resolution;

- h. Dynamism in the field of law necessitates continuous capacity building of state counsel;
- i. The emergence of digital arena has redefined the ways we communicate and work. There is need to embrace advanced technological innovations such as Artificial intelligence, Virtual Dispute Resolution, webinars and working remotely;
- j. Global climate change necessitates the adaptation of the office environment to align with Green Economy;
- k. Need for digital anti-corruption campaign to address evolving nature of corruption; and
- l. Data analysis and data insights that helps monitor performance in the execution of OAG & DOJ mandate and implementation of programmes and projects. This will help in data driven decision making.

3.2 Stakeholder Analysis

Stakeholders are people who have vested interest in the issues and activities of OAG&DOJ. The undertaking of stakeholder analysis is imperative in identification and needs assessment. The strategic plan recognizes the stakeholders involved in executing its mandate.

Name of Stakeholder	Role	Stakeholder expectations from Office of the Attorney General	Office of the Attorney General expectation from stakeholder
Government Ministries, Department and Agencies	<ul style="list-style-type: none"> • Originate bills, subsidiary legislation and gazette notices • Collaborate partnerships in service delivery 	<ul style="list-style-type: none"> • Timely drafting of legislative proposals, 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 • An all-inclusive GJLOS reform framework • Representation of the Attorney General in relevant Boards • Deployment of State Counsel 	<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 • Provide inputs into reports required under regional and international human rights instruments • Facilitate the Administration of justice • Relevant notices of meetings and requests for representation to the Attorney General's office
Parliament	<ul style="list-style-type: none"> • Enact national laws and legislation • Exercise oversight over the MDAs and other public institutions • Exercise oversight over national revenue and its expenditure 	<ul style="list-style-type: none"> • Submit draft bills • Accountability of resources • Submission of budget proposals • Submission of statutory annual reports • Participate in stakeholders' consultations • Provision of advisories issued by the AG on contracts under investigations 	<ul style="list-style-type: none"> • Enactment of necessary legislation • Budget allocation and support • Oversight • Timely requests
County Governments	<ul style="list-style-type: none"> • Implementation of various functions as set out in the Fourth Schedule of the constitution 	<ul style="list-style-type: none"> • Facilitate development of relevant policy, legal and institutional framework 	<ul style="list-style-type: none"> • Provision of quality public services • Support in conducting Civic education

Name of Stakeholder	Role	Stakeholder expectations from Office of the Attorney General	Office of the Attorney General expectation from stakeholder
	<ul style="list-style-type: none"> Enforcement of county laws 	<ul style="list-style-type: none"> Provision legal advisory services 	<ul style="list-style-type: none"> Support in the decentralization programme
The Judiciary	<ul style="list-style-type: none"> Delivery of justice in line with the Constitution and other law Resolve disputes in a just manner with a view to protecting the rights and liberties of all 	<ul style="list-style-type: none"> Facilitate the review and updating of laws Put in place policy and legislative framework for judicial reforms 	<ul style="list-style-type: none"> Develop mechanisms for expeditious disposal of cases Proposals for law reform Administration of justice
Kenya National Commission on Human Rights	<ul style="list-style-type: none"> Promotion and protection of human rights Research and monitor the compliance of human rights norms and standards 	<ul style="list-style-type: none"> Development and implementation of policies on Human Rights and country reports on regional and 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"> Drafting of laws that promote gender equality, and non-discrimination 	<ul style="list-style-type: none"> Public education and awareness on human rights Monitor the respect for and observance of gender and equality rights Provide instructions for drafting of Laws Overseeing promotion and protection 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"> Develop a comprehensive anti-corruption policy, legal and institutional framework Create public awareness on anti-corruption Provision of advisories issued by the AG on contracts under investigations 	<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 on allegations of corruption Timely requests
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"> Collaboration and cooperation in resolution of complaints Employ corrective measures 	<ul style="list-style-type: none"> Efficient resolution of public complaints
Law Society 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 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 legal professional standards Provide professional inputs in the development of new legal policies and laws 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 	<ul style="list-style-type: none"> Promotion and protection of human rights 	<ul style="list-style-type: none"> Create awareness on legal and human rights

Name of Stakeholder	Role	Stakeholder expectations from Office of the Attorney General	Office of the Attorney General expectation from stakeholder
	<ul style="list-style-type: none"> ● Provision of legal aid and advisory services ● Civic education 	<ul style="list-style-type: none"> ● Consultations and partnership 	<ul style="list-style-type: none"> ● 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 ● Drafting of 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 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 technical and predictable financial support ● Non-partisan support ● Streamlined reporting system ● Adherence to Government operating procedures
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's affairs ● Compliance with the OAG's service delivery charter ● Information and update on the services provided by the OAG'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 engagement in the OAG'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
Service Providers	<ul style="list-style-type: none"> ● Provision of goods and services 	<ul style="list-style-type: none"> ● Adherence to Public Procurement and Asset Disposal Act and Regulations ● Prompt payments 	<ul style="list-style-type: none"> ● Supply quality goods and services ● Compliance with terms and conditions of engagement ● Uphold ethics and integrity
Kenya School of Law (KSL)	<ul style="list-style-type: none"> ● Provide legal training for advocates for admission to the bar. ● Facilitate continuing professional development. ● Advise the council of legal education on legal training in Kenya. 	<ul style="list-style-type: none"> ● Develop policy on legal education. ● Provide internship opportunities for the KSL pupils. ● Mobilise resources and facilitate transmission of budget allocations 	<ul style="list-style-type: none"> ● Undertake Advocates Training Programme ● Undertake paralegal training ● Capacity building of State Counsel
Kenya Law Reform Commission (KLRC)	<ul style="list-style-type: none"> ● Review laws of Kenya ● Draft bills to give effect to recommended law reforms for submission to the Attorney general. 	<ul style="list-style-type: none"> ● Advise on legislative reforms ● Coordinate in law reform exercises initiated by the Attorney General. 	<ul style="list-style-type: none"> ● Review of laws

Name of Stakeholder	Role	Stakeholder expectations from Office of the Attorney General	Office of the Attorney General expectation from stakeholder
	<ul style="list-style-type: none"> Support willing counties in the drafting of county legislation 		
Office of the Director of Public Prosecution (ODPP)	<ul style="list-style-type: none"> Prosecute criminal cases In Kenya Advice law enforcement agencies on investigations and evidence in relation to criminal matters 	<ul style="list-style-type: none"> Refer matters that are criminal in nature to ODPP. Facilitate the role of the Attorney General on undertaking the international cooperation obligations in mutual legal assistance. Provide legal advice and services including development of legislation to facilitate prosecution of criminal matters. 	<ul style="list-style-type: none"> Prosecute matters so referred
State Corporations under the Office of the Attorney General	<ul style="list-style-type: none"> Implementing policies and delivering services in the specific sectors as mandated in their enabling Acts. Support economic development. 	<ul style="list-style-type: none"> Provide legal advice Vet contracts and agreements Provide representation in the Boards of the Corporations. Provide legislative drafting services Timely constitution of Board Timely disbursement of resources Signing of performance contracts 	<ul style="list-style-type: none"> Timely Notification to the Attorney General of vacancies in the Boards Account for disbursed resource Implementation of performance contracts
Licensed Ministers of faith	<ul style="list-style-type: none"> Provide spiritual guidance and teachings based on the respective doctrines. Administration of places of worship. Provide pastoral care and counselling Promote inter/denominational dialogues. Undertake charitable roles for the community Provide moral and ethical leadership. 	<ul style="list-style-type: none"> Timely provision of marriage books and other forms necessary for religious marriage registration Periodic sensitization to promote compliance with the Marriage Act, 2014. Consult religious leaders on matters of public interest. Facilitate registration of religious organizations License religious leaders eligible to conduct marriages Promote freedom of worship 	<ul style="list-style-type: none"> Submission of returns within 14 days Upholding professional standards and ethics Uphold integrity
Faith-Based Organizations	<ul style="list-style-type: none"> Promote spiritual nourishment to the community Promote moral and ethical values to the congregations and communities. 	<ul style="list-style-type: none"> Involvement in the fight (or campaign) against corruption. Provide legal guidance Facilitate representation of FBOs in Taskforces, or 	<ul style="list-style-type: none"> Dissemination of values and messages against corruption Role models in the fight against corruption

Name of Stakeholder	Role	Stakeholder expectations from Office of the Attorney General	Office of the Attorney General expectation from stakeholder
	Provide a platform for interfaith and interdenominational dialogue, for harmony and peaceful coexistence Promote self-regulation amongst religious societies Encourage social responsibility through donations, social work and counselling in distressing times.	committees Mediate disputes amongst FBOs Collaborate on social welfare matters.	

CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

4.0 Overview

The chapter highlights the strategic issues, strategic goals and Key Result Areas which provides the OAG&DOJ aspirations over the medium term (2023-2027). The plan has four key result areas in line with the vision and the mission statement of the office.

4.1 Strategic issues

- a. Legal and regulatory framework impediment
- b. Upholding rule of law
- c. Accountability and Transparency
- d. Inefficiency in provision of legal services

4.2 Strategic Goals

- a. Enhanced access of quality legal services
- b. Enhanced compliance with the rule of law
- c. Enhanced transparency and accountability
- d. Enhanced provision of legal services

4.3 Key Results Areas

Office of the Attorney General has identified four Key Result Areas that will guide operations during the plan period. The areas of Focus are;

Legal services: Promotes rule of law, access to justice, good governance and provision of quality Legal Services to all.

Governance, Legal training and constitutional affairs: Ensures effective implementation of the Constitution, policy development, provision and regulation of legal education.

Leadership and Integrity: Enhances shared valued system among citizens across the country and increases public awareness and information on corruption

General Administration, planning and operations: Promotes the provision of quality, efficient and effective services

Table 4.1

Strategic Issue	Goal	KRAs
Legal and regulatory framework impediments	Enhanced access of quality legal services	KRA 1. Legal Services KRA 2. Governance, Legal Training and Constitutional Affairs
Upholding rule of law	Enhanced compliance with the rule of law	KRA 2. Governance, Legal Training and

Strategic Issue	Goal	KRAs
		Constitutional Affairs KRA 3: Leadership and Integrity
Accountability and Transparency	Enhanced transparency and accountability	KRA 2. Governance, Legal Training and Constitutional Affairs KRA 3: Leadership and Integrity
Inefficiency in provision of legal services	Enhanced provision of legal services	KRA 4: General Administration, Planning and Support Services

CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

5.0 Overview

This chapter outlines the strategic objectives and strategic choices, which provide the office aspirations over the medium term (2023-2027). The plan has 10 strategic objectives and 44 strategies. The strategic objectives and strategies align with the OAG&DOJ vision, mission and core values.

5.1 Strategic Objectives

The strategic objectives serve as a roadmap to achieve the OAG&DOJ vision and mission. The OAG&DOJ will focus on the following strategic objectives:-

- To provide quality legal services to the government and public
- To facilitate effective implementation of the Constitution
- To Strengthen Legal, Policy and Institutional Framework on Anti- Corruption, Ethics and Integrity
- To establish a comprehensive and effective legal & policy framework for the promotion, protection & fulfilment of human rights in Kenya
- To Promote Respect for the Rule of Law, Access to Justice and Human Rights
- To Strengthen the policy & Institutional framework for legal education in Kenya
- To promote and enhance transparency and accountability in the investigations of unexplained & suspicious deaths in Kenya
- To enhance shared value system among the citizens across the country
- To increase public awareness and information on corruption
- To enhance efficiency in the delivery of services, performance and operations

Table 5.1: Outcomes Annual Projections

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
KRA1: Legal Services							
SO1.1 To provide quality legal services to the government and public	Enhanced professionalism in the legal profession	No. of complaints finalized	1000	1000	1250	1400	1600
	Enhanced independence of execution of the ACC mandate	% of ACC Bill developed	40	80	100	-	-
	Effective distribution of estates	No. of estates and Trusts finalised	3000	3100	3200	3300	3400
	Effective and efficient resolution of disputes through ADR	% of cases resolved through ADR	100	100	100	100	100
	Transparency and accountability of investing Public Trustee	% of operationalization of Public Trustee Act	40	65	85	100	0

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
	Funds						
	Mitigate financial losses of the Government	% of contracts vetted	100	100	100	100	100
	Reduced exposure of Government liability	% of negotiated and vetted instruments	100	100	100	100	100
	Clarity on legal and regulatory obligations	% of legal opinions issued	100	100	100	100	100
	Effective and efficient resolution of disputes filed against Government	% of cases concluded with favourable judgement	100	100	100	100	100
	Enhanced cooperation in fighting trans-national organised crimes	% of agreements concluded	100	100	100	100	100
	Enhanced family protection	No. of marriages registered	35,000	40,000	45,000	50000	55,000
	Safe guarding the right of association	No. of societies registered	800	900	1000	1100	1200
	Enhanced legal protection and recognition against misuse of registered Heraldries	No. of Heraldries registered	15	20	25	30	35
	Enhanced access to justice by the indigents	No. of indigent persons provided with legal aid	120,000	130,000	140,000	150,000	160,000
KRA 2: Governance, Legal Training and Constitutional Affairs							
SO2.1 To facilitate effective implementation of the Constitution	Enhanced governance and access to justice	% of Laws harmonised to the Constitution	100	100	100	100	100
	Culture of adherence to the constitution Inculcated	No. of civic education programmes rolled out in 47 counties	11	11	10	8	7
SO2:2 To Strengthen Legal, Policy and Institutional Framework on Anti- Corruption, Ethics and Integrity	Improved governance and integrity culture	% of implementation of policy and legal framework	20	40	60	80	100

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
SO2:3 To establish a comprehensive and effective legal & policy framework for the promotion, protection & fulfilment of human rights in Kenya	Fundamental Human Rights upheld	% of implementation of human rights obligations	100	100	100	100	100
SO2:4 To Promote Respect for the Rule of Law, Access to Justice and Human Rights	Enhanced support and justice for crime victims	% of implementation of policy and legal framework	20	40	60	80	100
SO2:5: To Strengthen the policy & Institutional framework for legal education in Kenya	Quality of legal education improved	% of legal education policy developed	20	40	60	80	100
SO2:6 To promote and enhance transparency and accountability in the investigations of unexplained & suspicious deaths in Kenya	Transparency in the investigation of reportable deaths enhanced	% of NCS operationalized	50	80	100	-	-
KRA 3: Leadership and Integrity							
SO3:1 To enhance shared value system among the citizens across the country	Improved cultural and behaviour practices towards corruption	No. of public service announcements	10	15	15	10	10
SO3:2 To increase public awareness and information on corruption	Awareness on corruption increased	No. of citizens sensitized	8000	8000	8000	8000	8000
		No. of citizens reached	1M	2M	3M	4M	4M
KRA 4: General Administration, Planning and Support Services							
SO4:1 To enhance efficiency in the delivery of services, performance and operations	Enhanced access of OAG & DOJ services	% increase in the no. of clients accessing OAG services	20%	35%	40%	70%	100%
		% increase in revenue collection	10%	20%	30%	50%	60%
	Skills and professional experience of state counsel enriched	No. of state counsel trained on emerging areas of law	50	60	70	80	100
	Reduced state counsel turnover	% of retention rate of state counsel	100	100	100	100	100

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
	Improved Work environment	No. of office equipment acquired	750	950	1,150	1250	750
	SO4:1 To enhance efficiency in the delivery of services, performance and operations	Improved access to legal information and legal resources	% of legal enquiries made.	20%	35%	40%	70%

5.2 Strategic Choices

The Key Result Areas (KRAs), strategic objectives and strategies that will deliver the 2023-2027 strategic plan as outlined in table 5.2

Table 5.2 Key Result Areas, Strategic Objectives & 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
		Enhance accessibility of quality and effective legal services
		Strategy 2
		Restructuring of the Advocates Complaints Commission
		Strategy 3
		Enhance the use of ADR mechanisms in resolution of disputes
		Strategy 4
		Operationalise Public Trustee Act No.6 of 2018
		Strategy 5
		Enhance and promote inter-agency collaboration
		Strategy 6
		Provide quality legal advice and opinions to MDAs
		Strategy 7
		Reduced exposure of MDAs to financial risk
		Strategy 8
		Ensure professional and timely representation of the Government in national, regional and international Courts and Tribunals
		Strategy 9
		Enhance International Judicial Cooperation in Criminal matters

Key Result Area	Strategic Objective	Strategies
		Strategy 10 Strengthen access to National Registration Services
		Strategy 11 Public education and awareness creation
		Strategy 12 Drafting of prioritized and subsidiary legislation
		Strategy 13 Drafting of legislation to implement 'National priorities'
		Strategy 14 Strengthen provision of Legal Aid and Awareness
KRA 2. Governance, Legal Training and Constitutional Affairs	Strategic Objective 1: To facilitate effective implementation of the Constitution	Strategy 1 Harmonisation of existing laws with the Constitution
	Strategic Objective 2: To Strengthen Legal, Policy and Institutional Framework on Anti-Corruption, Ethics and Integrity	Strategy 2 Enhance constitutionalism
		Strategy 1 Development, review and implementation of policies, legislation, statutory instruments and treaties on anti-corruption strategies, ethics and integrity
		Strategy 2 Enhance State compliance with international treaty obligations on corruption
		Strategy 3 Enhance compliance with ACDEG treaty obligations
	Strategic Objective 3: To establish a comprehensive and effective legal & policy framework for the promotion, protection & fulfillment of human rights in Kenya	Strategy 1 Ensure compliance with international & regional human rights treaty obligations
		Strategy 2 Provide guidance to businesses on the obligation to respect human Rights
		Strategy 3 Provide a policy framework for the enjoyment of human rights
		Strategy 4 Ratification and domestication of the International Convention for the Protection of all Persons from enforced Disappearances

Key Result Area	Strategic Objective	Strategies
	Strategic Objective 4: To Promote Respect for the Rule of Law, Access to Justice and Human Rights	Strategy 1 Protect the rights of victims of crime
		Strategy 2 Undertake measures necessary to rehabilitate the victims of crime
		Strategy 3 Improve efficiency of service delivery
	Strategic Objective 5: To Strengthen the policy & Institutional framework for legal education in Kenya	Strategy 1 Formulate a national policy framework for legal education in Kenya
	Strategic Objective 6: To promote and enhance transparency and accountability in the investigations of unexplained & suspicious deaths in Kenya	Strategy 1 Establishment of the National Coroners Service
KRA 3: Leadership and Integrity	Strategic Objective 1: To enhance shared value system among the citizens across the country	Strategy 1 Promote Values and rights-based anti-corruption campaigns
	Strategic Objective 2: To increase public awareness and information on corruption	Strategy 2 Promote accountability in implementation of Government projects and programmes in the Counties
		Strategy 1 Enhance Empirical data to inform the anti-corruption campaign
		Strategy 2 Establish Partnerships and networks with stakeholders
		Strategy 3 Promote Advocacy and Media campaigns
KRA 4: General Administration, Planning and Support Services	Strategic Objective 1: To enhance efficiency in the delivery of services, performance and operations	Strategy 1 Transformation of OAG to enhance service delivery
		Strategy 2 Decentralization of legal services
		Strategy 3 Enhance legal capacity
		Strategy 4 Automation and digitization of legal services
		Strategy 5 Implementation of records management policy

Key Result Area	Strategic Objective	Strategies
		Strategy 6 Performance monitoring and reporting
		Strategy 7 Enhance support and Coordination for effective service delivery
		Strategy 8 Enhance Risk management
		Strategy 9 Promotion of customer care and quality service delivery
		Strategy 10 Secured information System
		Strategy 11 Efficient asset management
		Strategy 12 Enhance brand and visibility of Office of the Attorney General and Department of Justice

CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

Overview

This chapter contains the implementation and coordination framework of the Office of Attorney General and Department of Justice. it provides information on the resources required to implement the strategic plan. This includes action plan, annual work-plan and budget and performance contracting. In Addition, it also provides institutional framework, staff establishment, skills set and competence development, leadership, system procedures and risk management framework.

6.1 Implementation Plan

6.1.1 Action Plan

The Office of the Attorney General will implement the strategic plan through the development of an elaborate action plan. The action plan gives the strategic objectives of each Key Result Area with well-defined Annual Targets, Annual Budgets and Responsibility for execution of the activities. The concept of Performance Contracting will also be deployed in operationalizing the Strategic Plan

Annex I Implementation matrix

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn) Kshs					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue:																
Strategic Goal:																
KRA: Legal Services																
Outcome:																
Strategic Objective: To provide quality legal services to the government and public																
Strategy 1 Enhance accessibility of quality and effective legal services	Conduct investigations into matters of professional misconduct against advocates	Professional misconduct matters investigated	No. of complaints	6250	1000	1000	1250	1400	1600	1.5	2.0	2.5	3.0	4.0	ACC	
	Prosecute complaints of professional misconduct at the Advocates Disciplinary Committee	complaints of professional misconduct prosecuted	No. of Affidavit of charges filed for prosecution	980	200	250	200	180	150	3.0	2.5	2.0	1.5	2.0	ACC	
	Administration and distribute estates and Trusts	Estates and Trusts distributed	No. of estates and Trusts finalised	16,000	3000	3100	3200	3300	3400	10	10	10	10	10	PT	
Strategy 2	Develop	ACC Bill	% of	100%	40	80	10	-	-	15	25	10	-	-	ACC	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn) Kshs					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Restructuring of the Advocates Complaints Commission	ACC Bill	developed	ACC Bill developed				0									
Strategy 3 Enhance the use of ADR mechanisms in resolution of disputes	Conduct mediation sessions in succession matters	Cases resolved through Mediation	No. of cases resolved through mediation	1500	100	200	300	400	500	5	5.5	6	6.5	7	PT	
	Conduct ADR sessions on complaints against advocates in Counties	Matters on client-advocate relationship resolved through ADR	No. of counsels	47	9	9	10	10	9	5	6	7.5	9.0	10.0	ACC	
	Conduct ADR sessions of registered societies	ADR sessions of registered societies conducted	No. of ADR sessions conducted	80	16	16	16	16	16	3	3	3	3	3	RG	
	Develop guidelines for ADR implementation on legal aid	ADR Guidelines approved	Approved guidelines	1	0	1	0	0	0	0	6	0	0	0	NLAS	
	Design and implement training programmes for ADR providers	Training Programme for ADR providers designed	Approved programme	2	0	1	0	1	0	0	5	0	5	0	NLAS	
Strategy 4 Operationalize Public Trustee Act No.6 of 2018	Establish and operationalize the Public Trustee Investment Board	Public Trustee Investment Board established and operationalized	% of operationalization	100%	40	65	85	100	0	30	30	20	20	0	PT	
Strategy 5 Enhance and promote inter-agency collaboration	Undertake sensitization of County and Deputy County Commissioners on the Law of Succession Act Cap 160 and Public Trustee Act Cap 168 and perform audits to ensure	Sensitization on undertake n, revenue collection monitored and registers inspected	No. of Sub-counties sensitized	225	35	40	45	50	55	2	2.5	3	3.5	4	PT	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn) Kshs					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	compliance															
Strategy 6 Provide quality legal advice and opinions to MDAs	Vet procurement contracts at the request of MDAs	Procurement contracts vetted upon request	% of contracts vetted	100%	100	100	100	100	100	10	10	10	10	10	GTD	
	Provide legal advice and opinions on commercial matters at the request of the MDAs	Legal advisories issued	% of legal advisories issued	100%	100	100	100	100	100	10	10	10	10	10	GTD	
	Negotiate, draft, vet and interpret bilateral and multilateral finance, loan and grant agreements	Finance agreements reviewed upon request	% of finance agreements reviewed	100%	100	100	100	100	100	10	10	10	10	10	GTD	
	Negotiate and vet instruments on all regional and international law matters on request by MDAs	All instruments negotiated and vetted upon request	% of negotiated and vetted instruments	100%	100	100	100	100	100	20	20	20	20	20	ILD	
	Provide legal advice and opinions to MDAs, and County Governments, Independent Offices and Constitutional Commissions, Tribunals, State Corporations, Task Forces, Multi-Agency Committees on the interpretation and implementation of the Constitution, policies,	Legal advisories issued	% of legal opinions issued	100%	100	100	100	100	100	70	70	70	70	70	LARD	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn) Kshs					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	legislation and all emerging areas of the law upon request.															
	Provide quality legal advice and opinions to MDAs including matters pending before court	Legal advisories issued	% of legal advisories issued	100%	100	100	100	100	100	70	80	90	100	110	CLD	
Strategy 7 Reduced exposure of MDAs to financial risk	Undertake legal due diligence on contractors upon request by MDAs	Due diligence undertaken upon request by MDA's	% of due diligence undertaken	100%	100	100	100	100	100	30	30	30	30	30	GTD	
	Undertake legal compliance audits for MDAs upon request	Legal Compliance Audits undertaken upon request by MDAs	% of legal compliance audits undertaken	100%	100	100	100	100	100	30	30	30	30	30	LA&RD	
	Sensitization of client Ministries towards reducing government liability	Client ministries sensitized	No. of ministries sensitized	5	1	1	1	1	1	1.5	1.5	1.5	1.5	1.5	CLD	
	Sensitization of the Office of the Attorney General Guidelines on the provision of legal advisory services to MDAs	Sensitization of Guidelines undertaken	Number of sensitization forums	30	5	5	5	5	5	20	20	20	20	20	LA&RD	
Strategy 8 Ensure professional and timely representation of the Government in national, regional and international Courts and Tribunals	Represent the government in matters before international court and tribunals	Well researched pleadings, prompt court attendance, and effective representation in court and tribunals	% of cases concluded	100%	100	100	100	100	100	20	20	20	20	20	ILD	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn) Kshs					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Represent the government in national, regional and international courts and tribunals	Well researched pleadings filed, prompt court attendance, and cases effectively defended in court	No. of cases concluded	7500	1300	1400	1500	1600	1700	80	90	100	110	120	CLD	
Strategy 9 Enhance International Judicial Cooperation in Criminal matters	Negotiate and execute International Judicial Cooperation Agreements in Criminal Matters.	International Judicial Cooperation in Criminal matters concluded	% of agreements concluded	100%	100	100	100	100	100	20	20	20	20	20	ILD	
	Process requests on international judicial cooperation upon request	Number of requests received and processed	% of requests concluded	100%	100	100	100	100	100	20	20	20	20	20	ILD	
Strategy 10 Strengthen access to National Registration Services	Registration of 225,000 marriages	Marriages registered	No. of marriages registered	225,000	35,000	40,000	45,000	50,000	55,000	40	40	40	40	40	RG	
	Registration of 5000 Societies	Societies registered	No. of societies registered	5000	800	900	1000	1100	1200	20	20	20	20	20	RG	
	Registration of 125 Arms	Arms registered	No. of Arms registered	125	15	20	25	30	35	10	10	10	10	10	RG	
	Review of the Marriage Act, 2014 and rules	Marriage Act, 2014 and rules reviewed	% of Marriage Act reviewed	100%	30	60	100	0	0	3.5	3.5	3.5	0	0	RG	
	Review of societies Act	Societies Act reviewed	Reviewed Societies Act	1	-	1	-	-	-	5	5.5	-	-	-	RG	
	Review of Books and newspapers Act	Books and newspapers Act reviewed	% of Books and newspapers Act reviewed	100%	40	70	100	-	-	8	13	13	-	-	RG	
Strategy 11 Public education	Enhance legal awareness to the	Increased awareness on Constitution	Fora held	47	10	11	12	12	2	10	12	15	15	5	VPB	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn) Kshs					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
and awareness creation	citizenry on the Constitution, Victim Rights Charter and the Victim Protection Act through public education	on, Victim Rights Charter and the Victim Protection Act														
	Undertake sensitization on law of succession and trusteeship as provided for under the Public Trustee Act cap 168 and the law of succession Act Cap 160	Informed Citizenry on law of succession and trusteeship	No. of counties	15	3	3	3	3	3	5	5	5	5	5	PT	
	Undertake sensitization and awareness on registration of Marriages, Arms and Societies.	Informed citizenry on national registration services	No. of counties	47	9	9	9	9	11	15	15	15	15	17	RG	
	Strengthen and hold consultative stakeholder workshops on the legal profession	Stakeholders sensitized on the need for collaboration	No. of stakeholder fora held	5	1	1	1	1	1	7.0	8.0	9.0	10.0	13.0	ACC	
	Undertake sensitization and offer legal aid to members of the public on the mandate of the ACC and advocate client relationship	Citizens sensitized and legal aid offered	No. of Counties	47	9	9	9	9	11	4.0	5.0	6.0	7.0	8.0	ACC	
	Undertake sensitization on ethics, integrity and anti-corruption strategies	Citizens sensitized	No. of Counties	25	5	5	5	5	5	5	5	5	5	5	DOJ	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn) Kshs					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Conduct legal aid and awareness campaigns through mobile legal aid clinics, print and social media	Campaigns conducted	No. of campaigns conducted	75	15	15	15	15	15	30	30	30	30	30	NLAS	
	Conduct radio and TV talk shows on various services offered by OAG	Radio talk shows conducted	No. of radio talk shows conducted	5	1	1	1	1	1	3	3	3	3	3	Administration	
	Increase awareness of business and human rights to MDACs, Businesses and Citizens	MDACs, Businesses and citizens sensitized on the National Action Plan on Business and Human Rights Policy, Sessional Paper No. 3 of 2021	Dissemination reports	5	1	1	1	1	1	10	10	10	10	10	DOJ	
Strategy 12 Drafting of subsidiary legislation	Draft subsidiary legislation	Subsidiary legislation drafted	% of subsidiary legislation drafted	100%	100	100	100	100	100	19	20	21	22	10	LDD	
Strategy 13 Drafting of legislation to implement National priorities	Draft legislation that supports National Priorities, upon request by MDAs	Draft Bills on National priorities	% of legislation drafted to give effect to "National Priorities"	100%	100	100	100	100	100	19	20	21	22	10	LDD	
Strategy 14 Drafting of prioritised legislation	Draft prioritised legislation	Prioritized legislation drafted	% of prioritised legislation drafted	100%	100	100	100	100	100	19	20	21	22	10	LDD	
Strategy 15 Strengthen provision of Legal Aid and Awareness	Operationalization of Legal Aid Fund	Legal Aid Fund established	% of operationalisation	100%	40	80	100	-	-	200	300	500	-	-	NLAS	
	Provision of legal aid	Legal aid services	No. of indigen	700,000	12,000	13,000	14,000	15,000	16,000	-	-	-	-	-	NLAS	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn) Kshs					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	services to indigent, marginalized and vulnerable persons	provided	t persons provided with legal aid		00	00	00	00	00							
	Establishment of 16 additional offices	Offices established	No. of offices	16	2	3	4	4	3	75	150	200	200	150	NLA S	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn) Kshs					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support

Strategic Issue: Upholding Rule of Law

Strategic Goal: Enhanced compliance with the Rule of Law

KRA 2: Governance, Legal Training and Constitutional Affairs

Outcome: Enhanced governance and access to justice

Strategic Objective 1: To facilitate effective implementation of the constitution.

Strategy 1	Draft legislations to Harmonise existing laws with the Constitution	Laws harmonised with the constitution	% of laws drafted	100%	100	100	100	100	100	18	19	20	21	22	LDD	
Harmonisation of existing laws with the Constitution																
Strategy 2	Implement a National civic education programme on the Constitution to enhance constitutionalism	National Civic education Programme implemented	Civic education programmes rolled out in 47 counties	47	11	11	10	8	7	30	75	120	50	25	DOJ	
Enhance constitutionalism																

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn) Kshs					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support

Strategic Issue: Upholding Rule of Law

Strategic Goal: Enhanced compliance with the Rule of Law

KRA: Governance, Legal Training and Constitutional Affairs

Outcome: Improved governance and integrity culture

Strategic Objective 2: To Strengthen Legal, Policy and Institutional Framework on Anti- Corruption, Ethics and Integrity

Strategy 1	Coordinate, Monitor and Evaluate the Implementation of the National Ethics and anti-Corruption Policy, Sessional Paper No. 2 of 2018	NEAP Policy Implemented	Report on implementation of the NEAP Policy	5 reports	1	1	1	1	1	80	80	80	80	80	DOJ	
Development, review and implementation of policies, legislation, statutory instruments and treaties on anti-																

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn) Kshs					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
corruption strategies, ethics and integrity	Development of a whistle blower protection bill and guidelines	Whistle Blower protection Bill and guidelines developed	% of Whistle blower Protection Bill and guidelines developed	100%	20	60	100	-	-	10	20	10	-	-	DOJ	
	Development of a legal and administrative framework for management of conflicts of interest.	Development of a legal and administrative framework for management of conflicts of interest.	Conflict of Interest Bill finalized	Conflict of Interest Bill finalized	1	-	1	-	-	-	-	10	-	-	-	
			Guidelines developed	% of guidelines developed	100%	20	60	100	-	-	10	20	10	-	-	
	Evaluate the implementation of the recommendations of the Taskforce of legal, policy and institutional framework for fighting corruption in Kenya	Implementation of the Taskforce recommendations evaluated	Evaluation report	1	-	-	-	1	-	-	-	-	10	-	DOJ	
	Development of a regional protocol for preventing and combating corruption in East Africa.	Protocol for preventing and combating corruption in East Africa developed	% of Draft Protocol developed	100%	20	50	75	100	-	2	4	6	8	-	DOJ	
Strategy 2 Enhance State compliance with international treaty obligations on corruption	Preparation, review and submission of periodic reports to the United Nations and African Union treaty bodies on implementation of the obligations on ethics, integrity and anti-corruption treaties	UN and AU treaty body reports prepared	UNCA C AUCC PCC Reports	5	1	1	1	1	1	10	10	10	10	20	DOJ	
	Coordinate the implementation	Treaty provisions and	Implementation	5	1	1	1	1	1	10	10	10	10	10	DOJ	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn) Kshs					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	on of treaty provisions and the recommendations of country review reports on fulfilment of Kenya's international and regional obligations on governance, ethics and integrity	recommendations of country review reports implemented	reports													
Strategy 3 To ensure compliance with ACDEG treaty obligations	Prepare, review and submit African Charter on Democracy Elections and Governance treaty report to the AU	ACDEG treaty report prepared	ACDEG reports	2	1	-	-	1	-	15	-	-	10	-	DOJ	
	Coordinate the implementation of the treaty provisions and recommendations of country review reports on ACDEG treaty	Treaty provisions and recommendations of country review reports implemented	Implementation reports	5	1	1	1	1	1	10	10	10	10	10	DOJ	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn) Kshs					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Upholding Rule of Law																
Strategic Goal: Enhanced compliance with the Rule of Law																
KRA: Governance, Legal Training and Constitutional Affairs																
Outcome: Fundamental Human Rights upheld																
Strategic Objective 3: To establish a comprehensive and effective legal & policy framework for the promotion, protection & fulfillment of human rights in Kenya																
Strategy 1: Ensure compliance with international & regional human rights treaty obligations	Present & Defend Kenya's Human Rights' record under regional and international human rights treaties	Kenya Human Rights record presented and defended	Reports on UPR, UNCAT, ICESCR, ICCPR, ICERD, ACPH	6	-	1	1	2	2	-	50	50	75	75	DOJ	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn) Kshs					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Coordinate the implementation of the treaty provisions and recommendations of country review reports on Kenya regional and international human rights obligations	Treaty provisions and recommendations of country review reports implemented	Implementation reports	6	1	1	1	2	1	10	10	10	10	10	DOJ	
Strategy 2: Provide guidance to businesses on the obligation to respect human Rights	Develop guidelines for non-financial reporting with a focus on human rights due diligence reporting	Guidelines for non-financial reporting developed	Developed Guidelines	1	-	-	1	-	-	-	-	10	-	-	DOJ	
Strategy 3: Provide a policy framework for the enjoyment of human rights	Prepare a baseline survey on the status of human rights in Kenya	Baseline survey report on status of human rights in Kenya prepared	Baseline survey report	1	1	-	-	-	-	10	-	-	-	-	DOJ	
	Review of Sessional Paper No.3 of 2014 on National Policy and Action Plan on Human Rights.	National Policy and Action Plan on Human Rights reviewed	% of policy reviewed	100%	-	50	100	-	-	-	10	10	-	-	DOJ	
Strategy 4 Ratification and domestication of the International Convention for the Protection of all Persons from enforced Disappearances	Develop a report on audit of laws with a view of incorporating the crime of Enforced Disappearance	Report on audit of laws to incorporate the crime of Enforced Disappearance developed	Reports	2	1	-	-	1	-	20	-	-	20	-	NCS	

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn) Kshs					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Upholding Rule of Law																
Strategic Goal: Enhanced compliance with the Rule of Law																
KRA: Governance, Legal Training and Constitutional Affairs																
Outcome: Enhanced support and justice for crime victims																
Strategic Objective 4: To Promote Respect for the Rule of Law, Access to Justice and Human Rights																
Strategy 1 Protect the rights of victims of crime	Review of the Victim Protection Act, 2014	Victim Protection Act, 2014 reviewed	% of Act reviewed	100%	20	60	100	-	-	5	10	10	-	-	VPB	
	Develop rules for reparation and compensation from offenders	Rules for reparation and compensation from offenders developed	% of Reparation rules developed	100%	20	60	100	-	-	5	10	10	-	-	VPB	
	Develop training program for law enforcement agencies on victim protection services	Training program developed	Training manuals	1	-	1	-	-	-	-	15	-	-	-	VPB	
Strategy 2 Undertake measures necessary to rehabilitate the victims of crime	Development of victims of crime rehabilitation programme	Victims of crime rehabilitation framework developed	Rehabilitation framework	1	-	1	-	-	-	-	10	-	-	-	VPB	
Strategy 3 Improve efficiency of service delivery	Operationalize the Victims Protection Agency and The Compensation Trust Fund	VPA and compensation fund operationalized	% of VPA and compensation fund operationalized	100%	20	40	60	80	100	450	450	450	450	450	VPB	
	Develop an integrated legal policy framework governing victim of crime	Legal policy framework developed	% of Policy framework developed	100%	10	20	30	70	100	20	20	25	30	30	VPB	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn) Kshs					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Legal and regulatory framework impediments																
Strategic Goal: Enhanced access of quality Legal services																
KRA: Governance, Legal Training and Constitutional Affairs																
Outcome: Quality of legal education improved																
Strategic Objective 5: To Strengthen the policy & Institutional framework for legal education in Kenya																
Strategy 1: Formulate a national	Develop a National Policy on Legal	Legal Education Policy developed	% of Legal Education Policy	100%	20	40	60	80	100	5	5	5	5	5	DOJ	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn) Kshs					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
policy framework for legal education in Kenya	Education	d	developed													

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn) Kshs					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Upholding compliance with the rule of Law																
Strategic Goal: Enhance compliance with the Rule of Law																
KRA: Governance, Legal Training and Constitutional Affairs																
Outcome: Transparency in the investigation of reportable deaths Enhanced																
Strategic Objective 6: To promote and enhance transparency and accountability in the investigations of unexplained & suspicious deaths in Kenya																
Strategy 1: Establish the National Coroner s Service	Review of the National Coroners Service Act, 2017 and development of regulations	National Coroners Service Act, 2017 reviewed	% of Amendment bill reviewed	100%	20	60	100			5	10	10	-	-	NCS	
	Operationalize the National Coroners Service	National Coroners Service Operationalize d	% National Coroners service operationalize d	100%	50	80	100	-	-	80	100	150	-	-	NCS	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn) Kshs					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y 1	Y 2	Y 3	Y 4	Y 5	Lead	Support
Strategic Issue: Transparency and accountability																
Strategic Goal: Enhanced Transparency and accountability																
KRA: Leadership and Integrity																
Outcome: Improved cultural and behaviour practices towards corruption prevention																
Strategic Objective 1: To enhance shared value system among the citizens across the country																
Strategy 1: Promote Values and rights-based anti-corruption campaigns	Disseminate scripture-referenced anti-corruption messages	Scripture-referenced anti-corruption messages disseminated	No. of repeated Scripture - referenced anti-corruption messages disseminated	17	17	17	17	17	17	5	5	5	5	5	NACC SC	
	Design, produce and disseminate Public Service Announcements	Public Service Announcements (PSAs)disseminated	No. of PSAs disseminated	60	10	15	15	10	10	5	8	8	5	5	NACC SC	
Strategy 2: Promote accountability in	Hold accountability fora and facilitate CACCOCs	47 accountability fora held	No. of fora held	2185	164	282	470	564	705	9	19	30	42	48	NACC SC	
		Social audits and reporting	No. of citizens	40,000	8,000	8,000	8,000	8,000	8,000	48	48	48	48	48	NACC SC	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn) Kshs					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
implementation of Government projects and programmes in the Counties	to implement anti-corruption campaign activities in 47 Counties	undertaken.	reached													

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn) Kshs					Actor	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Transparency and accountability																
Strategic Goal: Enhanced Transparency and accountability																
KRA: Leadership and Integrity																
Outcome: Awareness on corruption prevention increased																
Strategic Objective: To increase public awareness and information on corruption																
Strategy 1: Enhance Empirical data to inform the anti-corruption campaign	Undertake research and surveys on corruption and implement recommendations on specific areas of intervention.	Research report developed	No. of Reports	5	1	1	1	1	1	5	5	5	5	5	NAC CSC	
		Recommendations on specific areas of intervention implemented.	Reports	5	1	1	1	1	1	3	3	3	3	3	NAC CSC	
Strategy 2: Establish Partnerships and networks with stakeholders	Identify, establish and operationalize partnerships with stakeholders and County Governments	MOUs Signed	No. of MOUs signed	10	2	2	3	2	1	2	2	3	2	1	NAC CSC	
Strategy 3: Promote Advocacy and Media campaigns	Identify target audience/target groups/champions and train them to promote anti-	Advocacy campaigns on anti-corruption promoted.	No. of Target groups trained	50	10	10	10	10	10	20	20	20	20	20	NAC CSC	
		Media campaigns on anti-	No. of citizens	36,100,000	5,600,000	6,500,000	7,300,000	8,100,000	8,600,000	42	40	40	45	40	NAC CSC	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn) Kshs					Actor	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	corruption messages to fight and prevent corruption	corruption implemented	ns reached													

Strat egy	Key activities	Expected Output	Output Indicat ors	Target for 5 years	Target					Budget (Mn) Kshs					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Inefficiency in provision of legal services																
Strategic Goal: Enhanced provision of legal services																
KRA 4: General Administration, support and planning services																
Outcome: <ul style="list-style-type: none">Enhanced access of OAG & DOJ servicesTimely delivery of legal servicesReduced state counsel turnoverIncreased productivityConducive work environment																
Strategic Objective: To enhance efficiency in the delivery of services, performance and operations																
Strat egy 1: Trans forma tion of OAG to enhan ce servic e delive ry	Construc tion of a new Office of the Attorney General Headquar ter construct ed and equipped	Office of the Attorney General Headquar ter construct ed and equipped	% of complet ion	100	-	20	40	60	100	-	100	100	100	100	Admi nistra tion	
	Acquisiti on 18,000 sq. feet additiona l office space at CBK Pension Towers	Addition al office space acquired	Office acquire d	1	1	1	1	1	1	200	200	200	200	200	Admi nistra tion	
	Acquisiti on of motor vehicles	60 motor vehicles acquired	No. of vehicle s acquire d	60	12	12	12	12	12	84	84	84	84	84	Admi nistra tion	
	Acquisiti on of office furniture	Office furniture acquired	No. of officers provide d with office furnitur e	300	60	60	60	60	60	7	7	7	7	7	Admi nistra tion	
	Installati	Modern	No. of	3	3	-	-	-	-	-	23	-	-	-	-	Admi

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn) Kshs					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	on of modern lifts	lifts installed	modern lifts installed												nistration	
	Establishment of virtual courts	Virtual courts attendance rooms at the headquarters and DOJ	No. of virtual courts established	9	9	-	-	-	-	60	-	-	-	-	Administration	
	Establishment of smart boardrooms	Smart boardrooms at the Head Quarters established	No of smart boardrooms established	4	1	1	1	1	-	5	5	5	5	-	Administration	
	Refurbishment and equipping of legal resource centre	Legal Resource Centre refurbished and equipped	% completion	100%	50	70	100	-	-	250	100	150	-	-	Administration/RMU	
	Installation of modern telecommunication system at Sheria house and regional offices	Telephone system installed	% of installation	100%	50	75	100	-	-	10	5	5	-	-	ICT/ Administration	
Strategy 2: Decentralisation of legal services	Establishment of OAG offices in all counties	County offices established and equipped	No. of regional offices established	34	15	7	4	4	4	75	35	20	20	20	Administration	
	Acquisition of land and construction of office blocks	9 regional offices constructed and equipped	No. of regional offices constructed	9	2	2	2	2	1	200	200	200	200	200	Administration	
Strategy 3: Enhance legal capacity	Recruitment of state counsel and capacity building of legal	State Counsel and Legal clerks recruited;	No. of state counsel and Legal clerks recruited	475	95	95	95	95	95	50	100	100	100	100	HR M&D	

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn) Kshs					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	staff	State counsel trained on emerging and specialized areas of law	No. of state counsel trained on emerging areas of law	500	50	60	70	80	100	70	80	90	110	130	HR M&D/LARD	
	Outsourcing specialized legal services	Specialized legal services outsourced	No. of external advocates/law firms engaged	10	2	2	2	2	2	150	100	100	150	100	SCMU	CLD/ILD
Strategy 4: Automation and digitization of legal services	Automation of business processes	Legal Services Business processes automated	% of Legal Services Business processes automated	100%	40	80	100	-	-	300	122	121	-			
	Development of a National Victims of crime Database	National Victims of crime disaggregated database developed	% of Database developed	100%	20	40	60	80	100	10	10	10	10	10	VPB	
	Development of an online document management system	Document information management system developed	% of document information management system developed	100%	-	50	100	-	-	0	80	30	20	20	ICT	RMU/Administration
	Acquisition and installation of	ICT equipment acquired and	No. of ICT equipment acquired	2273	403	468	468	468	468	140	140	140	140	140	ICT	Administration

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn) Kshs					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	ICT equipment	installed	d and installed													
	Development of a legal opinion database.	Database for legal opinions developed	% of Database developed	100%	30	70	100	-	-	5	5	5	-	-	ICT	LA&RD
Strategy 5: Implementation of records management policy	Establishment of documentation and modern archival centre at the headquarter and regional offices	Documentation and a modern archival Centre established	% of completion	100%	50	70	100		-	250	100	150	-	-	RMU	Administration
	Digitization of Manual records	Manual records digitized	No. of manual records digitized	10M	3M	3M	2M	2M	-	600	600	300	300	-	ICT	Administration/Records Management Unit
	Acquisition of Bulk filing cabinets for storage records	Bulk filing cabinets for storage records acquired and installed	No. of Bulk filing cabinets for storage records acquired and installed	600	200	200	100	50	50	160	160	80	40	40	Records Management Unit	Administration
Strategy 6: Performance monitoring and reporting	Conduct Monitoring and evaluation of OAG programmes and projects	Monitoring and evaluation undertaken	No. of M&E reports prepared	8	2	2	2	2	2	2.5	2.5	2.5	2.5	2.5	CPP MD	
	Prepare ministerial strategic plan	Ministerial strategic plan prepared	OAG strategic plan	1	-	-	-	-	1	-	-	-	-	12	CPP MD	

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn) Kshs					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Undertake Mid-term review of the strategic plan	Mid-term review of the SP undertaken	Mid-term review report	1	-	-	1	-	-	-	-	3.5	-	-	CPP MD	
Strategy 7: Enhance support and coordination for effective service delivery	Development of sub-sector reports	PPR, PBB, MTEF Sector reports prepared	No. of budget reports	20	4	4	4	4	4	5	5	5	5	5	Finance	
	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	10	10	10	10	10	Accounts	
Strategy 8: Enhance Risk management	Enhanced internal controls accountability and governance	Audit committee operationalized	No. of Audit reports prepared and recommendations implemented	20	4	4	4	4	4	2	2	2	2	2	Administration	
		Financial reports prepared and submitted	No. of unqualified reports to the Office of the Attorney General	5	1	1	1	1	1	1	1	1	1	1	Finance, Accounts, Public Trustee	
Strategy 9: Promotion of customer care and quality	Harmonization and Digitization of service charters	Service charters harmonized and digitized	No. of service charters digitized and harmonized	21	21	-	-	-	-	10	-	-	-	-	Public communication/Administration	
	Develop	Complai	Compla	1	1	-	-	-	-	8	-	-	-	-	Admi	

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn) Kshs					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
service delivery	ment of digitized complements/complaints handling and feedback mechanism	nts/complements handling and feedback mechanism developed and implemented	ints/complements handling and feedback mechanism in place												nistration	
Strategy 10: Secured information System	Development and implementation of secured information system	Communication Strategy developed and implemented	Communication Strategy	1	0	1	0	0	0	0	0	0	0	0	Administration	
Strategy 11: Efficient asset management Strategy 12: Enhance brand visibility of Office of the Attorney General	Development and updating of assets register	Asset register developed and updated	Updated assets register	1	1	-	-	-	-	0.4	-	-	-	-	SCMU	Administration
	Disposal of obsolete and unserviceable assets	Obsolete and unserviceable assets disposed	Disposal report	1	1	1	1	1	1	0.3	0.3	0.3	0.3	0.3	SCMU	Administration
	Development of records management policy and procedure manual	Records management policy and procedure manual developed	Records management policy and procedure manual in place	1	1	-	-	-	-	10	-	-	-	-	RMU	Administration
	Conduct corporate social responsibility by visiting prisons, juvenile, children homes and conducti	Corporate Social Responsibility conducted	No. of CSRs activities undertaken	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	Public communication	Administration

Strategy	Key activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn) Kshs					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	ng tree planting activities															
	Participation in the ASK Trade Fairs, Public Service week, Devolution and Annual conference for independent and constitutional commissions	Trade fairs and conferences attended	No. of trade fairs and conference attended	10	2	2	2	2	2	10	10	10	10	10	Administration	
	Procurement of outdoor signage for OAG headquarter and regional offices	Signage designed and installed	No. of Signage designed and installed	15	10	5	-	-	-	3	2	-	-	-	Administration	
	Printing of assorted IEC materials	IEC materials designed, printed and distributed	No. of IEC materials designed, printed and distributed	5000	1000	1000	1000	1000	1000	1	1	1	1	1	Administration	

6.1.2 Annual Work plan and Budget

The OAG&DOJ intends to align all the Strategic plan strategies enumerated in the action plan implementation matrix to the annual work plans. Annual budgets will be informed by the annual work plans and activity-based costing will be adopted in the development of the annual budgets. A costed work plan for the Financial Year 2023/24 has been appended to this document. (Annex III)

6.1.3 Performance Contracting

The OAG&DOJ will prepare annual performance contracts as a key accountability tool to ensure efficient service delivery. This will be done in line with the costed annual work plans informed by the action plan implementation matrix of the strategic plan.

Coordination Framework

The Office of the Attorney General will implement the strategic plan through a collaborative approach by all the staff departments and sections with the support of the top management. The office will maximize the institutional framework, tap on the skills and competencies of the staff and strive to ensure optimal staffing levels. Quality standards and digitization will also be adopted to enhance the OAG&DOJ systems and procedures.

6.2.1 Institutional Framework

The OAG/DOJ has developed a strategic plan for the period 2023/24 - 2027/28. The plan outlines the following structures and policies that support its planned strategies.

The office has six core functions: civil litigation, government transactions, international law, legislative drafting, legal advisory and research and registration services. Each function is headed by the head of department who reports to the Solicitor General. The heads of department are responsible for implementing the strategies and activities related to their respective functions.

It has also established several departments and boards that deal with specific legal issues and services, such as victim protection, public trustee, and National Legal Aid Service, National Coroners Service, College of Arms and the Advocates Complaints Commission. These departments and boards are headed by commissioners or chairpersons who report to the Attorney General. They are also responsible for implementing the strategies and activities related to their respective mandates.

The office has further adopted a results-based management approach to monitor and evaluate its performance and impact. The office annually develops a performance contract that outlines the expected outputs, outcomes, indicators, targets, and timelines for each function, department, and board. It will also conduct regular reviews to assess its progress and challenges.

The developed human resource management policy by the office aims to enhance the capacity, motivation, and retention of its staff. It has identified the core competencies and skills required for each function, and department. It also provides training, mentoring, coaching, and career development opportunities for its staff.

There is a developed financial management policy that aims to ensure efficient, effective, transparent, and accountable use of its resources. It has established a budget committee that oversees the preparation, allocation, and utilization of its budget. It also adheres to the public finance management laws and regulations.

The developed communication strategy aims to enhance the OAG/DOJ visibility, credibility, and stakeholder engagement. It has also established a communication unit that coordinates its internal and external communication activities. It also uses various media platforms to disseminate information about its services, achievements, and challenges.

There is a developed ICT policy and an ICT strategy. These policies provide a framework for managing and governing the use of technology, data, and information systems. While the ICT Strategy provides a roadmap for technology-related decision-making and investments, ultimately contributing to the office goals and objectives

6.2.2 Staff Establishment, Skills Set and Competence Development

This is an evaluation of the existing staffing levels; skills sets and competencies to ascertain the office adequacy and relevance towards supporting implementation of the strategic plan.

Table 6.2: Staff Establishment

As of July 2023, The Office had an in-post of 1,092 officers against an authorised establishment of 1,659 officers. The in-post of technical officers was 525 against an authorized establishment of 1,066 representing 49% of the authorized Establishment.

Table 6.2: Staff Establishment

Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In-Post (C)	Variance D=(B-C)
State Counsel	936	936	424	512
Legal Clerk Assistant	50	50	48	2
Post pupillage Interns	0	0	53	-53
State Counsel In MDAs	80	80	93	-13
Administration Officers	8	8	13	-5
Advisors	0	0	3	-3
Accountants	64	64	22	42
Building Surveyor (Estate Manager)	2	2	0	2
Finance Officers	9	9	6	3
Public Communications Officers	13	13	15	-2
Receptionists	7	7	8	-1
Supply Chain Management	19	19	23	-4
HRM And Development Officers	24	24	24	0
Librarian	5	5	2	3
Security Officers	1	1	5	-4
ICT Officers	14	14	8	6
Economists	5	5	7	-2
Gender And Social Development Officers	2	2	1	1
Drivers	66	66	40	26
Records Management Officers	70	70	41	29
Clerical Officers	98	98	208	-110
Office Administrative Officers	100	100	75	25

Support Staff	86	86	66	20
Total	1,659	1,659	1,185	474

Table 6.3: Skills Set and Competence Development

Cadre	Skills set	Skills Gap	Competence Development
State Counsel	PHD Masters Senior Leadership Management course(SLDP) Senior Management course (SMC)	Emerging areas of law: - <ul style="list-style-type: none"> • Extractive Industry (Oil and Gas) • Public Private Partnerships • International Commercial Arbitration • Building Construction Adjudication Litigation • Negotiation and Drafting of contracts • Environmental Impact Assessments • Public Procurement Law and Policy • Blue Economy • Terrorism and Counter-terrorism • Money laundering, Financial Crimes • Human Trafficking; Cybercrimes • Legal Audits and Compliance • International commercial Arbitration and Litigation; Management 	To enhance the skills and career mobility
Legal Clerk Assistant	Court Processing Legal Research	Court Processing Legal Research	To enhance the skills and career mobility
Building Surveyor (Estate Manager)	Masters Senior Leadership Management course(SLDP) Senior Management course (SMC)	<ul style="list-style-type: none"> • Property Management • Financial Management 	To enhance the skills and career mobility
Support Services	Masters Senior Leadership Management course(SLDP) Senior Management course (SMC)	Continuous Professional Development Courses	To enhance the skills and career mobility

6.2.3 Leadership

OAG&DOJ has established Strategic Theme Teams to provide leadership and ensure implementation of the projected Strategic Plan targets. The teams have been aligned to the four (4) identified strategic issues for purposes of responsibility and accountability in leading and coordinating the execution of strategic plan activities relevant to the KRAs. The teams and the terms of reference are enumerated in Annex II.

6.2.4 Systems and Procedures

The OAG&DOJ plays a critical role in upholding the law and providing legal advice to the government. Establishing effective systems and procedures within this office is essential to ensure the smooth functioning of its various responsibilities.

The office will undertake the following digital transformation:

- a. Automation and digitization of OAG&DOJ services
- b. Business process re-engineering.
- c. Implementation of an electronic document management system to ensure secure storage, quick retrieval and sharing of documents.
- d. Implementation of online research and legal database to allow state counsel to access the relevant case laws, statutes and legal opinions
- e. Carry out data analytics and data insights to gather information on the office performance, employee satisfaction and customer satisfaction.
- f. Assess and evaluate the existing ICT infrastructure including hardware, software, and network and identify areas where we need improvements.
- g. Implement cyber security measures to protect sensitive legal information from cyber threats.
- h. Compliance to the data protection laws.
- i. Development of guidelines on provision of legal services to MDA by the Office of the Attorney General.
- j. Productivity mainstreaming
- k. Acquisition of ISO Certification

6.2.5 Human Resource Development Strategies

The Human Resource Department is charged with the responsibility of management of human resource matters in the Office. The Department has developed the following strategies to ensure efficient and effective implementation of the strategic plan and service delivery:

- a. Restructure the office from the Ministerial staffing structure (17 structure) to manage its staffing requirements and terms of service to acquire a competitive remuneration and retention strategy.
- b. Enhancement of staff capacity especially training of counsel on specialized and emerging areas of law;
- c. Filling of vacant positions in the approved staff establishment to enhance decentralization of services to the counties;
- d. Enhancing staff performance management through continuous review and evaluation of set targets;
- e. Undertaking annual surveys: Employee's satisfaction, Training Needs Assessment, Training Impact Assessment, customer satisfaction and work environment and undertaking targeted

wellness programmes (HIV&AIDS prevention, mental health, Drugs and substance abuse, social activities to cushion staff on physical and emotional impacts)

- f. Conducting bi-annual colloquia for all cadres to enhance synergy in the office; and
- g. Enhancement of Mentorship/Coaching and Apprenticeship to enhance succession management and skills transfer.

6.2.6 Risk Management Framework

The OAG&DOJ has developed a risk management policy framework that identifies the risks to the implementation of this Strategic Plan and their attendant mitigation measures. The framework is illustrated in the table below;

Table 6.4: Risk Management Framework

S/No.	Risks	Risk and Description	Likelihood (L/H/M)	Severity (L/H/M)	Overall Risk Level (L/H/M)	Mitigation Measure(s)
1.	Strategic Risks	Constitutional or statutory changes may affect the strategies of OAG in the discharge of its mandate	M	M	M	Staff/Stakeholder sensitization on constitutional and statutory changes Enhance OAG management capacities
		Some of the proposed strategies and their respective programmes/activities may be opposed by some stakeholders; and	M	M	M	Carry out appropriate consultations with stakeholders
		Inadequate cooperation by stakeholders	L	H	M	Enhance stakeholder collaboration
		Access of confidential /classified records/ materials	H	H	H	Storage of classified records and executive office
2.	Organizational Risks	Enactment of new laws that may affect the Organization and functional mandate of the office	H	H	H	Enhance Monitoring and Evaluation (M&E) for early detection of any formative risk
		Low visibility	H	H	H	Publicizing through sensitization and public awareness
		Inappropriate Organizational Culture	M	M	M	Team building
		Conflicting opinions issued to MDA's	H	H	H	Development of a repository of legal opinions
		OAG pace of decentralization	H	H	H	FastTrack decentralization of OAG services
3.	Operational Risks	Poor remuneration, staff turnover, shortage of office space, inadequate legal resources, and	H	H	H	Improve remuneration terms, recruit adequate staff and enhance OAG infrastructure

S/No.	Risks	Risk and Description	Likelihood (L/H/M)	Severity (L/H/M)	Overall Risk Level (L/H/M)	Mitigation Measure(s)
		redeployment of staff may interfere with implementation of the Strategic Plan;				
		OAGw uptake of the online registration services	L	M	L	Fast-track automation
		Security threats of state counsel in the line of duty e.g. terrorism, bandits	H	H	H	Enhance collaboration with security agencies
		OAG process affecting the pace operationalisation of institutions to be delinked	H	H	H	Support delinking of ACC & NLAS
		Leakage of confidential information and access by unauthorized persons	H	H	H	Enhancement of security; Automation and digitization of services;
4.	Financial Risks	Delayed or inadequate funding.	H	H	H	Enhance partnership mechanisms with National Treasury and development partners
		Changes in disbursement of funds by development partners	M	H	H	Undertake consultations.
5.	Technological Risks	Reluctance to embrace the rapid and emerging technological changes by staff	M	M	M	-Continuous change management initiatives -Continuous capacity building on new technology
		System failures and Intermittent internet equipment breakdown	M	M	M	Develop and implement business continuity plan Purchase up to date ICT infrastructure & ensure maintenance
		Loss of information/data, Computer malware Data breaches, and Cyber Attacks	H	H	H	- Develop and implement business continuity plan -Antimalware installed on all computers -Put in place a strong security system and create a backup system -Continuous sensitization of staff on cyber security
7.	Political Risks	Political unrests, demonstrations and upheavals	M	M	M	Advice on engagements in mediation with the stakeholders
		Delay in enactment of legislations and approval of policies by Parliament	L	L	L	Enhanced collaboration and coordination with all arms of government
8.	Environmental Risks	Effects of climate change on service	M	M	M	-Develop and implement business continuity plan

S/No.	Risks	Risk and Description	Likelihood (L/H/M)	Severity (L/H/M)	Overall Risk Level (L/H/M)	Mitigation Measure(s)
		delivery.				<ul style="list-style-type: none"> -Undertake activities that mitigate effects of climate change -Capacity building on environmental issues -To promote environmental awareness.

DRAFT

CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

7.0 Overview

This chapter provides information on the resources required to implement the strategic plan (2023-2027). This includes financial requirements, Resource Mobilization Strategies and Resource Management.

7.1 Financial requirements

The strategic goals of the office are linked to four Key Result Areas (KRAs). The projected financial resources required for the implementation of this Strategic Plan is Ksh. 39,030.40 million as shown in Table 7.1.

Table 7.1. Financial Requirements for Implementing the Strategic Plan

Categories	Projected Resource Requirements (Ksh. Million)					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
KRA 1: Legal services	993.50	1,224.00	1,463.00	969.00	877.50	5,527.00
KRA 2: Governance, legal training and constitutional affairs	795.00	938.00	1,036.00	809.00	737.00	4,315.00
KRA 3: Leadership and integrity	139.00	150.00	162.00	175.00	175.00	801.00
KRA 4: General Administration planning and support services	2,415.70	3,345.30	2,833.80	2,539.30	2,095.30	13,229.40
Administration Cost (Including Personnel Emolument)	2,913.38	2,970.41	3,029.52	3,090.71	3,153.98	15,158.00
Total	7,256.58	8,627.71	8,524.32	7,583.01	7,038.78	39,030.40

The total estimated financial resource requirement for the plan period is Ksh. 39,030.40 million against an estimated allocation of Ksh. 20,301.21 million creating a funding gap of Ksh. 18,729.19 million as shown in Table 7.2 below. The yearly resource gaps are indicated in the table below:

Table 7.2. Resource Gaps

FY	Requirement (Ksh.Million)	Estimated resource Allocation (Ksh. Million)	Variance (Ksh. Million)
Year 1	7,256.58	3,605.14	3,651.44
Year 2	8,627.71	3,844.51	4,783.20
Year 3	8,524.32	4,032.42	4,491.90
Year 4	7,583.01	4,280.97	3,302.04
Year 5	7,038.78	4,538.17	2,500.61
Total	39,030.4	20,301.21	18,729.19

7.2 Resource Mobilization Strategies

This Strategic Plan will be mainly financed by resources from the Government of Kenya (GoK) and partly development partners. As the earmarked activities in this plan are critical to the Office of the Attorney General and Department of Justice, the resource should be availed for successful and effective implementation of this Strategic Plan. The Office will explore diversified strategies for resource mobilization and prudent financial management as outlined below.

7.2.1 Government Financing

The Office of the Attorney General and Department of Justice will effectively bid for allocation of more resources through the Medium-Term Expenditure Framework Budget in Sector Working Groups, National Treasury and Parliament.

7.2.2 Development partners

The Office will leverage on its cordial relations with development partners to support the office in implementation of some of the critical programmes in the office. Some of the development partners include EU, GIZ, UNDAF, IDLO, OSIEA, IJM, DPF, AGA-Africa and AML-CFT.

7.2.3 Other Resources

The Office will explore partnerships with other government departments and agencies to support implementation of strategic plan strategies.

7.3 Resource Management

The office will continue to maintain strict adherence to approved Work Plan, Procurement Plan for the fiscal year and the Public Finance Management Act, 2012, Public Procurement and Assets Disposal Acts, 2015 and their attendant regulations, other relevant laws, directives, circulars and guidelines on allocation, monitoring, control and use of resources.

Further, to enhance proper utilization and prudent management of the allocated resources, the Office of the OAG&DOJ will employ the following interventions:

- a. Build capacity of State Counsel on emerging areas of laws to reduce cost of hiring external lawyers;
- b. Construction of the Office of the Attorney General Headquarter in Nairobi and in the regions to accommodate all OAG&DOJ staff to minimize lease and rental costs;
- c. Optimize inter-Agency/Integrated provision of Legal Services;
- d. Timely disposal of obsolete assets to minimize maintenance cost; and
- e. Leverage on ICT towards Administration efficiency. This is expected to reduce costs, thereby releasing resources to priority areas.

CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK

8.0 Overview

Successful implementation of this Strategic Plan will depend largely on how the outcomes and outputs are effectively monitored and evaluated. This chapter presents the monitoring, evaluation and reporting framework of the Strategic Plan. This will involve a systematic and continuous process of collecting and analysing information based on the indicators, targets and provision of feedback. An implementation matrix with clear outcomes, outputs, output indicators and targets for the five-year duration plan is annexed to facilitate monitoring and evaluation of the Plan. The results of M&E will be used to make corrective actions, improve implementation of activities and also inform future plans of the Office of the Attorney General and Department of Justice.

8.1 Monitoring Framework

The OAG&DOJ will develop a robust framework for Monitoring and reporting implementation of the Strategic Plan 2023-2027. Further, the office will institutionalize annual performance/ status reports as one of the key deliverables. The monitoring framework will define the frequency and responsibility of the actors in the exercise; the key monitoring reports to be prepared including the users of the reports; development of standard formats for data collection and reporting to ensure uniformity; periods to be covered and details of information to be supplied. The users of the developed reports include both the internal and external stakeholders of the OAG&DOJ.

The overarching objective of monitoring implementation of this Strategic Plan will be to obtain and provide data and information for evidence-based decision making. This will involve regular assessment of progress in implementing the strategies and activities for each Strategic Result Area. Monitoring will involve collecting and analysing information relating to the various indicators in the implementation matrix of the strategic plan

Monitoring of the OAG & DOJ's activities, projects and programmes will be spearheaded by the Accounting Officer through coordination of the Central Planning and Project Monitoring Department (CPPMD) in conjunction with other departments and units. At the beginning of every Financial Year, a Monitoring Plan will be developed with details of the projects and programmes to be monitored, timelines for the monitoring exercises and reporting. Monitoring of financial and other resources will also be undertaken to ensure that all the resources are utilised in accordance with the approved work plans and budgets to ensure accountability.

To ensure that there is a clear way of measuring performance, OAG&DOJ will institute a performance management plan that clearly shows the performance reporting framework on the set indicators and annual targets. This will ensure that commitments made in this plan are translated to service delivery to beneficiaries through performance contracting and annual work-plan, both at the Departmental/Unit and individual levels. The annual work-plan will be the basis for execution of this Strategic Plan. This is depicted in the diagram below:-



Performance Standards

The Office of the Attorney General monitoring and evaluation framework will be based on the following internationally accepted norms and standards; relevance, efficiency, effectiveness, success and sustainability.

Performance of the Strategic Plan will be tracked by employing standards such as definition of key performance indicators identified at outcome, output and efficiency level and collection of the respective KRAs data by the Strategic Theme Teams through coordination of the head, CPPMD. Specifically, methodologies to be deployed in undertaking monitoring, evaluation and learning include: Quantitative and Qualitative data collection, Analysis; Report writing and Dissemination of M&E report for evidence based decision making.

The key deliverables of the M&E Framework will be as follows:

- Establishment of a reporting format incorporating Key Performance Indicators for each reporting unit as well as the periods to be covered in the reports;
- Determination of the reporting requirements and identification of M&E officers from implementing departments and sections who will provide pertinent data to the CPPMD to assist in the performance evaluation;
- Projects monitoring work plan including the resources required to guide monitoring of its implementation;
- Documentation of best practices and lessons learnt in the M&E exercise; and
- Dissemination of M&E reports and lessons learnt to stakeholders

8.3 Evaluation Framework

Evaluation will involve a systematic and objective process of examining the relevance, effectiveness, efficiency and impact (both expected and unexpected) of the Strategic Plan strategies. Evaluation will be done through formal surveys and assessments and will be aimed at determining the level and extent of achievement of the objectives towards achievement of the strategic goals along respective KRAs. Three major evaluation activities will be undertaken. These include mid-term evaluation; end-term evaluation and ad hoc evaluation (where necessary). The table below provides a summary of clearly defined outcome indicators, baselines and targets;

Table 8.1: Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
KRA 1: Legal Services	Enhanced professionalism in the legal profession	No. of complaints finalized	1000	2022/23	3250	6250
	Enhanced independence of execution of the ACC mandate	% of ACC Bill developed	-	2022/23	100	-
	Effective distribution of estates	No. of estates and Trusts finalised	4200	2022/23	9300	16,000
	Effective and efficient resolution of dispute resolution through ADR	% of cases resolved through ADR	100%	2022/23	100	100
	Transparency and accountability of investing Public Trustee Funds	% of operationalization of Public Trustee Act	40%	2022/23	85	100
	Reduced exposure to Government liability	% of contracts vetted	100%	2022/23	100	100
		% of negotiated and vetted instruments	100%	2022/23	100	100
	Clarity on legal and regulatory obligations	% of legal opinions issued	100%	2022/23	100	100
	Effective and efficient resolution of disputes filed against the Government	% of cases concluded with favourable judgement	1498	2022/23	4200	7500
	Enhanced cooperation in fighting trans-national organised crimes	% of agreements concluded	100%	2022/23	100	100
	Enhance family protection	No. of marriages registered	53,135	2022/23	120,000	225000
	Safeguarding the right of association	No. of societies registered	1006	2022/23	2700	5000
	Enhance legal protection and recognition against misuse of registered Heraldries	No. of Heraldries registered	15	2022/23	60	125
	Enhanced access to justice by the indigents	No. of indigent persons provided with legal aid	120,000	2022/23	390,000	700,000

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
KRA 2 governance, Legal Training and Constitutional affairs	Enhanced governance and access to justice	% of Laws harmonised to the Constitution	100%	2022/23	100%	100%
	Culture of adherence to the constitution Inculcated	No. of civic education programmes rolled out in 47 counties	12	2022/23	31	47
	Improved governance and integrity culture	% of implementation of policy and legal framework	20%	2022/23	60	100
	Fundamental Human Rights upheld	% of implementation of human rights obligations	20%	2022/23	100	100
	Enhanced support and justice for crime victims	% of implementation of policy and legal framework	20%	2022/23	60	100
	Quality of legal education improved	% of legal education policy developed	20	2022/23	60	100
	Transparency in the investigation of reportable deaths Enhanced	% of NCS operationalized	-	-	50	100
KRA 3 Leadership and integrity	Improved cultural and behaviour practices towards corruption	No. of public service announcements	10	2022/23	750	1500
	Awareness on corruption prevention increased	No. of citizens sensitized	8000	2022/23	24000	40000
		No. of citizens reached	1M	2022/23	6M	14M
KRA 4 General Administration, support and planning services	Enhanced access of OAG & DOJ services	% increase in the no. of clients accessing OAG services	0%	2022/23	40%	100%
		% increase in revenue collection	0%	2022/23	30%	60%
	Skills and professional experience of state counsel enriched	No. of state counsel trained on emerging areas of law	0	2022/23	180	360
	Reduced state counsel turnover	% of retention rate of state counsel	100	2022/23	100	100
	Conducive work environment	No. of office equipment acquired	600	2022/23	2850	4100
		No. of office	-	2022/23	900	1500

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
		furniture items acquired				
	Improved access to legal information and legal resources	% of legal enquiries made.	20%	2022/23	40	100

8.3.1 Mid-Term Evaluation

OAG&DOJ will conduct a mid-term evaluation of this strategic plan to examine the progress towards achievement of the set targets. This will be undertaken in the mid-term of the FY 2025/2026. The recommendations of the mid-term evaluation will help in making improvements in implementation of strategic plan targets in the remaining period.

i. End-Term Evaluation

This will involve collection and analysis of data at the end of the strategic plan period (FY 2027/28) to determine the implementation status of policies, projects and programmes with the aim of establishing the extent to which the objectives have been achieved and to assess the overall performance. The achievements, challenges, lessons learnt and recommendation will inform the subsequent OAG&DOJ Strategic Plan.

Reporting Framework and Feedback Mechanism

All OAG departments will be involved in monitoring and reporting on the progress of achievement of results and objectives based on the key indicators agreed upon in this Strategic Plan. This will be achieved by ensuring collection and provision of timely and accurate data during the plan period. The departments will be expected to generate reports on quarterly, bi-annual and annual basis or as outlined in the implementation matrix in the annex I. The office will therefore have the following monitoring timelines;

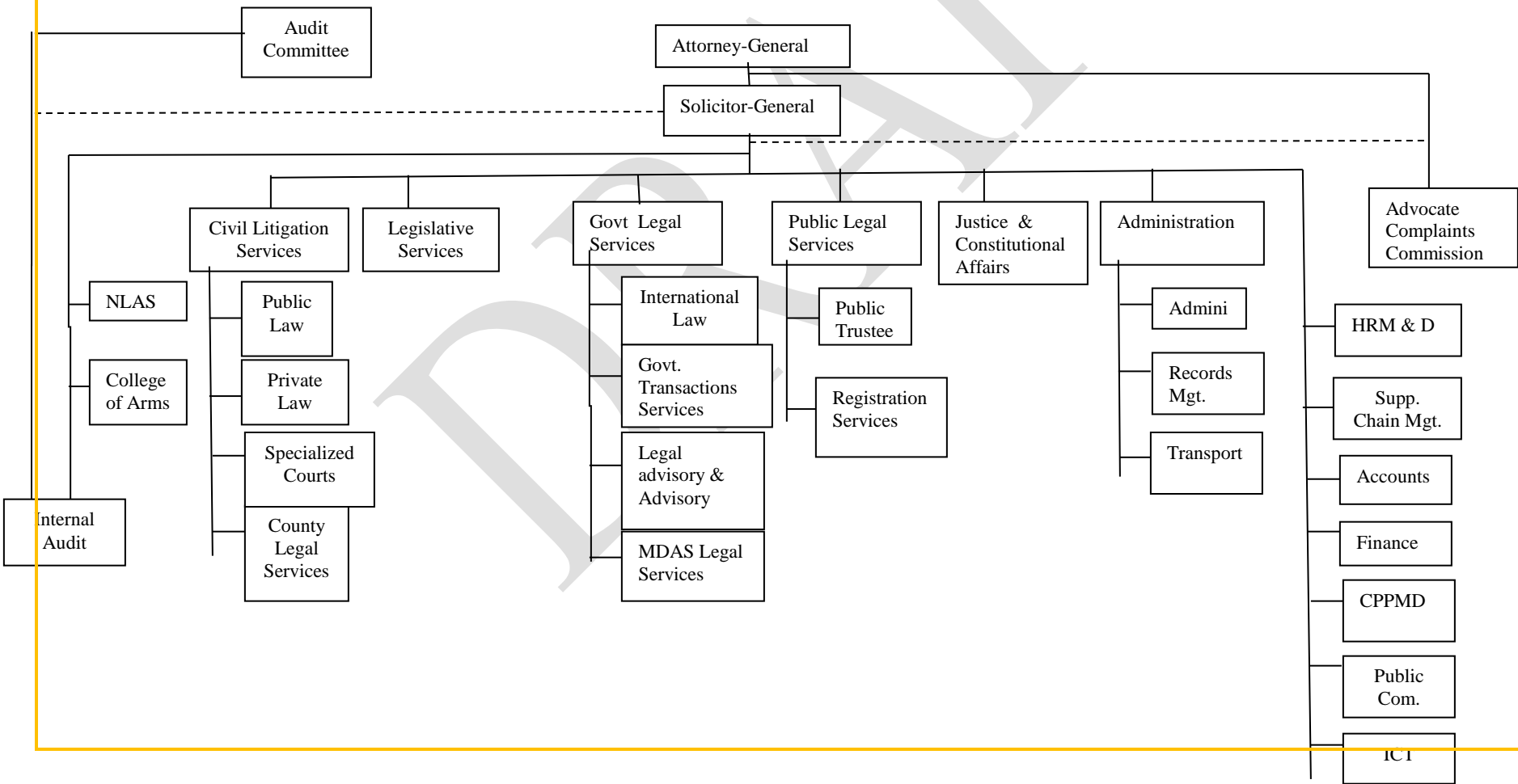
- Quarterly Monitoring and reporting;** this involves monitoring of projects at the end of each quarter in every financial year of the period.
- Annual Monitoring and Reporting;** this involves tracking of the implementation status of policies, projects and programmes at the end of each financial year of the strategic plan period.
- End-Term monitoring and Reporting;** this involves tracking the progress of the planned targets and objectives at the end of the plan period.

Annex II. Strategic Plan Theme Teams

Theme Teams	Strategic Issue	Responsibility for Implementation of Projected Targets	Theme Team Members
Theme Team 1	Legal and regulatory framework impediment	i. Advocates Complaints Commission ii. International Law Division iii. Government Transaction Division iv. Legal Advisory & Research Division v. Registrar General vi. Public Trustee vii. Civil Litigation Department viii. National Legal Aid Service	1. Mr. George Nyakundi 2. Ms. Njeri Wachira 3. Ms. Jacqueline Muindi 4. Ms. Pauline Mcharo 5. Ms. Jane Joram 6. Ms. Lucy Mugo 7. Mr. Charles Mutinda 8. Ms. Flora Bidali
Theme Team 2	Upholding rule of law	i. Legislative Drafting Department ii. Victim Protection Board iii. Department of Justice	1. Ms. Maryann M. Njau-Kimani 2. Ms. Linda Murila 3. Ms. Mary Wairagu 4. Ms. Emily Chweya 5. Ms. Sophie Sitati
Theme Team 3	Accountability and Transparency	i. National Anti-Corruption Campaign Steering Committee ii. Department of Justice	1. Mr. David Gathii
Theme Team 4	Inefficiency in provision of legal services	i. Administration ii. Central Planning and Project Monitoring Department iii. Human Resource Management and Department iv. Finance v. Supply Chain Management Unit vi. Public Communication vii. Information Communication Technology viii. Accounts	1. Mr. Hillary Kyengo 2. Ms. Jackline Njuguna 3. Dr. Alela E.D 4. Mr. Simon Mugambi 5. Ms. Christopher Keter 6. Ms. Linda Minaywa 7. Mr. Amos Ayoo 8. Ms. Irene Mbogo
Theme Teams Terms of Reference			
a. Provide leadership that will be responsible for the execution of the strategic plan; b. Cascade the strategic plan targets to the MTEF framework, annual work plans and performance contracts to ensure realization of the planned targets; c. Coordinate development/review of policies, rules and regulations to support the implementation of the strategic initiatives; d. Coordinate activities that are key in the implementation of the strategic plan; e. Explore alternative resource mobilization strategies e.g. donor support to finance the resource requirements gaps for the implementation of various strategies in the plan;			

Theme Teams	Strategic Issue	Responsibility for Implementation of Projected Targets	Theme Team Members
<ul style="list-style-type: none"> f. Ensure that resources are applied on the Strategic Plan critical activities. Towards this, BETA principle of prioritization and sequencing in the utilization of scarce resources to achieve desired outcomes should be adopted; g. Track performance of the strategic plan targets by providing implementation status data for respective KRAs annually for continual adjustment and improvement of the necessary corrective interventions in the strategy; h. Undertake mid-term review of the strategic plan targets and provide implementation status report; and i. Ensure staff skills and competencies are employed for effective and efficient implementation of the strategic plan. 			

Annex III: Proposed Organizational Structure



ANNEX IV: FY 2023/24 ANNUAL WORKPLAN

DRAFT