



REPUBLIC OF KENYA

OFFICE OF THE ATTORNEY GENERAL AND DEPARTMENT OF JUSTICE



STRATEGIC PLAN (2023/24 – 2027/28)

“Learned to Deliver”





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DEPARTMENT OF JUSTICE

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VISION, MISSION AND CORE VALUES

Vision

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

Mission

“To facilitate realization of good governance and respect for the rule of law through efficient 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;

- Integrity
- Professionalism
- Teamwork and Respect for Diversity
- Quality Service Delivery
- Equity and Fairness

FOREWORD



“The Office of the Attorney General is established pursuant to Article 156(1) of the Constitution of Kenya, under the executive arm of the government.

The Office derives its mandate from Article 156(4) of the Constitution, the Office of the Attorney-General Act, Cap. 6A 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 adviser 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. 2 of 2023 on the organization of Government include: Legal Policy Management, Anti-Corruption, Integrity and Ethics Strategies; 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 Office of Attorney General and Department of Justice (OAG&DOJ) 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&DOJ 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&DOJ 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 (BETA) among other national priorities. The Strategic Plan also resonates with the United Nation's Sustainable Development Goals (SDGs), the African Union's Agenda 2063 as well as other regional and international development goals.

In the Plan period, the OAG&DOJ will undergo institutional reforms to improve efficiency and optimal use of resources. Specific priorities have also been formulated for moving OAG&DOJ towards necessary change and modernization. In addition, we will enhance our decentralization efforts and ensure that all our services are available in all 47 counties in Kenya. We aim to achieve seamless service provision, 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 OAG&DOJ. We invite you to hold us to account going forward.



Hon. J. B. N. Muturi, EGH

Attorney - General

PREFACE AND ACKNOWLEDGEMENT



This Strategic Plan succeeds the Office of the Attorney General and Department of Justice (OAG&DOJ)'s Fourth Generation Strategic Plan, 2018 – 2022. The Strategic Plan will guide the 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&DOJ's mandate.

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

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

The Plan has been developed through a highly participatory process involving the departments of the OAG&DOJ, its affiliated Semi-Autonomous Government Agencies (SAGAs) and the wider pool of stakeholders in the public sector, development partners, Civil Society Organizations (CSOs), 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.

I look forward to your continued collaboration and support during the implementation of this Plan as this will not only ensure coherence, but it will also enhance synergy as we seek to contribute to the national development goals under the Fourth Medium Term Plan of the Kenya Vision 2030 and BETA.

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 was also through their support that the Technical Working Group under

the leadership and technical direction of the Central Project Planning and Monitoring Department (CPPMD) was facilitated with the necessary resources to deliver the Strategy.

In this regard, special thanks go to the Technical Working Group that comprised 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 input provided by the Heads of Departments 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.

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

Hon. Shadrack J. Mose
Solicitor General

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DEFINITION OF CONCEPTS AND TERMINOLOGIES

Bottom - Up Economic Transformation Agenda (BETA)- Economic turn-around Plan by H.E. the President outlining the government's focus during the period, 2023-2027. The agenda prioritise to increase investments in five sectors envisaged to have the largest impact on the economy as well as on household welfare. These are: Agriculture; Micro, Small and Medium Enterprise (MSME); Housing and Settlement; Healthcare; and Digital Superhighway and Creative Economy.

Indigent - A person who cannot afford to pay for legal services.

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 Licensing 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
AWPs	Annual Work Plans
BES&GC	Business Education Single and Group Certificate
BETA	Bottom-up Economic Transformation Agenda
BRS	Business Registration Service
CACCOCS	County Anti-Corruption Campaign Oversight Committees
CBK	Central Bank of Kenya
CLD	Civil Litigation Department
CLE	Council of Legal Education
CPA	Certified Public Accountant
CPD	Continuing Professional Development
CPPMD	Central Planning and Project Monitoring Department
CSR	Corporate Social Responsibilities
DOJ	Department of Justice
DPF	Development Policy Financing
EAC	East Africa Community
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
ICCPR	International Covenant on Civil and Political Rights
ICERD	International Convention on the Elimination of All Forms of Racial Discrimination
ICESCR	International Covenant on Economic, Social and Cultural Rights
ICT	Information Communication Technology

IDLO	International Development Law Organization
IEC	Information, Education and Communication
IFMIS	Integrated Financial Management Information System
ILD	International Law Division
IPPD	Integrated Personnel and Payroll Database
ISO	International Standards Organization
IJM	International Justice Mission
KCSE	Kenya Certificate of Secondary Education
KIPPRA	Kenya Institute of Public Policy Research and Analysis
KLRC	Kenya Law Reform Commission
KRA s	Key Result Areas
KSL	Kenya School of Law
Ksh.	Kenya Shillings
LAN	Local Area Network
LARD	Legal Advisory and Research Division
LDD	Legislative Drafting Department
LLB	Bachelor of Laws
LLM	Master of Laws
LSK	Law Society of Kenya
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
NCIA	Nairobi Centre for International Arbitration
NCS	National Coroners Service
NEAP	National Ethics and Anti-Corruption Policy
NLAS	National Legal Aid Service
NCLR	Council for Law Reporting
OAG&DOJ	Office of the Attorney General and Department of Justice
ODPP	Office of the Director Public Prosecutions
OHCHR	Office of the High Commissioner for Human Rights
OSIEA	Open Society Initiative for Eastern Africa
PBB	Programme Based Budget
PC	Performance Contract
PESTELE	Political, Economic, Social, Technological, Environmental and Legal & Ethics
PHD	Doctor of Philosophy

POEA	Public Office Ethics Act
PPR	Programme Performance Review
PSAs	Public Service Announcements
PT	Public Trustee
QMS	Quality Management System
RBA	Resource Based Analysis
RG	Registrar General
RMU	Records Management Unit
SAGAs	Semi-Autonomous Government Agencies
SCMU	Supply Chain Management Unit
SDEP	State Department for Economic Planning
SDGs	Sustainable Development Goals
SG	Solicitor General
SLDP	Senior Leadership Development Program
SLMC	Senior Leadership Management Course
SMC	Senior Management Course
SO	Strategic Objective
SP	Strategic Plan
SPAS	Staff Performance Appraisal System
SPTTC	Strategic Plan Theme Teams Committee
STTs	Strategic Theme Teams
SWOT	Strengths, Weaknesses, Opportunities and Threats
ToRs	Terms of Reference
TWG	Technical Working Group
UN	United Nations
UNCAC	United Nations Convention against Corruption
UNCAT	United Nations Convention against Torture
UNDAF	United Nations Development Assistance Framework
UNODC	United Nations Office on Drugs and Crime
UPR	Universal Periodic Review
USDOJ	United States Department of Justice
VPA	Victim Protection Agency
VPB	Victim Protection Board
WAN	Wide Area Network
WPA	Witness Protection Agency

EXECUTIVE SUMMARY

Overview: Office of the Attorney General is established under Article 156 of the Constitution with the mandate of being principal legal adviser 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 from 2023/2024 to 2027/2028 in the context of the Fourth Medium Term Plan with clear focus on the BETA

The Fifth Generation Strategic Plan is the successor of the Fourth Generation Plan that covered the period 2018/19-2022/23, implementation of which 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; registration of 58,946 Customary, Hindu and Muslim marriages; 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 Regulations, 2022; Enhanced access to justice through provision of legal aid services to 105,791 indigents, marginalized and vulnerable persons; strengthening of legal and institutional framework for legal education in Kenya 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 decentralize OAG&DOJ 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 digitization of legal services business processes 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 global institution in promotion and protection of the rule of law and good governance” while the **Mission** shall be “To facilitate realization of good governance and respect for the rule of law through efficient 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 four Key Results Areas for implementation during the period 2023/24 – 2027/28. They are: Key Result Area 1: Legal Services; 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, ten (10) strategic objectives and corresponding strategies have been developed for the KRAs.

The Plan is organized into eight chapters addressing different thematic areas as follows;

CHAPTER ONE

This chapter provides introduction and gives information on the strategy as imperative for OAG&DOJ’s success; the context of strategic planning taking into consideration the global, regional and national priorities and development frameworks; the history of OAG&DOJ; and the methodology/process of developing the Strategic Plan, 2023-2027

CHAPTER TWO

This chapter provides the strategic direction of the Office of the Attorney General and Department of Justice including: - the mandate; vision and mission statements; strategic goals and core values; and policy statement.

CHAPTER THREE

This chapter provides an overview of situational and stakeholder’s analysis, covering: -macro environment and micro environment; strengths, weaknesses, opportunities and threats analysis; analysis of internal environment including governance and administrative structures’, internal business processes and resources and capabilities; performance on the implementation of the previous Strategic Plan, 2018-2022; and stakeholders’ analysis.

CHAPTER FOUR

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 as follows:

- i. Legal services
- ii. Governance, Legal training and constitutional affairs
- iii. Leadership and integrity
- iv. General Administration Planning and Support Services

CHAPTER FIVE

This chapter outlines the strategic objectives and strategic choices, which provide the office's 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

CHAPTER SIX

This chapter provides information on the resources required to implement the strategic plan. Further, it contains the implementation and coordination framework of the Office of Attorney General and Department of Justice. 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.

CHAPTER SEVEN

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.

CHAPTER EIGHT

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 OAG&DOJ.

The estimated budget for implementation of this Strategic Plan amounts to Kshs 38.241 billion against an estimated allocation amounting to Kshs 20.301 billion. Towards this end, the proposed strategies for resource mobilization will entail: - lobbying the Government for additional funding; engaging the development partners; exploring partnerships with other government departments and agencies and exercising prudence in financial management.

The Strategic Plan will be implemented through OAG&DOJ's Annual Work Plan (AWPs), Performance Contracts (PCs) and Staff Performance Appraisal System (SPAS) by mainstreaming day to day activities to the Departments, Divisions, Sections, and Units. Further, the plan will be implemented through Strategic Theme Teams (STTs) on account of responsibility. The outputs emanating from the use of these tools and measures will serve as the indicators, and thereby be converted into quarterly, biannual and annual targets for the OAG&DOJ.

To assess the implementation of the plan, OAG&DOJ will monitor and evaluate the implementation process (inputs, activities, outputs and outcomes) of the plan to ensure efficiency and effectiveness in service delivery.

The M&E findings will be disseminated to all implementers to facilitate informed decision making on the implementation of the plan. The M&E will be coordinated and spearheaded by the Central Planning and Project Monitoring Department (CPPMD). The Strategic Plan, 2023-2027 will undergo a mid-term review in 2025/2026 and end term evaluation at the end of the plan period (2027/2028).

1

CHAPTER ONE:

INTRODUCTION

1.0 Overview

The Chapter gives an overview of the Office of the Attorney General background, its mandate/ functions as per Article 156 of the constitution of Kenya and Executive Order No. 2 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

The mandate of the OAG&DOJ is derived from Article 156 of the Constitution of Kenya, the Office of the Attorney General Act, Cap.6A and Executive Order No. 2 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.

The OAG&DOJ under this Strategic Plan will pursue the following strategic objectives: Provide quality legal services to the government and public; facilitate effective implementation of the Constitution; Strengthen Legal, Policy and Institutional Framework on Anti- Corruption, Ethics and Integrity; Establish a comprehensive and effective legal & policy framework for the promotion, protection & fulfilment of human rights in Kenya; Promote respect for the Rule of Law, Access to Justice and Human Rights; Strengthen the policy & Institutional framework for legal education in Kenya; Promote and enhance transparency and accountability in the investigations of unexplained & suspicious deaths in Kenya; Enhance shared value system among the citizens across the country; Increase public awareness and information on corruption and Enhance efficiency in the delivery of services, performance and operations.

This Strategic plan is integral in achieving the OAG&DOJ objectives. 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 realizing 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 complex 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 inclusive 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 services 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 by 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 a period 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 people 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 adviser 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 on 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:

- i. Providing quality legal services to the Government and Public.
- ii. Facilitating effective implementation of the Constitution.
- iii. Drafting bills to harmonise the existing laws with the Constitution.
- iv. Strengthening legal, policy and institutional framework on anti-corruption, ethics and integrity.
- v. Promoting respect for the rule of law, access to justice and human rights.

- vi. Promoting the image of the legal profession and protect public interest.
- vii. Promoting public confidence and integrity of the Office.
- viii. 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 blueprint, aiming at transforming the country into a middle income country enjoying high quality of life in a clean and secure environment 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 BETA 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&DOJ 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 OAG&DOJ
- ii. Constitution and Legal Reforms
- iii. Legal Aid and Awareness
- iv. Promotion of Human Rights

1.2.6 Sector Policies and Laws

During the implementation of the plan, OAG&DOJ will mainstream the relevant legal and governance issues as provided in the Governance, Justice, Law and Order (GJLO) Sector specific policies, laws and international treaties and conventions in: - development/ review of policies, laws, plans and regulations; and undertaking her activities, projects and programmes.

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 is charged with coordinating the reporting obligations of the specific treaties and conventions. During the plan period, OAG&DOJ will ensure the State's compliance with 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 ratified by the state.

The policies, laws, treaties and conventions to be mainstreamed are outlined in the Table 1.

Table 1: Sector Policies and Laws

S/No.	Policies, Laws and Treaty Obligations to be Mainstreamed
1	Governance, Justice, Law and Order Sector (GJLOS) Policy.
2	National Ethics and Anti-Corruption Policy
3	National Legal Aid (Awareness) Policy, 2015
4	National Values and Principles Policy
5	National Policy and Action Plan For Human Rights
6	Public Participation Policy
7	OAG&DOJ Cap. 6A
8	Societies Act Cap.108
9	Books and Newspapers Cap. 111
10	Marriage Act Cap. 150
11	Public Trustee Act Cap.168
12	College of Arms Cap. 98
13	Victim Protection Act Cap. 79 (A)
14	National Coroners Service Act Cap. 89
15	United Nations Convention Against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (UNCAT),
16	The International Covenant on Economic, Social & Cultural Rights (ICESCR),
17	The International Covenant On Civil and Political Rights (ICCPR),
18	International Convention on the Elimination of All Forms of Racial Discrimination (ICERD),
19	United Nations Convention against Corruption (UNCAC),
20	Universal Periodic Review(UPR),
21	African Charter on Peoples and Human Rights (ACPHR),
22	African Charter on Democracy, Elections and Governance (ACDEG)
23	African Union Convention on Preventing and Combating Corruption (AUCPCC).

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

The Office of the Attorney General in Kenya has a rich history dating back to the colonial era when the British Government established its presence in the East African protectorate during the 1890s. Following Kenya's independence in 1963, the Office underwent restructuring to adapt to the country's changing legal and political landscape.

The Attorney General is the chief legal adviser to the government and plays a pivotal role in the administration of justice, ensuring the rule of law, and upholding constitutional principles. 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. 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.

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. Despite these structural changes, the Attorney General continues to serve as the government's chief legal adviser, ensuring the administration of justice, upholding the rule of law, and safeguarding the rights of Kenyan citizens.

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. Moreover, the establishment of the Office of the Director of Public Prosecutions further delineated the prosecutorial function from the Attorney General's office, reflecting ongoing adaptations within Kenya's legal institutions. In a move to streamline governmental functions, the Office of the Attorney General merged with the Ministry of Justice, National Cohesion, and Constitutional Affairs (MONJNCCA) through Executive Order No. 2 of 2013 after the first general elections under the new Constitution. This merger resulted in the absorption of the ministry's functions, now discharged by the Department of Justice within the Office of the Attorney General, leading to a renaming as the Office of the Attorney General and Department of Justice. Most recently, Executive Order No. 2 of 2023 renamed the Office as the State Law Office, emphasizing the dynamic nature of Kenya's legal and governmental structures in response to evolving societal and political dynamics.

1.4 Methodology of Developing the Strategic Plan

The OAG&DOJ initiated the process of developing the Strategic Plan 2023-2027 to succeed the 4th generation plan covering the period 2018 - 2022 whose period ended in June 2023. A Technical Working Group was appointed by the Solicitor General on 6th February, 2023 to spearhead the preparation of Office of the Attorney General & Department of Justice Strategic Plan 2023-2027. The CPPMD was tasked with secretariat role in the committee

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

- i. Adoption of the Technical Working Group (TWG) Terms of Reference.
- ii. Administration of the data collection tool
- iii. Compilation of the zero draft
- iv. TWG meeting to discuss the departmental submissions
- v. First workshop for the TWG to develop initial Strategic Plan
- vi. HoDs workshop to review the draft Strategic Plan
- vii. Second workshop of the TWG to align the draft plan with the revised guidelines
- viii. HoDs validation of the reviewed strategic plan
- ix. Review of draft plan by OAG Stakeholders
- x. Submission of the draft Strategic Plan to Kenya Institute for Public Policy Research and Analysis (KIPPRA), for peer review
- xi. Submission of draft Strategic Plan to State Department for Economic Planning (SDEP) for final review

- xii. Technical Working Group Workshop to finalize the Strategic Plan based on comments raised by stakeholders, KIPPRA and SDEP
- xiii. Professional editing, design of layout and publication of the strategic plan 2023-2027
- xiv. Launch of the Office of the Attorney General & Department of Justice Strategic Plan 2023-2027

The Technical Working Group developed the initial draft of the OAG&DOJ 5th Generation Plan in April 2023, in line with the following Terms of Reference;

- i. Demonstrating how State Law Office functions will contribute to the achievement of the national development agenda and policy priorities;
- ii. Conducting situation analysis of the Fourth Strategic Plan to determine level of achievement of set targets and identify gaps, emerging issues, challenges and lessons learnt;
- iii. Undertaking internal and external environmental scan i.e Strengths, weaknesses, opportunities & threats analysis (SWOT analysis); Political, Economic, Social, Technological, Environmental, Legal & Ethical (PESTELE analysis);
- iv. Developing Strategic model as guided by top management indicating Key Result Areas, strategies, strategic objectives, strategic issues and key activities under each proposed strategy;
- v. Preparing implementation matrix with Key Performance Indicators, targets for the plan period, indicative budget with assigned responsibility;
- vi. Reviewing existing/approved organization structure and develop a new one where necessary;
- vii. 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;
- viii. Identifying financial resource requirements and gaps, and proposing measures to bridge the resource gaps;
- ix. Assessing any risks, categorizing and prioritizing them with suggested action for mitigation; developing the monitoring, evaluation, reporting and learning framework; and
- x. Submit the draft strategic plan for top management ownership.

The second draft was prepared based on comments and inputs from the Head of Departments in May, 2023. Following issuance of revised strategic plan preparation guidelines by State Department for Economic Planning vide the letter **Ref: TNEP/SDEP/4/86** dated **3rd July 2023**, a third draft plan was developed aligned to the revised guidelines.

The third draft plan was subjected to relevant Ministries, Departments and Agencies (MDAs) review for input during a stakeholders' validation forum convened on 30th January 2024, as well as Kenya Institute of Public Policy & Research Analysis (KIPPRA) for expert review and State Department for Economic Planning for final review.

Thereafter, a final draft Plan was prepared by considering the observations, comments and inputs provided by the external stakeholders, Kenya Institute of Public Policy & Research Analysis and State Department for Economic Planning.

The OAG&DOJ Strategic Plan 2023-27 was finalized in March 2024, thereafter ready for publication, launch and dissemination as from May 2024.

2

CHAPTER TWO:

STRATEGIC DIRECTION

2.0 Overview

This chapter describes the mandate of the Office of the Attorney General and Department of Justice and the strategic direction taken by the Office in realizing its mandate. In particular, the chapter captures the vision, mission, strategic goals, core values and the quality policy statement guiding the exercise of the functions of the Office.

2.1 Mandate

The mandate of the Office of the Attorney General is derived from Article 156 (4) of the Constitution of Kenya 2010, Office of the Attorney-General Act, Cap. 6A and Executive Order No. 2 of 2023 on the Organization of the Government of the Republic of Kenya.. The Office also performs any functions conferred on it by an Act of Parliament or 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 adviser to the Government on all matters relating to the Constitution, international law, human rights, consumer protection and legal aid.

Additionally, the OAG&DOJ also represents 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. 2 of 2023 on the organization of Government include: Legal Policy Management, Anti-Corruption, Integrity and Ethics Strategies; Legal Aid; Policy on Administration of Justice; Constitutional Implementation and Political Parties Policy Management.

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 Council for Law Reporting (NCLR); the Assets Recovery Agency (ARA); the Business Registration Services (BRS); the Auctioneers Licensing Board (ALB); and the Witness Protection Agency (WPA).

2.2 Vision Statement

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

2.3 Mission Statement

“To facilitate the realization of good governance and respect for the rule of law through provision of efficient 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. Enhance access to professional and timely legal services
- ii. Enhance compliance with the rule of law
- iii. Enhance transparency and accountability
- iv. Enhance provision of legal services

2.5 Core Values

- i. **Integrity**
The Office of the Attorney General will take measures to ensure that all staff comply with the Leadership and Integrity Act, 2012
- ii. **Professionalism**
The Office of the Attorney General is fully committed to tap its’ rich and multi-skilled human resource base and will uphold the highest level of professionalism in all its affairs;
- iii. **Teamwork and Respect for Diversity**
The Office of the Attorney General will continuously promote teamwork among its staff and stakeholders;
- iv. **Quality Service Delivery**
The Office of the Attorney General shall at all times 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 realization 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; and
- g. Review this quality policy on need basis for effectiveness, by the top management

3

CHAPTER THREE:

SITUATIONAL AND STAKEHOLDER ANALYSIS

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 issues 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

Table 2: Political, Economic, Social, Technological, Environmental, Legal and Ethics (PESTELE) Analysis

Category	Factors	Description
Political	Policy dilemma	Overlapping functions of various institutions affecting service delivery
	Political Instability	Civil strife, protests and conflicts affects Government operations
	Political Interference	Political influence in decision making processes resulting in lack of objectivity in implementation of government policies and laws.
	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&DOJ mandate.

Category	Factors	Description
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.
Techno-logical	Cybercrime	Communication breakdown and disruption of service delivery
	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
Environ-mental	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 summarizes emergent opportunities and threats in service delivery:

Table 3: Summary of Opportunities and Threats

Environmental factor	Opportunities	Threats
Political	Political good will Government policy and directives Framework for Decentralization of OAG&DOJ offices/services Collaborative partnerships with other government agencies	Political instability Legislation overlap
Economic	Markets Globalization Bottom-up economic model Goodwill from development partners	National and global recession Inadequate budgetary allocation Austerity measures Shifting donor priorities Corruption
Social	Changes in work culture Heightened anti-corruption agenda Availability of technical and non-technical labour force in the market Empowered citizenry	Low adoption of national values and principles of governance Client's preferences Mental health challenges Negative ethnicity
Technological	Rapid technological change ICT infrastructure Availability of free online training opportunities for counsel	Cybercrime Low adoption of technological advances
Legal	On-going legal sector reforms Constitution of Kenya and enabling legal frameworks Supportive regional and international legal frameworks	Disobedience of court orders Incoherence in Administration of laws
Ecological	Emerging areas such as blue economy green procurement Sustainability	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 Organization 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/divisions 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 and 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; coordinates 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 and is responsible for matters related to administration of estates of deceased persons and trusts. The Department is also responsible for administration of accident compensation and other insurance proceeds in respect to estates of the deceased persons and registration and custodianship of wills.

The Public Trustee also has a statutory obligation to formulate, implement and oversee programmes to raise awareness on law of succession and trusteeship.

- b. *Advocates Complaints Commission:*** Established under section 53(1) of the Advocates Act (Cap. 16) and is responsible for handling of 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 facilitating the implementation of the Constitution, management of policies on legal education, democracy, governance and access to Justice. Formulating and strengthening the policy, legal and institutional framework for; the promotion, protection and fulfillment of human rights, democratic governance, ethics, integrity and anti-corruption strategies, governance and justice sector reforms, protection and rehabilitation of victims of crime and operationalization of national coronial services. The Department is also responsible for preparing and submitting initial and periodic reports to regional and international treaty reporting bodies on the fulfillment of Kenya's obligations on human rights, democratic governance and prevention of corruption.
- 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. *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 publicized through the OAG&DOJ 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 capitalizes 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

Based on the analysis of the internal environment, a summary of strengths and weaknesses is hereby provided under Table 4

Table 4: Summary of Strengths and Weaknesses

Factor	Strength	Weakness
Governance and Administrative Structures	<ul style="list-style-type: none"> • The Office is anchored under the Constitution of Kenya • The Office is operationalized under the Office of the Attorney General Act. • Support from the Executive office and other arms of government • Good relationship among staff and top management. • Established operational structures. • Decentralized service delivery. 	<ul style="list-style-type: none"> • Lean and narrow staff establishment. • Shortened career progression • Failure to optimally decentralize OAG&DOJ services.
Internal Business Processes	<ul style="list-style-type: none"> • Guidelines and circulars of the Office of Attorney General on various matters. • Existing collaborative partnerships with other government agencies, which enable identification of emerging areas of legal service needs. • Integration of technology in execution of the mandate of the Office such as use of the e-citizen platform that enhances transparency, accountability and efficiency in service delivery. 	<ul style="list-style-type: none"> • Rapid change in government priorities necessitating robust changes in the internal business process. • OAG&DOJ slow uptake of new technology • Inadequate monitoring and evaluation forums • Weak internal coordination and collaboration
Resources and capabilities	<ul style="list-style-type: none"> • Competent and qualified members of staff • System of supervision of Counsel by the more experienced ones. • Effective communication and collaboration with stakeholders and the public. • Team work in legal service delivery 	<ul style="list-style-type: none"> • High turn-over of skilled and competent staff hence impacts on the timelines for service delivery due to heavy workload. • Inadequate office infrastructure • Inadequate budgetary allocation. • Inadequate succession planning no comprehensive framework and system to guide succession planning • failure to fully implement the human resource policy as embedded in the HR policy and procedures manual

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

In the period under review, the Office handled and defended a total of 4,256 cases filed against the government before courts in Kenya through well researched pleadings, prompt court attendance, and effective defending of cases in court. In addition, 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 KShs. 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 in 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 advisories and opinions 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, 2023; Whistle-blower Protection Bill, 2022; Anti-Corruption (Amendment) Bill, 2022 and the Bribery Regulations, 2022.

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

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.

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.

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 for consideration.

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 National Treasury and Parliament for approval. In addition, the Victim Protection Board of Trustees was constituted and the Victim Protection Board operationalized.

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 professional and timely 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&DOJ 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 effect 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 on 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.

Key Result Area 4: General Administration, Planning and Support Services

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.

Easy accessibility of services is critical to consumers of any service. In order to enhance access of OAG&DOJ services one county office (Kericho County Office) was established. However, the OAG&DOJ had targeted additional 10 county offices but could not achieve due to inadequate budget allocation.

In order to comply with its fiduciary requirements, the Office prepared all the requisite financial reports, budget estimate reports, and the annual procurement plan and submitted to the National Treasury.

More effective management of current records (both print and electronic) increases

efficiency in service delivery. In order to improve records management, Kisumu Documentation Centre was established.

State counsel totaling to 181 were trained on emerging and specialized areas of the law in order to enhance their skills and knowledge.

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).

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.

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:** Limited financial resources impede OAG&DOJ ability to execute planned programmes effectively. This affects staffing, infrastructure, and resource allocation, ultimately hampering overall performance and the delivery of public legal services and access to justice.
- b. **Inadequate infrastructure:** Both at the headquarters and regional offices, inadequate office space and facilities such as libraries, client meeting rooms and legal resource centres hinders workflow and affects productivity. This can lead to delays, inefficiencies, and difficulties in coordinating legal proceedings and services.
- c. **Inadequate Continuous Professional Development Training:** Without regular training opportunities such as LSK CPDs, state counsel struggle to stay updated on legal developments and best practices. Failure to attend the professional centered CPDs and training in specialized and emerging areas of law hinders their ability to advance skills and knowledge.
- d. **Inadequate technical staff training:** Without adequate training on specialized and emerging areas of law, state counsel may struggle to address complex legal issues effectively.
- e. **Delayed decentralization:** The inability to decentralize services to more

counties limit accessibility and efficiency. MDACs and Citizens in areas without the OAG&DOJ physical presence may face challenges accessing legal services provided by OAG&DOJ exacerbating disparities in access to justice.

- f. **Inadequate digital resources:** Failure to subscribe to online legal libraries and resources consistently impedes research and access to legal information. This slows down legal processes and inhibits the ability to provide timely and informed legal advisory services.
- g. **Inadequate automation and digitization:** Automating critical functions and expediting digitization efforts is essential for streamlining operations. OAG&DOJ use of manual records and the slow uptake digitization processes has led the office to be left behind by the digital world.
- h. **Inadequate ICT infrastructure:** Outdated ICT infrastructure hampers communication, data management, and workflow automation. This slows down delivery of OAG&DOJ services.
- i. **Heavy workload due to inadequate technical staff:** Inadequate staffing relative to workload leads to overburdened state counsel. This results in fatigue, decreased productivity, and compromised quality of legal services provided.
- j. **Inadequate instructions from MDAs:** Without clear and timely instructions, state counsel struggle to provide appropriate legal advice and representation to Ministries, Departments, and Agencies (MDAs) in commercial transactions and civil proceedings.
- k. **Failure by MDAs to submit requests in good time:** Delays in submitting requests for legal opinions hinders the timely provision of legal advisory services and representation in civil proceedings.

3.1.5.3 Lessons learnt

During the implementation of the Strategic plan 4th generation plan, various lessons were learnt and will inform the implementation of the strategic plan 2023-2027. These lessons include: -

- a. Enhanced collaboration with stakeholders and development partners is essential for effective and efficient delivery of services;
- b. Automation of services is paramount to keep up with global trends;
- c. Utilization of synergies among sector institutions and sector coherence is critical for successful implementation of MDAs mandate;
- d. Use of evidence-based approach is essential in decision making, policy formulation and implementation;
- e. Awareness creation on constitutionalism and emerging human rights issues is paramount to having an informed citizenry;

- f. Training of state counsel on specialized and emerging areas of law is essential in ensuring counsel gain skills to adequately address emerging issues;
- g. The need to use ADR mechanisms 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. The evolving nature of corruption necessitates the need for digital anti-corruption campaigns; and
- l. Data analysis and insights are essential in ensuring data driven decision making, implementation of programmes and monitoring of performance in the execution of OAG&DOJ mandate.

3.1.5.4 Stakeholder Analysis

This section captures stakeholders who have a symbiotic relationship with OAG&DOJ in furthering its mandate. The stakeholder analysis is imperative in order to understand the role of the stakeholder, the expectation and vice versa. The analysis is presented in Table 5 below.

Table 5: Stakeholder Analysis

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 • Enforcement of county laws 	<ul style="list-style-type: none"> • Facilitate development of relevant policy, legal and institutional framework • Provision legal advisory services 	<ul style="list-style-type: none"> • Provision of quality public services • Support in conducting Civic education • 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

Name of Stakeholder	Role	Stakeholder expectations from Office of the Attorney General	Office of the Attorney General expectation from stakeholder
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 Collaboration and support in Mutual Legal Assistance to and from other countries 	<ul style="list-style-type: none"> Combat corruption effectively through enforcement, investigation, prevention, education and asset recovery Exposure of corrupt practices Submission of annual reports Act on referrals from the OAG&DOJ on allegations of corruption 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&DOJ 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 Provision of legal aid and advisory services Civic education 	<ul style="list-style-type: none"> Promotion and protection of human rights Consultations and partnership 	<ul style="list-style-type: none"> Create awareness on legal and human rights Support anti-corruption initiatives

Name of Stakeholder	Role	Stakeholder expectations from Office of the Attorney General	Office of the Attorney General expectation from stakeholder
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&DOJ in its programmes
Development Partners	<ul style="list-style-type: none"> • Providing external resources and technical assistance 	<ul style="list-style-type: none"> • Transparency and accountability • Measurable results • Partnership 	<ul style="list-style-type: none"> • Reliable 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&DOJ's affairs • Compliance with the OAG&DOJ's service delivery charter • Information and update on the services provided by the OAG&DOJ's 	<ul style="list-style-type: none"> • Respect for the rule of law • Report cases of corruption and maladministration • Willing to embrace reform • Provide feedback • Positive engagement in the OAG&DOJ's programmes
Media	<ul style="list-style-type: none"> • Educate, inform and entertain 	<ul style="list-style-type: none"> • Free flow of information • Press freedom • Enhance collaboration with Media Council of Kenya • Capacity building of legal professionals on media laws • Review and update media laws 	<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

Name of Stakeholder	Role	Stakeholder expectations from Office of the Attorney General	Office of the Attorney General expectation from stakeholder
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. Support willing counties in the drafting of county legislation 	<ul style="list-style-type: none"> Advise on legislative reforms <p>Coordinate in law reform exercises initiated by the Attorney General.</p>	<ul style="list-style-type: none"> Review of laws
Office of the Director of Public Prosecution (ODPP)	<ul style="list-style-type: none"> Prosecute criminal cases In Kenya Advise 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 <p>Submit annual reports to the Parliament</p>	<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 <p>Submit performance management reports</p>
Licensed Ministers of Faith	<ul style="list-style-type: none"> Officiate religious marriages on behalf of the Government 	<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

Name of Stakeholder	Role	Stakeholder expectations from Office of the Attorney General	Office of the Attorney General expectation from stakeholder
Faith-Based Organizations	<p>Promote spiritual nourishments to the community</p> <p>Promote moral and ethical values to the congregations and communities.</p> <p>Provide a platform for interfaith and interdenominational dialogue, for harmony and peaceful coexistence</p> <p>Promote self-regulation amongst religious societies</p> <p>Encourage social responsibility through donations, social work and counselling in distressing times.</p>	<ul style="list-style-type: none"> • Involvement in the fight (or campaign) against corruption. • Provide legal guidance • Facilitate representation of FBOs in Taskforces, or committees • Mediate disputes amongst FBOs • Collaborate on social welfare matters. 	<ul style="list-style-type: none"> • Dissemination of values and messages against corruption • Role models in the fight against corruption

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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

- i. Inadequate access to professional and timely legal services
- ii. Low compliance with rule of law
- iii. Low accountability and transparency
- iv. Inefficient provision of legal services

4.2 Strategic Goals

- i. Enhance access to professional and timely legal services
- ii. Enhance compliance with the rule of law
- iii. Enhance transparency and accountability
- iv. Enhance efficient provision of legal services

4.3 Key Results Areas

The OAG&DOJ has identified four Key Result Areas (KRAs) that will guide operations during the plan period. The areas of Focus are;

- i. **Legal Services:** Promote rule of law, access to justice, good governance and provision of professional and timely Legal Services to all.
- ii. **Governance, Legal Training and Constitutional Affairs:** Ensure effective implementation of the Constitution, policy development, provision and regulation of legal education.
- iii. **Leadership and Integrity:** Enhance shared valued system among citizens across the country and increases public awareness and information on corruption
- iv. **General Administration, Planning and Support Services:** Promote the provision of professional and timely, efficient and effective services

Table 6: Strategic Issues, Goals and KRA

Strategic Issue	Goal	KRAs
Inadequate access to professional and timely legal services	Enhance access to professional and timely legal services	KRA 1. Legal Services KRA 2. Governance, Legal Training and Constitutional Affairs
Low compliance with rule of law	Enhance compliance with the rule of law	KRA 2. Governance, Legal Training and Constitutional Affairs KRA 3: Leadership and Integrity
Low accountability and transparency	Enhance transparency and accountability	KRA 2. Governance, Legal Training and Constitutional Affairs KRA 3: Leadership and Integrity
Inefficient provision of legal services	Enhance efficient provision of legal services	KRA 4: General Administration, Planning and Support Services

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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: -

- i. To provide professional and timely legal services to the government and public
- ii. To facilitate effective implementation of the Constitution
- iii. To strengthen legal, policy and institutional framework on Anti-Corruption, Ethics and Integrity
- iv. To establish a comprehensive and effective legal and policy framework for the promotion, protection and fulfilment of human rights in Kenya
- v. To promote respect for the rule of law, access to justice and human rights
- vi. To strengthen the policy and institutional framework for legal education in Kenya
- vii. To promote and enhance transparency and accountability in the investigations of unexplained and suspicious deaths in Kenya
- viii. To enhance shared value system among the citizens across the country
- ix. To increase public awareness and information on corruption
- x. To enhance efficiency in the delivery of services, performance and operations

Table 7: Outcomes Annual Projections

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
KRA1: Legal Services							
SO1.1	Enhanced professionalism in the legal profession	No. of complaints finalized	1000	1000	1250	1400	1600
To provide professional and timely legal services to the government and public	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 Funds	% of operationalization of Public Trustee Act	40	65	85	100	0
	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	50,000	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	

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
KRA 2: Governance, Legal Training and Constitutional Affairs							
SO2.1	Enhanced governance and access to justice	% of Laws harmonized to the Constitution	100	100	100	100	100
To facilitate effective implementation of the Constitution	Culture of adherence to the constitution inculcated	No. of civic education programmes rolled out in 47 counties	11	11	10	8	7
SO2:2	Improved governance and integrity culture	% of implementation of policy and legal framework	20	40	60	80	100
To strengthen Legal, Policy and Institutional Framework on Anti-Corruption, Ethics and Integrity							
SO2:3	Fundamental Human Rights upheld	% of implementation of human rights obligations	100	100	100	100	100
To establish a comprehensive and effective legal & policy framework for the promotion, protection & fulfilment of human rights in Kenya							
SO2:4	Enhanced support and justice for crime victims	% of implementation of policy and legal framework	20	40	60	80	100
To promote respect for the rule of law, access to justice and human rights							
SO2:5:	Quality of legal education improved	% of legal education policy developed	20	40	60	80	100
To strengthen the policy & institutional framework for legal education in Kenya							

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
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 National Coroners Services 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 announcements made	10	15	15	10	10
SO3:2 To increase public awareness and information on corruption	Awareness on corruption increased	No. of citizens sensitized through awareness creation forums	8000	8000	8000	8000	8000
		No. of citizens reached through media campaign	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&DOJ 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
	Improved Work environment	No. of office equipment acquired	750	950	1,150	1250	750
	Improved access to legal information and legal resources	% of legal enquiries made.	20%	35%	40%	70%	100%

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 8.

Table 8: Key Result Areas, Strategic Objectives & Strategies

Key Result Area	Strategic Objective	Strategies
KRA 1. Legal Services	Strategic Objective 1: To provide professional and timely legal services to the government and public	Strategy 1 Enhance accessibility of professional and timely and effective legal services
		Strategy 2 Restructure the Advocates Complaints Commission
		Strategy 3 Enhance the use of ADR mechanisms in resolution of disputes
		Strategy 4 Operationalize Public Trustee Act No.6 of 2018
		Strategy 5 Enhance and promote inter-agency collaboration
		Strategy 6 Provide professional and timely legal advice and opinions to MDAs
		Strategy 7 Effective vetting of commercial contracts and instruments
		Strategy 8 Ensure professional and timely representation of the Government in National, Regional and International Courts and Tribunals
		Strategy 9 Enhance International Judicial Cooperation on criminal matters
		Strategy 10 Strengthen access to National Registration Services
		Strategy 11 Enhance public education and awareness creation
		Strategy 12 Strengthen drafting of legislation to implement 'National Priorities'
		Strategy 13 Strengthen provision of Legal Aid and Awareness

Key Result Area	Strategic Objective	Strategies
KRA 2. Governance, Legal Training and Constitutional Affairs	Strategic Objective 2: To facilitate effective implementation of the Constitution	Strategy 1 Harmonization of existing laws with the Constitution
		Strategy 2 Enhance constitutionalism
	Strategic Objective 3: To Strengthen Legal, Policy and Institutional Framework on Anti-Corruption, Ethics and Integrity	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 4: To establish a comprehensive and effective legal & policy framework for the promotion, protection & fulfilment 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 Revision of existing laws to provide for the Crime of Enforced Disappearances
	Strategic Objective 5: 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
	Strategic Objective 6: 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 7: To promote and enhance transparency and accountability in the investigations of unexplained & suspicious deaths in Kenya	Strategy 1 Establishment of the National Coroners Service

Key Result Area	Strategic Objective	Strategies
KRA 3: Leadership and Integrity	Strategic Objective 8: To enhance shared value system among the citizens across the country	Strategy 1 Promote values and rights-based anti-corruption campaigns
		Strategy 2 Promote accountability in implementation of Government projects and programmes in the Counties
	Strategic Objective 9: To increase public awareness and information on corruption	Strategy 1 Enhance empirical data analysis to inform the anti-corruption campaign
		Strategy 2 Establish partnerships and networks with stakeholders
KRA 4: General Administration, Planning and Support Services	Strategic Objective 10: To enhance efficiency in the delivery of services, performance and operations.	Strategy 3 Promote Advocacy and Media campaigns
		Strategy 1 Modernization of OAG&DOJ 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
		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 Establishment of a secure Information, Communication System
		Strategy 11 Efficient asset management
		Strategy 12 Enhance brand and visibility of Office of the Attorney General and Department of Justice

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CHAPTER SIX:

IMPLEMENTATION AND COORDINATION
FRAMEWORK**6.0 Overview**

This chapter highlights how the Strategic Plan will be implemented. Implementation will involve the operationalization of the implementation plan, action plan, annual work plans and budgeting and performance contracting. The chapter also highlights the coordination framework, institutional framework, staff establishment, skills set and competence development, systems and procedures and risk management framework.

6.1 Implementation Plan

The implementation plan consists of an elaborate action plan, budgeting and performance contracting as outlined below:

6.1.1 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 as outlined in Table 9.

Table 9: 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 : Inadequate access to professional and timely legal services																
Strategic Goal: Enhance access to professional and timely legal services																
KRA 1: Legal Services																
Outcome: Improved access to professional and timely legal services																
Strategic Objective 1 : To provide professional and timely 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 investigated	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 professional misconduct charges filed for prosecution	980	200	250	200	180	150	3.0	2.5	2.0	1.5	2.0	ACC	
	Administer and distribute estates and Trusts	Estates and Trusts distributed	No. of estates and Trusts finalized	16,000	3000	3100	3200	3300	3400	10	10	10	10	10	PT	
Strategy 2 Restructuring of the Advocates Complaints Commission	Develop ACC Bill	ACC Bill developed	% of ACC Bill developed	100%	40	80	100	-	-	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
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 counties	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	0	NLAS
Strategy 4 Operationalize Public Trustee Act No.6 of 2018	Design and implement training programmes for ADR providers.	Training Programme for % of implementation of ADR providers designed and implemented	% of implementation of the training programme	100	0	20	60	80	1000	0	2	2	2	4	NLAS	
	Establish and operationalize the Public Trustee Investment Board	Public Trustee Investment Board 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 compliance	Sensitization undertaken, 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
Strategy 6 Provide professional and timely 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, legislation and all emerging areas of the law upon request.	Legal advisories issued	% of legal opinions issued	100	100	100	100	100	100	70	70	70	70	70	LARD	
	Provide professional and timely 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	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
Strategy 7 Effective vetting of commercial contracts by MDAs and instruments	Undertake legal due diligence on contractors upon request by MDAs	Due diligence undertaken upon request by MDAs	% 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 MDACs towards reducing government liability	MDACs sensitized	No. of sensitization fora held	10	2	2	2	2	2	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	No. of sensitization forums held	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	
	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	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
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	50000	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	No. 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	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
Strategy 11 Public education and awareness creation	Enhance legal awareness to the citizenry on the Constitution, Victim Rights Charter and the Victim Protection Act through public education	Increased awareness on Constitution, Victim Rights Charter and the Victim Protection Act	Number of Fora held	47	10	11	12	12	2	10	12	15	15	5	VPB	
	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	
	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&DOJ	Radio talk shows conducted	No. of radio talk shows conducted	5	1	1	1	1	1	3	3	3	3	3	Admin	
	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	Number of Dissemination 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
Strategy 12 Drafting of legislation to implement National Priorities	Draft subsidiary legislation	Subsidiary legislation drafted	% of subsidiary legislation drafted	100	100	100	100	100	100	100	19	20	21	22	10	LDD
	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	100	19	20	21	22	10	LDD
	Draft prioritised legislation	Prioritized legislation drafted	% of prioritized legislation drafted	100	100	100	100	100	100	100	19	20	21	22	10	LDD
Strategy 13 Strengthen provision of Legal Aid and Awareness	Operationalization of Legal Aid Fund	Legal Aid Fund established	% of operationalization	100	40	80	100	100	-	-	200	300	500	-	-	NLAS
	Operationalization of Legal Aid Act	Legal Aid Act across the Country implemented	% of operationalization	100	-	-	25	75	100	100	-	-	10	10	10	NLAS
	Establishment of the Office of the Public Defender	Office of the Public Defender established	% of Operationalization	100	-	-	25	75	100	100	-	-	10	10	10	NLAS
	Provision of legal aid services to indigent, marginalized and vulnerable persons	Legal aid services provided	No. of indigent persons provided with legal aid	700,000	120,000	130,000	140,000	150,000	160,000	-	-	-	-	-	-	NLAS
	Establishment of 16 additional offices	Offices established	No. of offices	16	2	3	4	4	3	3	75	150	200	200	150	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
Strategic Issue: Low compliance with rule of law																
Strategic Goal: Enhance compliance with the rule of law																
KRA 2: Governance, Legal Training and Constitutional Affairs																
Outcome: Enhanced governance and access to justice																
Strategic Objective 2: To facilitate effective implementation of the constitution																
Strategy 1	Draft legislations to Harmonise existing laws with the Constitution	Laws harmonized with the constitution	% of laws drafted	100	100	100	100	100	100	100	18	19	20	21	22	LDD
Harmonization 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	No. of Counties where Civic Education Programme was rolled out.	47	11	11	10	8	7	30	75	120	50	25	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: Low compliance with rule of law																
Strategic Goal: Enhance compliance with the rule of law																
KRA 2: Governance, Legal Training and Constitutional Affairs																
Outcome: Improved governance and integrity culture																
Strategic Objective 3: To Strengthen Legal, Policy and Institutional Framework on Anti- Corruption, Ethics and Integrity																

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
Strategy 1 Development, review and implementation of policies, legislation, statutory instruments and treaties on anti-corruption strategies, ethics and integrity	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 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.	No. of Conflict of Interest Bill finalized	Conflict of Interest Bill finalized	1	-	1	-	-		-	-	10	-	-		-	
			% of 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	No. of Evaluation reports prepared	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	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
Strategy 2 Enhance State compliance with international treaty obligations on corruption	Preparation, review and submission of AU treaty body reports prepared 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	No. of Reports prepared	5	1	1	1	1	1	10	10	10	10	20	DOJ	
	Coordinate the implementation of treaty provisions and the recommendations of country review reports on fulfilment of Kenya's international and regional obligations on governance, ethics and integrity	Treaty provisions and recommendations of country review reports implemented	No. of Implementation reports	5	1	1	1	1	1	10	10	10	10	10	DOJ	
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	No. of reports prepared	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	No. of 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: Low compliance with rule of law																
Strategic Goal: Enhance compliance with the rule of law																
KRA 2: Governance, Legal Training and Constitutional Affairs																
Outcome: Fundamental Human Rights upheld																
Strategic Objective 4: 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®ional 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	No. of reports prepared	6	-	1	1	2	2	-	50	50	75	75	DOJ
		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	No. of reports prepared	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	No. of Guidelines developed	1	-	-	1	-	-	-	10	-	-	-	DOJ
Strategy 3:		Prepare a baseline survey on the status of human rights in Kenya	Baseline survey report on status of human rights in Kenya prepared	No. of Baseline survey reports prepared	1	1	-	-	-	-	10	-	-	-	-	DOJ
	Provide a policy framework for the enjoyment of human rights	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	Revision of existing laws to provide for the Crime of 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	No. of 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: Low compliance with R=rule of law																
Strategic Goal: Enhance compliance with the rule of law																
KRA 2: Governance, Legal Training and Constitutional Affairs																
Outcome: Enhanced support and Justice for crime victims																
Strategic Objective 5: 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 of offenders	Rules for reparation and compensation of 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	No. of Training manuals developed	1	-	1	-	-	-	-	15	-	-	-	VPB	
	Operationalize the Victims Protection Agency (VPA) 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 2 Undertake measures necessary to rehabilitate the victims of crime	Development of victims of crime rehabilitation programme	Victims of crime rehabilitation framework developed	No. of Rehabilitation framework developed	1	-	1	-	-	-	-	10	-	-	-	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: Inadequate access to professional and timely legal services																
Strategic Goal: Enhance access to professional and timely legal services																
KRA 2: Governance, Legal Training and Constitutional Affairs																
Outcome: professional and timely access to legal education improved																
Strategic Objective 6: To strengthen the policy & institutional framework for legal education in Kenya																
Strategy 1: Formulate a policy framework for legal education in Kenya	Develop a policy on Legal Education	Legal Education Policy developed	% of Legal Education Policy developed	100	20	40	60	80	100	5	5	5	5	5	DOJ	
Strategic Issue: Low compliance with the rule of law																
Strategic Goal: Enhance compliance with the rule of law																
KRA 2: Governance, Legal Training and Constitutional Affairs																
Outcome: Transparency in the investigation of reportable deaths enhanced																
Strategic Objective 7: To promote and enhance transparency and accountability in the investigations of unexplained & suspicious deaths in Kenya																
Strategy 1: Establish the National Coroners 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 Operationalized	% National Coroners Service operationalized	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	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Low Transparency and accountability																
Strategic Goal: Enhance Transparency and accountability																
KRA 3: Leadership and Integrity																
Outcome: Improved cultural and behaviour practices towards corruption prevention																
Strategic Objective 8: 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	NACCSC	
	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	NACCSC	
Strategy 2: Promote accountability in implementation of Government projects and programmes in the Counties	Hold accountability fora and facilitate CACCOCs to implement anti-corruption campaign activities in 47 Counties	47 accountability fora held	No. of fora held	2,185	164	282	470	564	705	9	19	30	42	48	NACCSC	
		Social audits and reporting undertaken.	No. of citizens reached	40,000	8,000	8,000	8,000	8,000	8,000	8,000	48	48	48	48	48	NACCSC

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target		Y3	Y4	Y5	Budget (Mn) Kshs					Actor	
					Y1	Y2				Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Low Transparency and accountability																
Strategic Goal: Enhance Transparency and accountability																
KRA 3: Leadership and Integrity																
Outcome: Awareness on corruption prevention increased																
Strategic Objective 9: 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 developed	5	1	1	1	1	1	5	5	5	5	5	5	NACCSC
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	2	NACCSC
Strategy 3: Promote Advocacy and Media campaigns	Identify target audience/ target groups/ champions and train them to promote anti-corruption messages to fight and prevent corruption	Advocacy campaigns on anti-corruption promoted.	No. of Target groups trained	50	10	10	10	10	10	20	20	20	20	20	20	NACCSC

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: Inefficient provision of legal services																
Strategic Goal: Enhance efficient provision of legal services																
KRA 4: General Administration, support and planning services																
Outcome:																
					</											

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
Strategy 2: Decentralisation of legal services	Establishment of OAG&DOJ 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 staff	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	HRM&D	
		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	HRM&D/LARD	
	National Pupillage Placement Programme	Nationwide structured placement system for law graduates	% of Nationwide Pupillage Placement System Developed	100	-	-	100	-	-	-	-	50	-	-	LARD	HRM&D
	Outsourcing specialized legal services	Specialized legal services outsourced	No. of external advocates/ law firms engaged	10	2	2	2	2	2	100	100	100	100	100	SCMU	CLD/ILD
	Centralized Justice Sector Budget Mechanism	Unified budget framework for the Justice Sector	% of unified Budget framework for the Justice Sector developed	-	-	-	100	-	-	-	-	100	-	-	GJLOS	
	Sector-wide Reforms Coordination Services’	GJLO Sector Policy reviewed	% of GJLOS Policy reviewed	1	-	-	1	-	-	-	-	10	-	-	GJLOS	
			GJLOS Policy Disseminated in 47 Counties	47	-	5	10	15	15	-	5	8	10	10	GJLOS	

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	
Strategy 4: Automation and digitalization of legal services		Framework for Monitoring and evaluation of Governance, Justice and Rule of Law Sector Plan developed	% of framework for Monitoring and evaluation of GJLOS Plan developed	3	-	-	1	1	1	-	-	10	10	10	GJLOS		
		GJLO Sector Plan implementation Reports developed	No. of GJLOS Plan Implementation Reports	4	-	1	1	1	1	1	-	5	5	5	GJLOS		
	Automation of business processes	Legal Services Business processes automated	% of Legal Services Business processes automated	100	40	80	100	-	-	-	50	100	150	-	-		
	Development of a National Victims of Crime Database	National Victims of Crime disaggregated database developed	% of database developed	100	-	40	80	100	-	-	-	-	30	-	-	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	0	0	0	ICT	RMU/ Administration
	Acquisition and installation of ICT equipment	ICT equipment acquired and installed	No. of ICT equipment acquired and installed	2273	403	468	468	468	468	140	140	140	140	140	ICT	Administration	
	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	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
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	-	50	200	200	100	-	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	25	25	20	15	15	Records Management Unit	Administration
Strategy 6: Performance monitoring and reporting	Conduct Monitoring and evaluation of OAG&DOJ 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	CPPMD	
	Prepare OAG&DOJ strategic plan	OAG&DOJ strategic plan prepared	OAG&DOJ strategic plan	1	-	-	-	-	1	-	-	-	-	12	CPPMD	
	Undertake Mid-term review of the strategic plan	Mid-term review of the SP undertaken	Mid-term review report	1	-	-	1	-	-	-	-	3.5	-	-	CPPMD	
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	3	3	3	3	3	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	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
Strategy 9: Promotion of customer care and quality service delivery	Harmonization and Digitization of service charters	Service charters harmonized and digitized	No. of service charters digitized and harmonized	21	21	-	-	-	-	10	-	-	-	-	Public communication/Administration	
	Development of digitized complaints/complaints handling and feedback mechanism	Complaints/complaints handling and feedback mechanism developed and implemented	Complaints/complaints handling and feedback mechanism in place	1	1	-	-	-	-	8	-	-	-	-	Administration	
Strategy 10: Establishment of a secure information, communication 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	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
Strategy 11: Efficient asset management	Development and updating of assets register	Asset register developed and updated	No. of updated assets register	1	1	-	-	-	-	0.4	-	-	-	-	SCMU	Administration
	Disposal of obsolete and unserviceable assets	Obsolete and unserviceable assets disposed	No. of Disposal reports prepared	1	1	1	1	1	1	0.3	0.3	0.3	0.3	0.3	SCMU	Administration
Strategy 12: Enhance brand visibility of Office of the Attorney General	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 conducting tree planting activities	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
	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&DOJ 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

To implement the OAG&DOJ Strategic Plan, 2023-2027, Annual Work Plans (AWPs) will be extracted from the action plan and the implementation matrix (Table 6.1). Besides, activity-based costing will be adopted in the development of the annual budgets. Further, the AWP will be cascaded to departmental and individual work plans.

6.1.3 Performance Contracting

The OAG&DOJ will prepare Annual Performance Contracts as a key accountability tool to ensure efficient service delivery. Performance Contracts (PCs) will be drawn from the costed AWP during the plan period. The PC will then be cascaded to the Heads of Departments/Directorates/Divisions/Sections/Units and individual staff through the Staff Performance Appraisal System (SPAS).

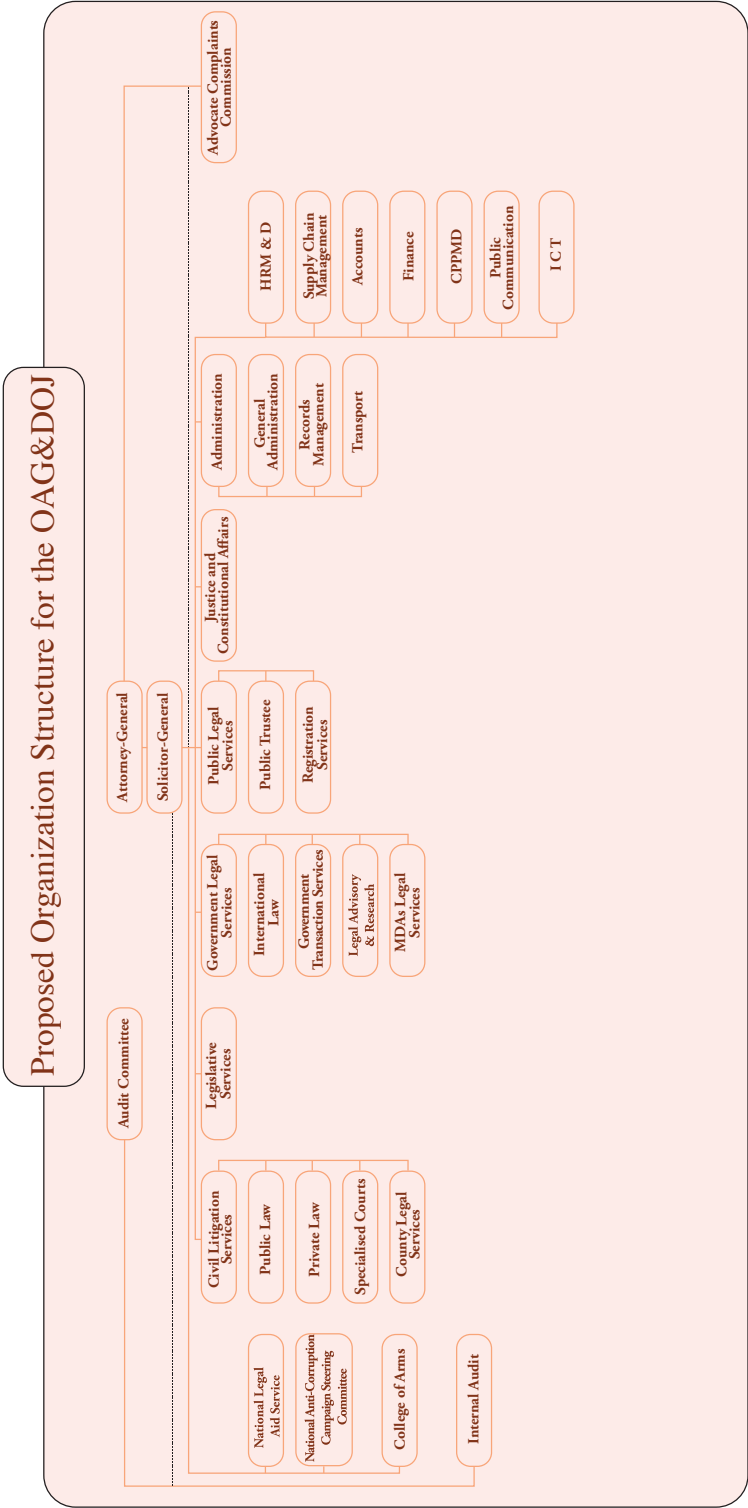
6.2 Coordination Framework

The implementation of the Strategic Plan, 2023-2027 will be coordinated by the OAG&DOJ Strategic Plan Theme Teams Committee (SPTTC) comprised of heads of departments. The SPTTC will be reporting to the Solicitor General, who is the accounting officer for OAG&DOJ. The CPPMD will provide the secretariat services to the SPTTC. The heads of departments will be responsible for delivery of the strategies, programmes/ projects and activities that fall within their functional areas. The programmes/projects and activities that will be implemented from time to time will be spelt out in the AWP for consideration and approval by the Solicitor General.

6.2.1 Institutional Framework

Institutional Framework Organizational structures, policies, mechanisms, rules and regulations are frameworks that play a crucial role in shaping how institutions function, interact, and contribute to achieving the strategic initiative. Effective coordination of the implementation of the strategic plan requires development and review of the existing structures, policies, rules and regulations during the plan period to ascertain their appropriateness and adequacy towards the support of carrying out the strategy. For effective and efficient delivery of the plan, the OAG&DOJ organization structure will comprise of the following Departments and divisions:- Civil Litigation , Registrar General , Public Trustee, Legislative Drafting, Government Transactions, International Law , Legal Advisory and Research , Advocates complaints commission, Legal Affairs, Victim protection Board, National Legal Aid Service, National Anti-Corruption Campaign Steering Committee. The support divisions will include HRM&D, Administration, CPPMD, Finance, Accounts, SCMS, Internal Audit and ICT. The OAG&DOJ organisation structure is outlined in Figure 1 below.

Figure 1: Proposed Organization Structure for the OAG&DOJ



6.2.2. Staff Establishment, Skills Set and Competence Development

As of July 2023, the Office staff establishment across all cadres was 1,709 against an in post of 1,169 and thus leaving a deficit of 760. The personnel are however deployed both at the Headquarters, regional offices and Ministries and State Departments. The in-post of technical officers was 602 against an authorized establishment of 1,116 representing a deficit of 514 technical staff.

The Office will need to recruit additional 514 technical officers in order to deliver the required services and implement the plan as scheduled. This will be carried in phases for the period of the plan.

The proposed optimal staff levels, relevance and appropriateness of the skills and competences required to efficiently and effectively implement the strategic plan are presented in Tables 10. and 11.

Table 10: Staff Establishment

Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In-Post (C)	Variance D=(B-C)
Technical Cadres				
State Counsel	936	936	424	512
Legal Clerk Assistant	50	50	48	2
Post pupillage Interns	50	50	50	0
State Counsel In MDAs	80	80	80	0
Sub -Total (E)	1,116	1,116	602	514
Support Services				
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
Sub-Total (F)	593	593	567	246
Total (E+F)	1,709	1,709	1,169	760

Table 11: Skills Set and Competence Development

Cadre	Skills Set	Skills Gap	Competence Development
Top leadership and management (Senior Deputy Solicitor General, Deputy Solicitor General, Chief State Counsel)	Master of Laws (LLM) or a Master's degree in a relevant Social Science course from a recognized university; Bachelor of Laws degree (LLB) from a recognized university; Post graduate diploma in Law for the Kenya School of Law; Advocate of the High Court of Kenya; Post graduate diploma in legislative drafting; Communication skills; Critical thinking; Analytical research; Legal writing and drafting; advocacy; problem solving; leadership and management skills	Emerging areas of law: - 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	Conducting Periodic Training needs assessment; Planning and Budgeting for group and individual trainings; Entering into protocol of engagement with key stakeholders; Facilitating on the job training on mentorship; Implementation of local content requirement in legal matters handled by Foreign/International Law Firms; and Exchange/Attachment learning programmes
Mid-level leadership (Deputy Chief State Counsel, Principal State Counsel, Senior State Counsel, State Counsel II)	Bachelor of Laws degree (LLB) from a recognized university; Post graduate diploma in Law for the Kenya School of Law; Advocate of the High Court of Kenya; Communication skills; Critical thinking; Analytical research; Legal writing and drafting; Advocacy; Problem solving; leadership and management skills		
Legal Clerk Assistant	Diploma in Law/ Paralegal studies or equivalent from a recognized institution; Kenya Certificate of Secondary Education Certificate (KCSE) mean grade of C-; Current process server certificate; Legal Research; Proficiency in computer applications; Communications skills	Alternative dispute resolution skills Legal drafting	

Building Surveyor (Estate Manager)	Masters Degree; Senior Leadership Management course (SLDP); Senior Management course (SMC)	Property Management Financial Management	Training. Seminars Benchmarking
Economist/ Statistician	Master's Degree or Bachelor's in: Economics; Statistics; Economics and Mathematics; Economics and Statistics; Economics and Finance; Project Planning and Management, Philosophy in Economics, Public Policy	Monitoring and evaluation, strategic management and leadership, negotiation skills, economic modelling and forecasting, report writing, project management skills, communication and reporting.	
Supply Chain Management	<ul style="list-style-type: none"> - Master's Degree or Bachelor's Degree in: Business Administration [Supplies Management]; Commerce; Marketing; Procurement and Economics; Statistics; Procurement and Supplies Management; Law, Entrepreneurship; Logistics and Supply Chain Management - Diploma in Supplies Management - Advanced Certificate in Supply Chain from Chartered Institute from of Purchasing and Supply; Certified Supply Management - Kenya Certificate of Secondary Education [KCSE] Mean C- with minimum of C- in Mathematics and English or Kiswahili 	Interpersonal relations, public relations, team management, procurement law and risk management, senior management and strategic leadership, tender processing evaluation, work planning and target setting, computer skills, record management, project planning and management, financial management and budgeting process	
Public communications.	Master's Degree or Bachelor's Degree or Diploma Mass Communication; Journalism; Public Relations; Mass Communication; Communication Studies; Media Studies/ Science; Photojournalism; Social Science with a Post graduate Diploma	Protocol etiquette, event management, marketing, graphics design, editing information, social media management, conflict management, videography, public communication, report and minute writing, customer care and public relations, leadership skills, interpersonal skills, public speaking, editing skills, basic planning skills, ICT application skills	
Human resource management and development	Master's Degree in the following fields: - Human Resource Management, Human Resource Development, Human Resource Planning, Industrial Relations Education, Public Administration, Business Administration, Counselling Psychology or any other relevant qualification from a recognized Institution; Diploma in Human Resource Management, Human Resource Development, Industrial Relations and Labor Relations; Certificate in computer application skills from a recognized Institution	Policy formulation and implementation, proposal and report writing, training needs assessment skills, staff audit and training, coordination, corporate planning, staff performance, management and appraisal, work planning and budgeting, monitoring and evaluation, guidance and counselling, research and data analysis, team building, strategic leadership and management communication and management skills, communication and management skills, computer skills, customer care and public relations, records management, mentoring, Integrated Personal Payroll Database [IPPD], negotiation skills, labor laws	Training. Seminars Benchmarking

ICT	Master's/ Bachelor's Degree/Diploma in any of the following fields: Computer Science, Electrical/Electronic Engineering KCSE mean Grade C plain with at least a C- In Mathematics and English/ Kiswahili	Computer programming and software development, website development and management, server infrastructure and systems management, information security, private cloud development and administration, strategic leadership and management, teammate, project management, business integrated data extraction and data analytics, ICT infrastructure management, senior management costs	Training. Seminars Benchmarking
Finance and accounts	Master's/ Bachelor's Degree in Commerce [Accounting or Finance option], Business Administration [Accounting option] from a recognized Institution; Certified Public Accountant [CPA] or its equivalent	Interpersonal Relations, time management, team skills, leadership skills, resource mobilization, skills as well as general human resources skills, computer based financial management, budgeting and planning skills, public sector finance management, programme-based budgeting, Integrated Financial Management Information System [IFMIS], program planning and management monitoring and evaluation and public finance.	Training. Seminars Benchmarking
Internal Audit	Bachelor of Commerce [Accounting or Finance] Diploma in Internal Auditing; Certified Internal Auditor; Certified Fraud Examiner; Certified Information System Auditor or any related business course.	Auditing for internal auditor, ICT for Auditors, monitoring and evaluation, report writing, minute writing, computerizing financial audit, supply chain management audit skills, forensics, and investigation, document analysis, research, public relations and management, quality management system;	Training. Seminars Benchmarking
Drivers	Kenya Certificate of Secondary Education mean grade D A valid driving license free from any indorsement[s]; Suitability tests for drivers Grade III conducted by the Ministry of Roads and Public Works and Defensive Driving Certificate from the Automobile Association	Occupational test, defensive driving, first aid, basic mechanic skills, vehicle maintenance, customer care, public relations, induction on the Department's mandate and core functions, safety measures at the workplace, road traffic and safe management, computer training, communication skills, basic report writing emergency customer care and public relations.	Training. Seminars Benchmarking
Office Administrators	Master's/ Bachelor's Degree in Business Administration/ Office Management; KCSE mean grade C-; Diploma in Secretarial Studies from the Kenya National Examinational Council; Business Education Single and Group Certificates [BES & GC] STAGE I, II and III from Kenya National Examinations Council; and Computer packages certificate	Records management, communication, customer care and public relations, office management and operations typing, secretarial training, basic computer skills, team work, etiquette protocol, basic counselling, first aid and safety measures at work place, report writing, Document Classifications Management and Office Act.	Training. Seminars Benchmarking

Records Management Officers	Master/ Bachelors' Degree in Information Science/ Records Management or equivalent qualification from a recognized Institution; Diploma in Records/ Information Management, Library/ Information Science and Certificate in Records/ Information Management, and Library/ Information Science	Electronic documents management skills, digitization of record management, Record Safety/ Information sec-management, Data backup and recovery, communication skills, team work, public relations and customer service skills, ICT skills and promotion courses.	Training. Seminars Benchmarking
Administrative Officers	Masters/ Bachelors' degree in any Social Science or its equivalent qualification from a recognized institution; Diploma/ Certificate in any of the following disciplines: Public Administration, Management, Social Work, Community Development, Education, Governance, Conflict Management or its equivalent qualification from a recognized Institution	Budgeting skills, public administration, public relations, customer care, report; speech briefs and cabinet memorandum writing skills; conflict management and arbitration; disaster management; guidance and counselling; strategic leadership and management; team building; change management; corporate governance; computer skills; project planning and management.	Training. Seminars Benchmarking
Clerical Officers	KCSE [C-] Passes in Proficiency Examination for Clerical Officers; and Computer application skills	Proficiency course for clerical officers, first aid management, record management, computer skills, public relations, customer care skills, financial management, report and minute writing	Training. Seminars Benchmarking
Cleaning supervisors	KCSE Kenya Certificate of Education and computer skills	Health and safety, customer care skills, first aid management	Training. Seminars Benchmarking

6.2.3 Leadership

The Solicitor General (SG) who is the Accounting Officer for Office of the Attorney General & Department of Justice will exercise overall leadership for the execution of the Strategic Plan while the Honourable Attorney General will provide oversight. The office of the Solicitor General is established pursuant to the Office of the Attorney General Act No. 49 of 2012. The SG is responsible for organizing and coordinating the administrative and legal functions of the Office; formulating and ensuring implementation of development strategies for Government Legal Services; overseeing day-to-day operations of the Office and ensuring prudent management of resources including financial and human resources. The SG also ensures implementation of the cabinet decisions and enhancing the corporate image of the OAG&DOJ

Implementation of the Strategic Plan will be actualized through Strategic Theme Teams (STTs). The STTs are aligned to the strategic issues for purposes of responsibility and accountability in leading and coordinating the execution of strategic activities relevant to the key KRAs. The STTs are provided in Annex II

6.2.4 Systems and Procedures

The OAG&DOJ has adopted different systems and procedures towards efficient and effective delivery of services. These systems and procedures will be used in the 2023/24 – 2027/28 plan period. In particular, OAG&DOJ will apply the following formulated Guidelines and Standard Operating Procedures: Guideline on management of civil litigation registry; Guidelines on vetting of contracts and memorandum of understanding; Guidelines on engagement of external counsel by MDAs; Guidelines on consideration of requests for drafting of legislative proposals; and Guidelines on audit of litigation on behalf of government.

In addition, the office will adopt the government integrated technology in its core processes. In the HRM&D Division which is in charge of payroll, staffing, training and registry records management, the Integrated Personal Payroll Database (IPPD) system is used.

In financial management, the use of IFMIS by Accounts and Finance Divisions has made great improvement in payment processes and reporting. Budgeting is also being done through a Hyperion system which captures budget data and associated adjustments. The system is also being used in procurement processes through requisition, sourcing, contract awards and connects to accounts for payment processing of merchant's claims. Further, there is the use of Public Procurement Information Portal for publication of contracts award and tender notices.

The office will also use official email address and social media platforms for ease of communication. In terms of monitoring and evaluation of projects and programmes, the office will use the Public Investment Management Information System (PIMIS).

To enhance efficiency and effectiveness in provision of legal services to the government and the public during the plan period, OAG&DOJ will digitize and automate its processes, data and information. This will be in line with government policy towards digitization and automation of all government critical processes and make available 80% of government services online as per the BETA.

6.3 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 Table 12 below:

Table 12: 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&DOJ in the discharge of its mandate	M	M	M	Staff/Stakeholder sensitization on constitutional and statutory changes Enhance OAG&DOJ 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&DOJ pace of decentralization	H	H	H	FastTrack decentralization of OAG&DOJ services
3.	Operational Risks	Poor remuneration, staff turnover, shortage of office space, inadequate legal resources, and redeployment of staff may interfere with implementation of the Strategic Plan	H	H	H	Improve remuneration terms, recruit adequate staff and enhance OAG&DOJ infrastructure
		OAG&DOJ uptake of the online registration services	M	M	M	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&DOJ 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; and automation and digitization of services

S/No.	Risks	Risk and Description	Likelihood (L/H/M)	Severity (L/H/M)	Overall Risk Level (L/H/M)	Mitigation Measure(s)
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 delivery.	M	M	M	-Develop and implement business continuity plan -Undertake activities that mitigate effects of climate change -Capacity building on environmental issues -To promote environmental awareness.
Key: H - High M - Medium L - Low						

7

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 projected financial resources required for the implementation of this Strategic Plan is Kshs. **38. 241 billion** as shown in Table 13.

Table 13. 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	1,221.00	1,485.00	986.00	901.50	5,587.00
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	1,195.70	2,473.30	2,890.80	2,278.30	2,208.30	11,046.40
Administrative Cost	1,084.00	1,138	1,195	1,255	1,318	5,990.00
Personnel Emolument	1,913.38	2,125.07	2,129.31	2,135.19	2,199.25	10,502.20
Total	6,120.58	8,045.37	8,898.11	7,638.49	7,539.05	38,241.60

7.1.1 Resource Gaps

The total estimated financial resource requirement for the plan period is **Ksh. 38,241.60 million** against an estimated allocation of **Ksh. 20,301.21 million** creating a funding gap of **Ksh. 17,940.39 million** as shown in Table 14 below. The resource gaps will inform resource mobilization strategies.

Table 14. Resource Gaps

FY	Requirement (Ksh.Million)	Estimated resource Allocation (Ksh. Million)	Variance (Ksh. Million)
Year 1	6,120.58	3,605.14	2,515.44
Year 2	8,045.37	3,844.51	4,200.86
Year 3	8,898.11	4,032.42	4,865.69
Year 4	7,638.49	4,280.97	3,357.52
Year 5	7,539.05	4,538.17	3,000.88
Total	38,241.60	20,301.21	17,940.39

7.2 Resource Mobilization Strategies

This Strategic Plan will be mainly financed by resources from the Government of Kenya (GoK). The Office will explore diversified strategies for resource mobilization and prudent financial management as outlined below.

7.2.1 Government Financing

The OAG&DOJ will continue to bid for allocation of more resources through the Medium-term Expenditure Framework Budgets, focusing on priority programmes in line with the Kenya Vision 2030, MTP IV, BETA and other policy documents.

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, DPE, OHCHR, UNODC, USDOJ, AGA-Africa and AMLCFT.

7.2.3 Ministries Departments and Agencies

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 Act, 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:

- Build capacity of State Counsel on emerging areas of laws to reduce cost of hiring external lawyers;
- 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;
- Optimize Inter-Agency/Integrated provision of Legal Services;
- Timely disposal of obsolete assets to minimize maintenance costs; and
- Leverage on ICT towards administration efficiency. This is expected to reduce costs, thereby releasing resources to priority areas.

8

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 OAG&DOJ.

8.1 Monitoring Framework

The Office will develop a monitoring framework that will enable OAG&DOJ to measure its performance against the set targets. Execution of this framework will form the basis for review of the progress on implementation of the Strategic Plan. Monitoring will involve regular and systematic collection of data on specified indicators and analysis to track progress and achievement of strategic plan objectives. For effective data collection, information sources will be chosen in advance, and data collection tool and procedure developed. The means to be used in monitoring will include annual work plans that will be developed from the implementation plan, field visits, periodic reporting and regular meetings by stakeholders. Outputs in the implementation matrix will be tracked on a regular basis. Performance tracking will be based on:

- i. Key performance indicators that will be objectively determined from the implementation matrix for tracking the outputs and outcomes;
- ii. Established baseline data on monitoring indicators; and
- iii. Continuous improvement on the targeted results for efficiency and effectiveness as planned.

The M&E system for the OAG&DOJ over the plan period will consist of a monitoring and evaluation cycle as presented in Figure 8.1. To this end, the OAG&DOJ Strategic Plan Theme Teams Committee (SPTTC) comprised of Heads of all Departments under the chairmanship of the Solicitor General will provide oversight on the M&E of the projects/programmes contained in the Strategic Plan. The CPPMD will provide the secretariat services to the SPTTC.

The HoDs will ensure that the necessary information and reports are provided on a timely basis to facilitate informed decision making. The reports will be presented to the STTC for discussions and direction on quarterly, biannual and annual basis or from time to time. The key monitoring activities, expected outputs, indicators and yearly targets are presented in Table 6.1 The targets will be transferred into the OAG&DOJ AWP, PCs and SPAS where relevant.

Figure 2: The OAG&DOJ Monitoring and Evaluation Cycle

8.2 Performance Standards

The OAG&DOJ monitoring and evaluation framework will be based on internationally accepted norms and standards including; relevance, efficiency, effectiveness, success and sustainability. The standards for tracking performance for the strategic plan will include defining the Key Performance Indicators identified at outcome, output and efficiency level. The Strategic Theme Teams, through the coordination of the Head of the Central Planning and Project Monitoring Departments in the State Department will be responsible for data collection for the respective KRAs

8.3 Evaluation Framework

The Strategic Plan will be evaluated during and after implementation, to test its feasibility and likelihood of its ability to produce the desired results. This will be on account of relevance, cost-effectiveness, efficiency and sustainability. In this respect, efficiency will assess the extent to which the

intended outputs are attained relative to annually generated targets. Sustainability will address whether there exists capacity to follow-up implementation of the strategies. Evaluation of strategies will inform whether the strategies formulated translate into benefits and growth. Finally, impact assessment will confirm whether the outcomes have been realized. The annual reports will serve as the basis for annual evaluation. Table 15 provides a summary of the outcome performance indicators, baselines values and Mid - Term and End - Term targets.

Table 15: Outcome Performance Matrix

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 favorable 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 announcements made	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, Planning and Support Services	Enhanced access of OAG & DOJ Services	% increase in the no. of clients accessing OAG&DOJ 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 furniture items acquired	-	2022/23	900	1500
	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.

8.3.2 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.

8.3.3 Ad hoc Evaluation

Ad hoc evaluation may be commissioned by the Honorable Attorney General in case of significant and unexplained variance between the planned and achieved performance targets. Such variances will be identified through the regular quarterly and annual reports.

8.4 Reporting Framework and Feedback Mechanism

All Departments in the OAG&DOJ will be involved in monitoring and reporting on the progress of achievement of results and objectives based on 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 Monitoring and Evaluation reports on quarterly, bi-annual and annual basis to serve as documentation of best practices which will be disseminated to senior management for learning and decision-making purposes. The office will ensure that lessons learnt are captured and fed into a continual adjustment and improvement of the necessary corrective interventions in the strategy. The monitoring reports will be shared with stakeholders as a feedback mechanism from within and without to facilitate informed decision making. The Office will prepare quarterly, annual and evaluation reports using templates as provided in Tables 16, 17 and 18 respectively

Table 16: Quarterly progress reporting template

OAG&DOJ Quarterly Progress Report

Quarter Ending

Strategy	Expected Output	Output Indicator	Annual Target (A)	Quarter For Year			Cumulative to Date			Remarks/ Corrective Intervention	Responsible Department
				Target (B)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)		

Table 17: Annual Progress Reporting Template

OAG&DOJ Annual Progress Report

Year Ending

Strategy	Expected Output	Output Indicator	Achievement For Year			Cumulative Date (years)			Remarks/ Corrective Intervention	Responsible Department
			Target (A)	Actual (B)	Variance (B-C)	Target (D)	Actual (E)	Variance (E-D)		

Table 18: Evaluation Reporting Template

Key Results Areas	Outcome	Outcome Indicator	Baseline		Mid-Term Evaluation		End of Plan Period Evaluation			Corrective Intervention
			Value	Year	Target	Achievements	Target	Achievement		
KRA 1	-	-	-		-		-		-	
KRA 2	-	-	-		-		-		-	
KRA 3										
KRA 4										

Annex I. Strategic Plan Theme Teams

Theme Teams	Strategic Issue	Responsibility for Implementation of Projected Targets	Theme Team Members
Theme Team 1	Access to professional and timely legal services	<ul style="list-style-type: none"> Advocates Complaints Commission International Law Division Government Transaction Division Legal Advisory & Research Division Registrar General Public Trustee Civil Litigation Department National Legal Aid Service 	<ul style="list-style-type: none"> i. Secretary, Advocates Complaints Commission ii. Head of Department, International Law Division iii. Head of Department, Government Transaction Division iv. Head of Department, Legal Advisory & Research Division v. Head of Department, Registrar General vi. Head of Department, Public Trustee vii. Head of Department, Civil Litigation Department viii. Head of Department, National Legal Aid Service
Theme Team 2	Upholding rule of law	<ul style="list-style-type: none"> Department of Justice Legislative Drafting Department Victim Protection Board 	<ul style="list-style-type: none"> i. Secretary, Justice and Constitutional Affairs ii. Head of Department, Legislative Drafting Department iii. Chief Executive Officer, Victim Protection Board
Theme Team 3	Accountability and Transparency	<ul style="list-style-type: none"> National Anti-Corruption Campaign Steering Committee Department of Justice 	<ul style="list-style-type: none"> i. Director, National Anti-Corruption Campaign Steering Committee ii. Secretary, Justice and Constitutional Affairs
Theme Team 4	Inefficiency in provision of legal services	<ul style="list-style-type: none"> Administration Central Planning and Project Monitoring Department Human Resource Management and Department Finance Supply Chain Management Unit Public Communication Information Communication Technology Accounts 	<ul style="list-style-type: none"> i. Secretary Administration ii. Head Central Planning and Project Monitoring Department iii. Director Human Resource Management and Department iv. Director Finance v. Head Supply Chain Management Unit

Theme Teams Terms of Reference

- Provide leadership that will be responsible for the execution of the Strategic Plan;
- Cascade the Strategic Plan targets to the MTEF framework, annual work plans and performance contracts to ensure realization of the planned targets;
- Coordinate development/review of policies, rules and regulations to support the implementation of the strategic initiatives;
- Coordinate activities that are key in the implementation of the Strategic Plan;
- Explore alternative resource mobilization strategies e.g. donor support to finance the resource requirements gaps for the implementation of various strategies in the plan;
- 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;
- 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;
- Undertake mid-term review of the Strategic Plan targets and provide implementation status report; and
- Ensure staff skills and competencies are employed for effective and efficient implementation of the strategic plan.



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