



REPUBLIC OF KENYA

**SECTOR PLAN  
FOR  
GOVERNANCE JUSTICE AND THE RULE OF LAW  
2013 – 2017**

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## **STATEMENT BY THE CABINET SECRETARY MINISTRY OF DEVOLUTION AND PLANNING**

In keeping with the decision that Kenya Vision 2030 be implemented through five year Medium Terms the Government successfully launched the Second Medium Term Plan (Second MTP 2013-2017) in October 2013. The Ministry of Devolution and Planning then embarked on the process of preparing the second round of Kenya Vision 2030 Sector Plans detailing policies, programmes and projects to be implemented in each sector. A total of twenty one Sector Plans have therefore been produced based on the work of nineteen medium term plan sector working groups and three thematic working groups formed to prepare detailed plans as background documents for the Second MTP.

The Sector Plans outline in greater detail specific plans for implementation in each sector during the 2013-2017 period. The Plans have been prepared through a participatory and inclusive process involving representatives from the government, development partners, private sector, NGOs, civil society, faith based organizations, professional associations, research institutions, and organizations representing women and youths, among others. Apart from the technical inputs, the Sector Plan priorities have been aligned and taken into account the priorities and inputs from nationwide Second MTP county consultation forums which captured views and priorities of Kenyans at the grass root and local level. Additionally, the Sector Plans have taken on board the key issues and priorities outlined in the Manifesto of the Jubilee Government in line with Second MTP.

The Sector Plans implementation matrices outline the broad goals and strategic objectives, the specific objective of each programme and project, the expected output and outcomes, the indicators for monitoring progress, the entity responsible for implementation, the implementation timelines, the source and mode of funding for each planned programme and activity starting financial year 2013/14 to 2017/18.

In accordance with the Constitution of Kenya, it is expected that the programmes and projects outlined in the Sector Plans will be implemented in close consultation and collaboration with county governments, keeping in mind, the distribution of functions between the national and county governments as outlined in the fourth schedule; and the capacity of county governments. Involvement of the private sector, including through Public Private Partnerships (PPPs), in implementing the Sector Plans will also be crucial to deliver the expected outputs and outcomes of various prioritized programmes and projects.

To ensure successful implementation of the Sector Plans, and the activities outlined in the implementation matrices, my Ministry will put in place the necessary monitoring and evaluation framework and systems including the reporting formats and templates for production of quarterly progress reports by implementing entities.

In conclusion, let me take this opportunity to thank the respective Cabinet and Principal Secretaries involved in various sectors and all those involved in preparation of the Sector Plans.



**Anne Waiguru, O.G.W.**  
**Cabinet Secretary, Ministry of Devolution and Planning**

## FOREWORD

The Governance Justice and Rule of Law (GJRoL) sector of the Medium Term Plan is made up of fourteen (14) sub-sectors, making it the single largest sector in terms of participating Ministries, Departments and Agencies (MDAs). Also called the Governance, Justice Law and Order (GJLOS) sector under the Medium Term Expenditure Framework (MTEF), it brings together MDAs with different but mutually complementing mandates contributing to the economic, social and political development of the country, as envisaged in Vision 2030 and the Constitution.

It is gratifying to note that there has been consistent commitment by various Sub-Sectors, Development Partners, and Non-State Actors all of whom have made the plan development coordinating function much easier. In terms of enhancing implementation, it has consistently been acknowledged, that harmonization between the Medium Term Plan structures to that under the Medium Term Expenditure Framework is essential so that the two define the sector singularly under the latter framework. This plan document therefore adopts to use GJLOS and GJRoL interchangeably in anticipation that the collapsing of the two will be realized during this plan period.

Contextually, it is also important to take note that the plan development period also happened at a time when the country was in political transition from the PNU Government to Jubilee, which necessitated a recasting of priorities in alignment with the incoming Government's party manifesto. During the First Medium Term Plan, the sector led the nation in realizing the new constitution in 2010, followed with commencement of its implementation. The nation also went through peaceful election in 2013 which was managed mainly by institutions belonging to this sector. The sector also developed sector policy which is critical for guiding planning and resource allocation across the sector. The policy now awaits Parliament approval. These and many more constitute some of the leading indicators of the sector's progress during the First Medium Term Plan under Vision 2030.

Over the Second MTP plan period, the sector is geared towards creating a conducive environment for wealth and employment creation through the sector's oversight role in the constitution implementation, stepping up the fight against corruption, enhancing access to justice, protection of human rights and by promoting the rule of law. Good Governance and Rule-of-Law which forms the core mandate of the GJLOS sector is also the focal point of Government services. This means GJLOS sector has cross-sectoral linkages with all the other MTEF sectors whose services and outputs are therefore much reliant on the former.

This plan is also a sector investment framework by which other sector players - including Development Partners, Private sector and Civil Society Organizations – are invited to define their ground for engagement and partnership with government.



**Hon. Prof. Githu Muigai, EGH, SC**  
**Attorney General**

## **PREFACE**

The Second Governance, Justice and the Rule of Law Sector Medium Term Plan – under vision 2030 - spells out the development initiatives for the 2013-2017 plan period. The Plan will be used as a road map to guide the sector as it strives to deliver on its mandate as defined under Vision 2030.

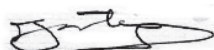
First, the Plan has been formulated through a highly participatory process involving all the sector institutions. In addition, the plan incorporates contributions from the private sector, civil society, religious organizations and development partners. This participatory process has enriched the formulation of the plan in identifying the programmes and projects for implementation over the plan period.

Over this plan period, a number of key interventions are envisaged. First, the economic goal of Government is to enhance economic growth to 10% per annum. Towards this direction, the sector will for its part lead in the upholding of the rule of law, access to, and efficiency of the justice system and a general enhancement of democratic space – all of which are key ingredients to a thriving economy. Importantly, the plan period also coincides with the progressive implementation of the constitution, and towards the end will entail preparing the country for the 2017 elections.

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

A monitoring and evaluation mechanism will be put in place to ensure successful implementation of this plan. In addition, the sector institutions are encouraged to build adequate capacity with a view to achieving their respective plan targets.

Last but not least, and while working for a more cohesive sector that is bound together by interdependent mandates, the sector will also develop linkages with other vision 2030 sectors so as to enhance effectiveness through synergy and coherence during the implementation of the plan.



**Mr. Njee Muturi**  
**Solicitor General**  
**Office of the Attorney General and Department of Justice**



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## ACRONYMS

ADR	-	Alternative Dispute Resolution
BCM	-	Bridging Coordinating Mechanism
BOPA	-	Budget Outlook Paper
BPS	-	Budget Policy Statement
BSP	-	Budget Strategy Paper
CIC	-	Commission on the Implementation of the Constitution
CIOC	-	Constitutional Implementation Oversight Committee
CSOs	-	Civil Society Organizations
DPP	-	Directorate of Public Prosecutions
E-LSRS	-	Extended Legal Sector Reform Strategy
ERS	-	Economic Recovery Strategy (for Wealth and Employment Creation)
GAP	-	Government Action Plan
GDP	-	Gross Domestic Product
GJLOS	-	Governance, Justice, Law and Order Sector
GJROL	-	Governance, Judiciary and Rule of Law
GoK	-	Government of Kenya
HIV/AIDS	-	Human Immuno Virus/ Acquired Immunodeficiency Syndrome
IARSC	-	Inter-Agency Steering Committee
ICT	-	Information Communication Technology
IEBC	-	Independent Boundaries and Election Commission
IEC	-	Information Education and Communication
JRM	-	Joint Review Meeting
KACC	-	Kenya Anti-Corruption Commission
KLRC	-	Kenya Law Reform Commission
KANU	-	Kenya African National Union
KNBS	-	Kenya National Bureau of Statistics
KNCHR	-	Kenya National Commission on Human Rights
KNDR	-	Kenya National Dialogue & Reconciliation
K-NICE	-	Kenya National Civic Information and Education Programme
KR	-	Key Results
LSRCC	-	Legal Sector Reform Coordinating Committee
MDAs	-	Ministries, Departments and Agencies
M&E	-	Monitoring & Evaluation
MTEF	-	Medium-Term Expenditure Framework
MTP	-	Medium-Term Plan
MTS	-	Medium Term Strategy
NARC	-	National Rainbow Coalition
NCIC	-	National Cohesion and Integration Commission



NARC	-	National Rainbow Coalition
NCIC	-	National Cohesion and Integration Commission
NIMES	-	National Integrated Monitoring and Evaluation System
NSAs	-	Non State Actors
OP	-	Office of the President
OVI	-	Objectively Verifiable Indicators
OVP	-	Office of the Vice President
PFM	-	Public Financial Management
PFMA	-	Public Financial Management Accountability
PFP	-	Policy Framework Paper
PBO	-	Parliamentary Budget Office
PEV	-	Post Election Violence
PRS	-	Poverty Reduction Strategy
PRSP	-	Poverty Reduction Strategy Paper
PB2	-	Performance-based/ Programme Budgeting
PS	-	Permanent Secretary
PSR	-	Public Sector Reform
PSRDS	-	Public Sector Reform and Development Secretariat
PSLO	-	Public Safety Law and Order
RBA	-	Rights Based Approach
RBM	-	Results Based Management
RRI	-	Rapid Results Initiatives
SAGAs	-	Semi-Autonomous Government Agencies
SO	-	Strategic Objective
SLO	-	State Law Office
SLRCC	-	Sector Legal Reform Coordinating Commission
SRCS	-	Sector Reforms Coordination Secretariat
STPP	-	Short Term Priorities Programme
STATCAP	-	Statistical Capacity Building Project
SWAp	-	Sector Wide Approach
STPP	-	Short Term Priority Program

## EXECUTIVE SUMMARY

The Second Medium Term Plan of the Governance Justice and Rule of Law sector is at the core of Kenya's development efforts. It forms a direct implementation instrument for the Kenya Vision 2030 and provides answers to important questions on how this country addresses core concerns of its citizens on national cohesion, national values and integrity, access to justice, human rights and the rule of law. Kenyans have prioritized security as a major concern affecting their lives. Corruption ranks also at the very top of the inhibitors to development that the people of this country expect the Government to combat in order for the nation to move forward.

This five-year plan document is the sector blue-print for addressing these issues. The plan document is divided into five parts that align to the national 5-year Medium Term Plan. The situation analysis first outlines some of the major achievements of the sector in the course of implementing the First Medium Term Plan which ended in 2012. The promulgation of the Constitution in 2010 and the peaceful elections in 2013 were the leading landmarks largely achieved through the leadership of this sector. Going forward, the sector continues with the leadership position in the progressive implementation of the constitution. In short succession, and through mainly legal & institutional frameworks as well as of administrative procedures the country was able to realize devolution which brought with it the sharing of power, resources and service delivery with forty seven county Governments.

As part of lessons learnt and which go towards advising the forwards strategy, the second chapter then summarizes emerging issues and challenges such as were realized during implementation of the First MTP. Lack of policies, inadequate political support, insufficient resources, and weak collaboration – among others – have been the main concerns contributing to slowed progress in the realization of tangible results on the fight against corruption, while amongst others undermining national cohesion and rule of law. Incoherence between the MTP as the planning framework and the MTEF being the implementation instrument has particularly undermined effective programming and resourcing for the sector, while insufficient commitment to inter agency coordination and collaboration has further eroded opportunities for synergies. These are challenges that require the highest level of immediate intervention with a view to regaining the momentum for reforms and meeting the huge mandate entrusted to this sector.

The third chapter is devoted to priorities that the sector envisions for the coming five years. Six flagships form the core commitments by the sector in its drive to deliver on its mandate. Implementation of Constitution and Legal Reforms, Leadership, Ethics and Integrity, National Cohesion and Integration, Legal Aid and Awareness, Strengthening the Criminal Justice System and Judicial Transformation, constitute the sector's programming nexus for the coming five years. To compliment these flagships, the sector further commits to implementation of six other programmes.

Beginning with policy adoption by parliament, the sector sets out to progressively implement the Bill of Rights. In this respect the sector would be responding to the Constitution, which espouses a human-rights based approach to development by encapsulating important national values and principles of governance, which must inform all aspects of government development planning. The sector therefore undertakes to build capacity on human rights based approach to programming and planning and thus ensure meaningful realization of rights.

Sector Reforms Coordination, is another program envisaged to improve the sector's delivery effectiveness. Full establishment of two key coordination points – these being the National Council on the Administration of Justice and the National Collaboration for Oversight and Accountability – will be key in regaining the pace for reforms through providing concerted policy directions, and undertaking the oversight function through implementation monitoring.

Through developing and implementing several supportive policy and legislations, the sector sets out to improve on Political and Economic Governance and to promote issue-based politics, whereas improving efficiency on public expenditures. During the plan period, the sector is poised to ensure that electoral and political processes form a core element of the Constitution implementation. It will further seek to improve the business environment for the private sector, and by this to contribute towards a sustainable 10% annual national economic growth target.

Adequacy of legal professional is a key component in enhancing access to justice. In this regard, and with the spirit of taking services closer to the people, the Kenya School of Law is to roll-out an expansion plan that will in the plan period involve opening a minimum of three new schools at different counties. A national Legal Education policy will further be developed and implemented to facilitate and guide private sector participation in legal education.

Under the Victim of Offences Programme, rights and welfare of the victims of offences including victim information and notification, restitution and compensation and provision of reconciliation and psychosocial services within the criminal justice system will be strengthened with the enactment of the Victim of Offences Bill.

Lastly, towards enhancement of Democracy and Public Participation and contributing towards a people-centred and politically engaged open society, the sector sets out to Develop and implement a national policy on public participation and to facilitate the implementation of policy on National values and principles of governance.

The last part of the document is the implementation matrix which provides the monitoring and evaluation framework. This offers a crucial instrument for the progressive tracking of the overall plan, at the institutions, and for specific programs and projects. It is emphasized that M&E especially at the sector level – which has been weak in the past – will be given special attention to form part of the crucial delivery instrument that devoted to make the sector more cohesive and to delivery more effectively on its overall mandates.

# 1 INTRODUCTION

The Governance Justice and Rule of Law sector falls under the Political of the Vision 2030. Under Vision 2030, the mandate of the sector is articulated to lead to an “adherence to the rule of law applicable to the modern market-based economy in a human-rights respecting state.” The intermediate targets of vision 2030 set for realization within the period of the First Medium Term Plan for the sector is the enactment and implementation of policy, legal and institutional framework vital for promoting, and sustaining fair, affordable and equitable access to justice.

The Governance Justice and Rule of Law is a fairly large sector. The sector comprises institutions with linkages to the Office of the President, Office of the Attorney General and Department of Justice; the Judiciary, and a good number of independent and semi-autonomous state institutions and commissions. It is a multi-actor sector governed by many existing policies, laws and administrative circulars. Individual GJLOS institutions work within this dense policy and legal framework, which has generally created incoherence and constrained effective collaboration within the sector.

## 2 SITUATION ANALYSIS

During the First MTP, Governance, Justice, Law and Order Sector (GJLOS) initiated a number of key flagship programs, high priority programs, projects as well as policies, laws and institutional reforms aimed at achieving, among other things, the national healing, reconciliation and reconstructing in the country following the 2007/08 post-election violence. Some of the key achievements for the sector include the promulgation of the Constitution (2010), establishment of various commissions and committees particularly related to implementation of the constitution; implementation of various programs especially around preparedness in the run-up to the 2013 elections; and the enactment of laws as set out in the Fifth Schedule of the Constitution and adoption of devolution. As part of its leading role in the implementation of the constitution, the Governance, Justice Law and Order Sector additionally contributed to the realization of devolution through development of necessary legislation, policies and establishment of institutions such as the CIC, Transitional Authority, NGEC, CRA, IIEBC etc.. Successful Truth Justice and Reconciliation process, and the holding of peaceful elections under the new constitution were some of the major achievements during the First Medium Term Plan.

Other key achievements included decentralization of the appellate court, more high courts and establishment of additional magistrate courts as well as specialized courts across the country. Vetting of judges and magistrates, establishment of NCAJ formed important milestones in the road to transformation of the Judiciary and the Justice system. Other institutions included the establishment of the Kenya National Integrated Civic Education [KNICE] program; establishment of the Political Parties Liaison Committee; and the creation of three commissions of Article 59. In terms of legislation, some of the leading developments was the enactment of the leadership and integrity act, Establishment of an independent ODPPs act, and the separation of Committee for Legal Education from the Kenya School of Law.

The promulgation of the Constitution in 2010 was the most significant development in post-independence Kenya, culminating a two-decade clamor for constitutional reforms. In a forward looking way, implementation of the Constitution of Kenya 2010 will continue to be a key driver to the sector's flagship and priority programs for the coming five-years Second MTP period. The constitution articulates national values and principles of governance that bind all state organs and officers of government. In addition, it defines and expands the bill of rights that are to be progressively realized and which guarantee recognition and protection of human rights and fundamental freedoms.

### 3 EMERGING ISSUES AND CHALLENGES

During implementation of the First MTP, the sector faced a number challenges unique to this sector as well as other cross-cutting ones that affected implementation across all the institutions under the pillar. Some of the key challenges included:

- Corruption challenges which have encumbered program implementation in the sector especially arising from
- Lack of a national ethics and anti-corruption policy;
- Inadequate resourcing for the anti-corruption agencies,
- Flawed and at the same time slow and lengthy procurement procedures that compromise program implementation - adding to costs reducing impact; and
- General insufficiency of political commitment in the fight against corruption.

Devolution being a new governance system is characterized by a number of challenges that the sector will need to address. The overall goal of devolution is to empower citizens to exercise their democratic rights both at national and county levels in order to realize social, political and economic development. The legal and institutional framework in place may pose implementation challenges on devolution that include:

- Concurrent functions have presented conflicts in terms of interpretation of mandates. There may be need for policy and legal guidance in this regard;
- As a major paradigm shift devolution presents a major challenge in the governance system and many public sector employees may resist change thus presenting obstacles in terms of effectiveness in service delivery; and
- Current legislative and institutional framework may have some gaps especially because regulations intended to operationalize key laws are in many cases not yet in place or have not been approved.

Other emerging challenges on devolution, that relate to the sector include:

- Low levels of awareness of the devolved system of governance in both the public sector and the general public;
- Coupled with the foregoing, the Kenya National Integrated Civic Education [KNICE] program, which is under the mandate of this sector has not received consistent exchequer support and in the end has been shut down by close of the period for lack of funding.
- Considering that Governance Justice, and Rule of Law institutions have largely remained with the central Government, collaboration, cooperation, mutual communication and coordination challenges continue to arise;
- Besides, there is need to continue spearheading public sector reforms particularly on the fight against corruption and towards good governance and law and order; and
- Conflicts between the national and county governments in exercising their powers and executing their mandates.

On national cohesion, the main challenge has been inadequate legal and policy framework to streamline programmatic interventions. Even as some reasonable progress was achieved contributing to the holding of peaceful elections in 2013, going forward, national cohesion and integration is an area that continues to face challenges in terms of:

- Inadequate national presence of the institutions mandated to lead the promotion of national cohesion and integration; and
- Insufficient capacity and resourcing

Emerging issues affecting Human Rights in Kenya include the oil and gas sector where there exists little or no knowledge about how the human rights frameworks can be applied. The Fight against Terrorism and extremism also potentially brings about human rights challenge especially on the handling of terror suspects, against the counterbalance of security interests.

The challenges to human rights agenda in the country during the First MTP period, and which require redress going forward include:

- Non-availability and access to statistical data, especially on Economic Social Cultural Rights, which has remains a huge challenge. This data is a key component in state reporting as it clearly highlights progress made by the state in the realization and protection of fundamental human rights
- Inadequate resourcing on human rights programs whose progress has been slowed down. This includes civic education and dissemination of the national policy and action plan on human rights to all county and public offices

The Government of Kenya is a state party to a number of International Human Rights Treaties such as the Convention on the Rights of the Child (CRC), The Convention on the Rights of Persons with Disabilities (CRPD), The African Charter for Human and People's Rights, Convention against Torture (CAT) as well as the International Covenant on Civil and Political Rights (ICCPR). However, Kenya is yet to ratify a number of optional protocols to these international treaties that allow for individual complaint mechanism at the International forum. For example, it has not yet made a declaration in accordance with article 22 of the CAT nor signed the Optional Protocol to the Convention against Torture (OPCAT).

Resource scarcity notwithstanding, the exchequer has also impacted negatively on program implementation particularly arising from imbalanced resourcing and disproportionate reform pace across the sector under the MTEF budgeting process. An additional challenge has been delayed release of exchequer.

Weak Intra-agency and inter-sectoral Collaboration and coordination is another pervasive challenge harboring inefficiencies in resource use and has encumbered the pace of reforms and service enhancement in the sector. Monitoring and evaluation being critical to tracking performance and inform programming has also been largely lacking mainly due to resource constraints at sector coordination function but also due to lack of framework that compels reporting by relevant ministerial departmental agencies and autonomous agencies. To redress these shortcomings there will be need to implement the sector policy and in doing so invest more on the coordination function.

Another area of major concern has been the high level of insecurity, emerging crimes, geopolitical issues, and terrorists threats - coupled with hardware inadequacies and lack of modernization for the Kenya Police Service. Indoctrination of sections of the population – particularly the youth and poor of society – with highly extremist views has led to emergence of criminal gangs like the MRC, Mungiki, Al Shabab, and others which perpetuate crime, violence, civic disturbance, terrorism, and general crime.

## **4 PROGRAMMES AND PROJECTS FOR 2013 – 2017**

Under Second MTP GJLOS sector sets out to focus on 13 key programmes categorized into six flagships programmes and seven other projects and programmes. There are also numerous policies, laws and regulations that are targeted for review and development in the period.

### **4.1 Flagship Programmes and Projects for 2013 – 2017**

As its vision, the sector aspires to contribute to the realization of a “just, democratic, corruption free and prosperous Kenya where citizens enjoy human rights and respect the rule of law”. In the five year plan period the over-riding objectives for the sector are therefore the renewal of constitutionalism, human rights and access to justice; and an issue-based and participatory democratic processes with people-centred, result-based and accountable service delivery. Towards these objectives, the sector commits to implement six flagship projects; these being Implementation of Constitution and Legal Reforms; Leadership, Ethics and Integrity; National Cohesion and Integration; Legal Aid and Awareness; Strengthening the Criminal Justice System; and Judicial Transformation.

#### **4.1.1 Implementation of Constitution and Legal Reforms**

This flagship project has three components, namely the development of laws to implement the Constitution (fifth schedule laws), civic education on the Constitution and inculcating a culture of constitutionalism. Within this flagship are some three components:

##### **(i) Development of Laws to Implement the Constitution**

With regard to the development of laws to implement the constitution, the following strategies will be adopted:

- Enactment of laws to implement the constitution and progressive realization of the constitution
- Prioritization and audit of all existing laws to ensure their conformity with the Constitution;
- Review of legislation leading to recommendations for amendment, consolidation or repeal;
- Development of model laws and provision of technical assistance to counties on the development of county specific legislation;
- Development of rules and regulations on all Constitution implementation legislation; and
- Strengthening capacity of Kenya Law Reform and the that of the OAG&DOJ.

##### **(ii) Civic Education on the Constitution**

It is critical that the Kenyan people understand their rights and responsibilities under the supreme law well enough to actively engage government and governmental processes as part of their civic rights and obligations. In this regard, the sector will ensure sustainable access to information and awareness on the Constitution, its principles, structures and processes.

##### **(iii) Inculcate a Culture of Constitutionalism**

It is important to ensure adherence to the Constitution amongst government agencies, non-state actors and individuals. Steps will be taken to build a culture of respect for the rule of law while fostering a system that ensures governmental responsiveness to its citizens and citizens' responsibility for keeping government in check.



#### **4.1.2 Leadership, Ethics and Integrity**

During the Second MTP leadership, ethics and integrity programme will be implemented. This programme seeks to strengthen legislative, policy and institutional framework for ethics and integrity. To implement the programme, the following key strategies will be adopted:

- Review and strengthen legislative, policy and institutional framework for ethics and integrity in the country;
- Strengthen inter agency collaboration and referral of mechanisms of complaints and cases;
- Strengthening capacity of ethics and anti-corruption agencies to promote leadership, ethics and integrity;
- Enhancing investigative capacity of Ethics and Anti-Corruption Commission (EACC)
- Enhancing the prosecutorial capacity for corruption and economic crimes cases
- Enhancement of asset tracking and asset recovery ;
- Establishment of effective accountability mechanisms;
- Education, sensitization and awareness on corruption, integrity and ethical issues;
- Mainstreaming preventive measures against corruption;
- Promoting standards and best practices in ethics, integrity and anti-corruption for state and public officers;
- Promoting targeted and integrated research, monitoring and evaluation on governance, ethics, anti-corruption and integrity policies, strategies and programmes;
- Enhancement of mechanism for filing, analysis and access to wealth declarations of public officers;
- Development of the National Ethics and Integrity Policy;
- Leadership and integrity training, education programme, establishment of a leadership and integrity institute;
- Development of whistle-blower protection legislation; and
- Enacting necessary legislation so that Kenyan companies found guilty of corrupt practices will be liable to have their assets frozen by the courts.

#### **4.1.3 National Cohesion and Integration**

During this MTP period, National Cohesion and Integration programme will be implemented with the main focus being the inclusion of:

- Reviewing of National Cohesion and Integration Act (2008) and align it to Constitution 2010;
- Develop and implement a policy on National Cohesion and Integration;
- Integration of National Cohesion into the curriculum for training staff from the public and private sector;
- Development and implementation of cohesion barometer to evaluate the contribution of the activities done towards promoting cohesion and integration in the country; and
- Monitoring of hate speech as well as negative ethnicity.

#### **4.1.4 Legal Aid and Awareness**

This programme has two sub-programmes, these being legal aid and legal awareness, and professionalizing of the cooperation of non-state actors in the legal sector

##### **(i) Legal Aid and Legal Awareness**

The following strategies will be undertaken to implement the respective sub-programmes.

- Operationalise countrywide legal aid scheme and establish fully functional legal resource centers;
- Finalization of legal aid policy and legislation framework;
- Development of legal aid guidelines; and
- Develop a regulatory framework for legal aid.

##### **(ii) Strengthen the function of Non-State Actors in the Provision of Legal Aid**

In view of non-existence of a robust state-led legal aid scheme, there is need for the state to:

- Enhance capacity for non-state actors;
- Undertake measures to streamline the training, certification, accreditation and remuneration of paralegals; and
- Establish a code of conduct for paralegals.

#### **4.1.5 Strengthening the Criminal Justice System**

A just and cohesive society is one that enjoys equitable application of the law and therefore contribute to social development. The sector will undertake to enhance Inter agency collaboration and cooperation strengthen the criminal justice system by ensuring independent institutions with a clear mandate as well as formal collaboration mechanism amongst the relevant institutions such as the police service, Office of the Director for Public Prosecution (ODPP), judiciary, correction services, prison and probation and aftercare service and EACC among others. This programme will entail three sub programmes, which are prosecution services, correction service (including probation and prison services) and witness protection services.

##### **(i) Prosecution Services**

- Fully operationalizing ODPP
- Professionalization and enhancing the capacity of prosecutors
- Decentralization of prosecution services in alignment with the judiciary's decentralisation of court services through recruitment and deployment
- Facilitation and support of witnesses and victims of crime .

##### **(ii) Correction Services (Prison and Probation Services)**

- Audit, review and develop relevant legislation for correction services;
- Decongestion of correctional facilities through infrastructural development of facilities for both the officers and the detainees;
- Strengthening alternatives to imprisonment and promoting non-custodial sentences
- Enhance measures for effective reintegration of offenders through establishment of community

reception; centers and half way houses;

- Develop policy and legislative framework for the enhancement of alternative measures to imprisonment;
- Strengthen correctional and rehabilitation centres for youthful offenders; and
- Set up human rights desks in prisons and correctional facilities.

### **(iii) Witness Protection Services [WPA]**

The service provides special protection, on behalf of the state, to persons in possession of important information and who are facing potential risk or intimidation due to their cooperation with prosecution and other law enforcement agencies. During the plan period, WPA undertakes to:

- Develop court guides on how to handle protected witnesses and minor's; and
- Enhance its capacity.

### **4.1.6 Judicial Transformation**

In fulfillment of its constitutional mandate as provided under Article 159 and responding to the high public expectations and demands for improved performance, the judiciary has developed a Judiciary Transformation Framework (JTF). The framework aims at transforming the judiciary into a legitimate, effective and independent custodian of justice through ensuring access to and expeditious delivery of justice to all. The transformation envisions transforming judiciary into an independent but complementary partner with other arms of government, other institutions of justice chain and other stakeholders involved in the justice sector. It will involve the transforming of court procedures, processes, organizational culture and management to re-orientate them towards a culture of responsive, proactive, friendly, effective and accessible service delivery. In this pursuit, there will be need to fully operationalise a judiciary fund to safeguard its independence and to redesign institutional and administrative arrangements of judiciary to create a unified national institution with appropriate levels of devolution. It will further require re-equipping of judiciary to develop a robust, indigenous, patriotic and progressive jurisprudence.

The following priority projects and programmes will be undertaken during the plan period to enhance service delivery and sustain judicial transformation.

- Construction of additional courts (Magistrates' High courts, court of appeal) and refurbishment/renovation of condemned courts across the country;
- Establishment and encouraging use of Alternative Dispute Resolutions (ADR) mechanisms as well as Alternative Justice Systems (AJS) to help address the case-loads and backlogs. This will include training and accreditation of formal and informal ADR providers and provision of mechanisms for diversion of dispute to ADR where appropriate;
- Development and deployment of an electronic case-management system and an integrated document management system, audio-visual recording and transcription of court proceeding to facilitate expeditious delivery of justice;
- Institutionalise performance management and contracting for judicial officers in order to improve efficiency and clear historical backlogs; and
- Continued strengthening of NCAJ.

## **4.2 Other Programmes and Projects**

### **4.2.1 Implementation of the Bill of Rights**

#### **(i) Sessional paper no. 3 of 2014; National Policy and Action Plan on Human Rights-**

The sector will prioritize the adoption by parliament of the policy, which provides a framework for the implementation of the Bill of Rights. Dissemination of the policy to stakeholders will also be prioritized.

#### **(ii) Human Rights Based Approach to Development**

The Constitution 2010 espouses a human-rights based approach to development by encapsulating important national values and principles of governance, which must inform all aspects of government development planning. The sector therefore will undertake to build capacity on HRBA to programming and planning and thus ensure meaningful realization of rights. The sector will monitor the implementation of the policy in order to ensure that the rights of all Kenyans are preserved through good governance, democracy, respect for the rule of law, social protection and welfare for the disadvantaged;

#### **(iii) Human Rights Reporting Mechanism**

Over the medium term period, the sector will continue to develop timely and periodic reporting on national, regional and international obligations on human rights treaties that Kenya has ratified or acceded to with a view to enhancing compliance with international and regional human rights standards and obligations.

### **4.2.2 Coordination of Sector Reforms**

GJLOS reforms have entered the second phase with some dramatic changes on the organization and structure of reform process. This second Five-Year Reform Programme for the Governance, Justice, Law and Order Sector 2011- 2016 (GJLOS II) is a progression of the governance reforms, begun with the Governance, Justice, Law and Order Sector (GJLOS I) Reform Programme implemented in the period 2004-2009. The objective of this Programme is to accelerate reforms for the realization of a united, secure, democratic and prosperous Kenya where all citizens enjoy their human rights. The Programme is a commitment of Government to improve governance in all spheres of public life.

During this plan period, GJLOS will be implementing its second five year plan whose essential hallmarks are a shift from centralized reform budget controlled from the coordinating ministry, and towards a mainstreaming of reforms that are funded primarily through MTEF, but also directly from external partners. This shift has been made possible through a unifying policy framework which was developed in 2011 and which creates space for more decentralized reform programming. In terms of structure, GJLOS is organized with two key institutions by which the overall sector policy, reform dialogue plan implementation and coordination will be championed. These are the National Council on the Administration of Justice (NCAJ) and secondly, National Collaboration for Oversight and Accountability (NCOA).

#### **(i) National Council on the Administration of Justice**

The NCAJ is a high level policy making, implementation oversight, and coordinating institution serving the justice GJLOS sub-sector. It is established under Section 34 of the Judicial Service Act (No. 1 of 2011). During the planning period, the NCAJ will undertake to formulate policies relating to the administration of justice; implementation, monitoring, evaluation and review of strategies for the administration of justice; facilitation of the full operationalisation of Court Users Committees (CuCs) at the minimum of the county level and resource mobilization for purposes of efficient administration of justice. NCAJ also undertakes to fully implement the NCAJ Strategic plan and to operationalize the NCAJ secretariat. Periodically, NCAJ will also provide feedback to the nation and to Parliament on the status of the justice system.

## **(ii) National Collaboration for Oversight and Accountability**

The NCOA is a high level policy making, implementation and oversight coordination focal point established under second phase of GJLOS sector reforms. The NCOA covers public oversight and accountability institutions within GJLOS and as such focuses on the governance theme of the sector. The forum will mainstream cross-cutting public sector reforms and provide a focal point for engagement with wider public sector reforms. The strategies to be implemented under First MTP include:

- Strengthening GJLOS coordination office;
- Rolling out county-level accountability and oversight pilots of GJLOS institutions to mainstream reform monitoring and coordination in support of institutional development at the counties;
- Implement a comprehensive monitoring and evaluation and reporting framework; and
- Lobby Development Partners support for sector reforms.

### **4.2.3 Political and Economic Governance**

#### **(i) Electoral and Political Processes**

Credible elections are a critical component for issue-based politics. To ensure that electoral and political processes form a core element of the Constitution implementation, the sector will facilitate the full operationalization of the Political Parties Act, 2011, the Elections Act, 2011, the leadership and integrity Act and Campaign Finance Act, as well as the provision of the civic education programmes on electoral and political processes.

#### **(ii) Economic Governance**

In order to achieve an economic growth rate of 10% as envisaged in the Economic Pillar, the following laws will need to be implemented among others Anti-Corruption and Economic Crimes (Amnesty and Restitution) Regulations, 2011, Proceeds of Crime and Anti-Money Laundering Act, 2009, Mutual Legal Assistance Act, 2012, and Leadership and Integrity Act 2012. In addition, the sector will promote timely provision of legal advice and implement strategies to ensure adherence to contractual obligations.

### **4.2.4 Legal Education Programme**

The legal education programme will develop and implement a national policy on legal education and training. Public hearings will be conducted at the national and counties to solicit views from institutions offering legal education and training. Decentralising of Kenya School of Law to at least three counties during the plan period will be undertaken.

### **4.2.5 Victim of Offences Programme**

The victim of offences programme will be established in key institutions working with victims of crime. Policies, programmes and projects related to victims will be developed and implemented. Work that is already underway relating to the protection, rights and welfare of the victims of offences including victim information and notification, restitution and compensation and provision of reconciliation and psychosocial services within the criminal justice system will be strengthened with the enactment of the Victim of Offences Bill.

#### **4.2.6 Democracy and Public Participation**

In working towards the strategic vision on democracy and public participation, “a people-centred and politically engaged open society”, the following sector priorities will be implemented.

- Develop and implement a national policy on public participation
- Facilitate the implementation of policy on National values and principles of governance;
- Promotion of peaceful coexistence of all communities in the country and county; and
- Respect for the Constitution including devolution.

# 5 POLICY, LEGAL AND INSTITUTIONAL REFORMS

To achieve the objectives set out under the Political Pillar, numerous policy, legal and institutional reforms will be implemented by the sector.

## 5.1 Policy Reforms

In order to guide its decisions on the implementation of its flagship programmes and how we achieve them and projects, the sector will develop and implement requisite policies to the extent possible and as enshrined within existing institutional requirements. In this regard, the following policies will be pursued:

- Under ethics and national cohesion:
- National Cohesion and Integration Policy;
- National Values and Principles of Governance Policy;
- National Legal Education and Training Policy;

Under sector-wide reforms and sector coordination, the GJLOS Sector Policy that has already been developed will be approved through parliament and implemented for fastening the pass of reforms and effecting a more cohesive sector.

Under legal services:

- National legal aid and awareness policy
- National Ethics and Anti-Corruption Policy;
- National Policy and Action Plan for Human Rights.

For the Justice-chain sub-sector, policies to be pursued include:

- Plea Bargaining Policy;
- National policy on administration of justice;
- Sentencing and Bail Policy;
- National alternative dispute resolution policy.

Other important sector policies for development, review and implementation include:

- National political campaign and conduct of political parties policy
- National whistleblower policy
- National performance management policy on access to justice.
- National public participation policy
- The National Correctional Policy;
- The Gaming Policy;
- Prosecution Policy;
- Affirmative Action Policy (gender, disability, marginalised, special interest groups and minority);
- Victim of Offences Policy;
- Policing Policy;

## 5.2 Legal Reforms

The sector will undertake various legal reforms which will entail development, review and implementation of all legislations relating to reforms in governance, access to justice and rule of law. Some of the reform Bills and Acts that will be attended to will include:

- Bail Information and Supervision Act; (Enacted)
- Victims of Offences Act; (E)
- Aftercare of Offenders Act; (E)
- National Cohesion and Integration Act (2008);(Revised)
- Legal Aid; (E)
- Small Claims Court Bill; (E)
- Plea Bargaining Bill; (E)
- Evidence Act (Cap. 80); (R)
- Communications Commission (Amendment) Act, 2008; (R)
- Criminal Procedure Code, (Cap. 75); (R)
- Correctional serviese Act; (E)
- Borstal Institutions Act; (R)
- Transfer of Prisoners and sentenced persons Act (E);
- Transfer of criminal proceedings Act (E)
- Community Service Orders Act (No. 10 of 1998); (R)
- Probation of Offenders Act (Cap 64); (R)
- Civil Procedure Act; (R)
- Petty Offender's Act; (E)
- Court Bailiff's Act; (E)
- Rights of Persons Deprived of Liberty Act; (E) and
- Enforcement of Orders of Constitutional Commissions, independent offices and Tribunals Act. (E)
- Whistleblower protection Act (E)
- Anti-Corruption and economic crimes act Cap 65 (R)
- Public officer ethics act Cap 183(R)
- Leadership and integrity Act 2012 (R)
- Ethics and Anticorruption Act 2011 (R)
- Legal practitioners Act (E)
- Proceeds of crimes and anti-money laundering Act (R)
- Elections Act 2011 (R)
- Political parties Act 2011 (R)
- Witness protection act (R)
- Prevention of Terrorism Act (R)



- Private security regulatory industry Act (E)
- National Coroner's Act (E)

In addition, and in order to ensure quality and consistency of delivery of legal services, the sector will:

- Establish quality assurance and control measures for providers of legal services;
- Undertake measures to streamline training, certification, accreditation and remuneration of paralegals; and
- Establish guiding standards and code of conduct and institute reforms within the legal practice sector to deepen professionalism.

### **5.3 Institutional Reforms**

During the plan period, the sector will enhance and sustain institutional reforms in the following institutions and services.

#### **(i) Prosecution Services;**

Under prosecution services, the following strategies will be adopted:

- Capacity enhancement and professionalization of prosecution services ;
- Decentralisation of prosecution services to the counties; and
- Fostering collaboration and coordination between the investigators the courts and other stakeholders and
- The facilitation and support of witnesses and victims of crimes.

#### **(ii) State Law Office Reforms OAG & DOJ:**

Some of the key undertakings under State Law Office (OAG & DOJ) will include:

- Operationalization of the regional arbitration centre;
- Establishment and Operationalisation of the asset recovery agency;
- Establishment of a treaty registry;
- Decentralization of services to counties;
- Implementation of online service delivery;
- Roll out Legal aid nationally;
- Revamping the Civic education programme;
- Enhancing the capacity of KSL to Roll out legal education programmes in at least 3 counties;
- Establishment and operationalisation of mutual legal assistance central authority; and
- Restructuring of the office of the AG and DOJ offices

#### **(iii) Correctional Service Reforms**

In order to ensure sustainable implementation of correctional service reforms by the probation and prison establishments, the following strategies will be adopted:

- Review of institutional and administrative framework for prisons, probation, borstal institutions after care and community service orders programme to enhance service delivery;

- Revision and development of guidelines and administrative procedures to guide correctional services sector;
- Revision of legislations on non-custodial options to incorporate modern offender management schemes;
- Development and adoption of reform programme that addresses capacity constraints and respond to reform requirements;
- Review and implementation of training curriculum for inmates and offenders;
- Development and implementation of curriculum for prisons, probation aftercare service officers;
- Application of appropriate technology to respond to emerging security challenges in correctional facilities and remands;
- Development of institutional capacity for probation service to effectively implement policy and legislation on alternative measures to imprisonment;
- Introduction of electronic offender surveillance system for prolific offenders under supervision in the community;
- Construction of halfway houses for effective reintegration of ex-prisoners;
- Introduction of evidence based offender rehabilitation programmes that is responsive to needs and risk posed by the offender;
- Development of policy and legislation on diversion of minors and young offenders out of criminal justice system by creation of diversion programme for juvenile offenders as well as for special needs offenders;
- Development of policy and legislation to establish parole system;
- Establishment of dog and horse units to mitigate security search challenges in prisons services;
- Repossession of all illegally acquired parcels of land belonging to correctional services; and
- Establishment of additional correctional facilities.

#### **(iv) Policing Services**

Under policing services, the key undertaking is to fully operationalise the national police service so as to provide professional security and law enforcement services necessary for the objectives of this plan. Priority will be given to implementing the constitutional reforms in the National Police Service and the National Police Service Commission as spelt out in Articles 243 to 247 of the constitution. In addition, the government will proceed with the implementation of the Ransley Committee Report on training, forensic laboratory, transport and equipment.

#### **(v) National Council on the Administration of Justice**

During the plan period, the sector will undertake to:

- Formulate policies relating to the administration of justice;
- Implement, monitor, evaluate and review strategies for the administration of justice;
- Fully operationalisation of Court Users Committees at the station level; and

- Mobilize resources for purposes of the efficient administration of justice.
- National Collaboration for Oversight and Accountability

The NCOA will mainstream cross-cutting public sector reforms and provide a forum for engagement with wider public sector reforms. Rolling out of pilot of GJLOS institutions for reform monitoring and coordination at county level implementing a comprehensive M&E and reporting framework.

## 6 IMPLEMENTATION MATRIX

GOAL: ENTRENCHED CONSTITUTIONALISM, JUSTICE DEMOCRATIC GOVERNANCE AND RULE OF LAW					
PROGRAMME/ PROJECT	OBJECTIVES	EXPECTED OUTPUT/OUTCOME	PERFORMANCE INDICATORS	EXPECTED OUTPUT/OUTCOME	ACTORS
1	Development of laws to implement the constitution  To ensure existing laws conform to the constitution both at national and county level	Draft bills developed Draft amendment bills proposed Existing laws revised to conform to the constitution Existing laws revised to conform	Number of new laws developed  Number of existing laws reviewed/ revised	Draft bills developed Draft amendment bills proposed Existing laws revised to conform to the constitution Existing laws revised to conform	OAG/DOJ/KLRC
2	Civic education programmes  To strengthen the institutional framework  To create awareness of new laws and policies	Policies reviewed, adopted and implemented  Policy to guide civic education Curricula developed Improved awareness of existing legal framework IEC materials produced and disseminated	Number of policies reviewed, developed and implemented  Number of Policy fora undertaken Number of reports developed Curricula developed Percentage increase level of awareness Number of IEC materials produced and disseminated	Policies reviewed, adopted and implemented  Policy to guide civic education Curricula developed Improved awareness of existing legal framework IEC materials produced and disseminated	Ministry of Interior & Coordination/ (MYC)/ OAG & DOJ

GOAL: ENTRENCHED CONSTITUTIONALISM, JUSTICE DEMOCRATIC GOVERNANCE AND RULE OF LAW						
PROGRAMME/ PROJECT	OBJECTIVES	EXPECTED OUTPUT/OUTCOME	PERFORMANCE INDICATORS	EXPECTED OUTPUT/OUTCOME	ACTORS	
3	Leadership, Ethics and Integrity	Strengthening the institutional framework and reduced prevalence of incidences of corruption and unethical conduct	Reduced incidence of corruption Increased awareness Enhanced assets recovery Improved prosecutions	No. of cases investigated Number of cases successfully prosecuted Number of prevention and sensitization programmes Percentage increase in the level of awareness	Reduced incidence of corruption Increased awareness Enhanced assets recovery Improved prosecutions	OAG & DOJ, ODPP/EACC/ NACCSC
4	Legal aid and awareness	To increase the number of citizens accessing justice	Reduced incidence of corruption Increased awareness Enhanced assets recovery Improved prosecutions	Number of people accessing legal aid Number of guidelines and policies developed	Policy and legislation framework developed Improved access to justice	OAG & DOJ/NALEAP
5	Correctional services (Prisons and probation)	To enhance institutional and technical capacity for effective rehabilitation of offenders	To decongest prisons To enhance rehabilitation of offenders	Number of correctional and rehabilitation centres established Number of offenders rehabilitated	To decongest prisons To enhance rehabilitation of offenders	Prisons
6	Institutional administrative and judicial reforms	To efficiently and expeditious delivery justice	Reduced number of case loads Reduced backlogs at courts Enhance efficiency in delivery of justice Enhance accountability in the delivery of justice	Number of cases concluded Percentage reduction in backlog index Percentage increase in clearance rate Number of judicial officers and staff on performance contract	Reduced number of case loads Reduced backlogs at courts Enhance efficiency in delivery of justice Enhance accountability in the delivery of justice	OAG & DOJ/Judiciary/ ODPP/EACC

<b>GOAL: issue-based and participatory democratic processes with people-centred, result-based and accountable service delivery</b>						
<b>Programme/Flagship Projects</b>	<b>Objectives</b>	<b>Outputs/Outcome</b>	<b>Performance Indicator</b>	<b>Lead Implementing Agency</b>	<b>Source of Funds</b>	
Development of laws to implement the constitution	To ensure existing laws conform to the constitution	All legislation audited and prioritized for harmonization and compliance with the Constitution	Audit reports	OAG&DOJ/KLR/CIC/Ministry of Devolution and Planning/Non state actors	GoK	
	Develop laws under schedule 5 and implement the constitution	All laws under schedule 5 developed	Developed laws under schedule 5	OAG&DOJ/KLR/CIC		
	Enhance the capacity of counties to develop legislations that are consistent with the constitution	Enhanced capacity in developing legislations	The quality of legislation developed by the county assembly	OAG&DOJ/KLR/CIC/Ministry of Devolution and Planning/Non state actors		
	All legislation audited and prioritized for harmonization and compliance with the Constitution	Harmonized legislations	NO. of harmonized legislation	OAG&DOJ/KLR/CIC		

<b>GOAL: issue-based and participatory democratic processes with people-centred, result-based and accountable service delivery</b>						
<b>Programme/Flagship Projects</b>	<b>Objectives</b>	<b>Outputs/Outcome</b>	<b>Performance Indicator</b>	<b>Lead Implementing Agency</b>	<b>Source of Funds</b>	
Civic Education Programme	To ensure sustainable information and awareness on the Constitution, its principles, structures and processes;	Enhanced level of participation by citizens in decision making processes at the county	Levels of public participation in decision making and policy processes Status report on implementation of the national civic education curriculum Status reports on dissemination of the constitution Level of awareness on the constitution by the public	OAG&DOJ/KSL/Transition Authority/KICD/MoE/KNCHHR/Transitional Authority	GoK/ UNDP/Emb. Japa	
	To inculcate a culture of adherence to the constitution amongst government agencies, and non-state actors and individuals; To ensure electoral and political processes forms a core element of the constitutional reform	Enhanced literacy levels on the constitution among citizens	Number of Civil servants reached by advocacy campaign.			
		Civic education program institutionalizing and mainstreamed in school curriculum				

GOAL: issue-based and participatory democratic processes with people-centred, result-based and accountable service delivery						
Programme/Flagship Projects	Objectives	Outputs/Outcome	Performance Indicator	Lead Implementing Agency	Source of Funds	
Legal Aid and Awareness	To establish national legal aid and awareness scheme and establish fully functional legal resource centres	Review and operationalize the national civic education framework curriculum Countrywide Legal Aid scheme established and fully functional legal resource centres established	- A status report - No. of fully functional legal resource centres established	OAG&DOJ/LSK/Judiciary/ODPP/Prisons/Police/Childrens department/NALEAP steering committee/KLRC/CIC	GoK	
Correctional Services (Prison and Probation)	To reduce congestion in prisons through modernization, expansion and development of the existing infrastructure in prisons	Construction of 6 new prisons (Nyamira, Sotik, Kilgoris, Maarimanti, Chuka, Maara)	No. of new prisons established	Prisons/ODPP/OAG&DOJ	GoK	
		Completion of 9 prisons (Mwingi, Kwale/Rachuonyo, Vihiga, Kaloileini, Kaloleni women wing Bomet, Yatta, Kehancha)	No. of existing prisons completed	Prisons	GoK	
		Construction of 1 BI for Girls	No. of BI for girls constructed	Prisons	GoK	
		Construction of 8 Half-way houses	No. of Halfway houses constructed	Probation and Aftercare	GoK	
	To enhance access to justice for inmates	Enhanced access to justice for inmates	No of inmates trained on self-representation	Prisons	GoK	



GOAL: issue-based and participatory democratic processes with people-centred, result-based and accountable service delivery						
Programme/Flagship Projects	Objectives	Outputs/Outcome	Performance Indicator	Lead Implementing Agency	Source of Funds	
	To introduce evidence based rehabilitation programmes for various categories of offenders	Programmes developed and operationalised	No. of programmes in place	Prisons		

<b>HIGH PRIORITY PROGRAMMES</b>					
Implementation of the Bill of Rights	To establish a reporting and redress mechanism for human rights violations	Enhance respect for and adherence of human rights and rule of law National policy and action plan for human rights disseminated to stakeholders and the public sensitized	Reduction in in cases on violation of human rights Report on the dissemination and sensitization of the public on National policy and action plan for human rights	DOJ	GoK
	To enhance promotion, protection and realization of human rights in Kenya				
	To ensure sustainable information and awareness on the bill of rights	Enhanced capacity of the public to claim their rights	No. of cases presented	AOG&DOJ/NPS/KNCHR	GoK
	To enhance capacity and implement human rights based approach to development and service delivery	Capacity built & implementation of human rights based approach to development and service delivery carried out	No. of officers trained on HRBAD		
To establish an effective system for reporting on all international human rights instruments that Kenya is party to	country report on the International human rights instruments prepared and submitted	No. of country reports on the International human rights instruments prepared and submitted		OAD&DOJ	GoK
	Follow up on activities stemming from the concluding observation by the Committee against Torture carried out	Report on follow up on activities stemming from the concluding observation by the Committee against Torture		DOJ	GoK

		<p>Follow up activities on concluding observation of ICCPR carried out</p>	<p>Report on follow up activities on concluding observation of ICCPR</p>	DOJ	GoK
	<p>Kenya's periodic Country report on the African Charter on Human And Peoples' Rights prepared and submitted and presented</p>	<p>Reports on preparation, submission and presentation of Kenya's periodic Country report on the African Charter on Human And Peoples' Rights</p>		DOJ	GoK
	<p>Follow up activities on concluding observation on the African Charter on Human And Peoples' Rights carried out</p>	<p>Report on conclusion of follow up activities on concluding observation on the African Charter on Human And Peoples' Rights</p>		DOJ	GoK
	<p>Trainings of government officials on Human rights based approach to programming to operationalize chapter 4 of the constitution</p>	<p>No. of government officials trained on Human rights based approach to programming to operationalize chapter 4 of the constitution</p>		DOJ, Kenya Police Service	GoK
	<p>Kenya's second UPR report prepared and presented</p>	<p>Reports on preparation and presentation of Kenya's second UPR</p>		DOJ	GoK
	<p>Follow up activities following Kenya's review carried out</p>	<p>Report on conclusion of follow up activities following Kenya's review</p>		DOJ	GoK

Institutional and administrative and judicial reforms	To efficiently and expeditiously deliver justice	<p>OAG&amp;DOJ, ODPP and the judiciary decentralized</p> <p>A high court established in each county; Courts of appeal established and judicial officers hired.</p> <p>A comprehensive Electronic Case Management System developed; Audio-Visual recording and transcription of court proceedings implemented;</p> <p>An Integrated Performance Management and Accountability System (IPMAS) implemented;</p> <p>Country wide Alternative Dispute Resolution (ADR) policy legislative framework established;</p> <p>Operationalization of CUCs across the country</p>	<p>No of courts established, No of judicial officers hired</p> <p>Customer satisfaction index</p> <p>No. of CUC established</p>	Judiciary/OAG&DOJ/ODPP/KNCHR/LSK	
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	To carryout sector wide institutional and administrative reforms	Enhanced and sustained institutional and administrative reforms in the following institutions: Prosecution Services; State Law Office; Correctional Service; and Judicial Service	No. of institutional and administrative reforms undertaken and sustained in the sector	Do./Judiciary/Prisons/NCIC/NALEAP/CLE/KSL/NCIC	GoK/ Devpt Partners
To decentralize State Law Office Services		State Law Office Services decentralized		State Law Office	GoK

## INSTITUTIONAL & PROGRAM REPRESENTATION IN THE SECTOR

Home Affairs	<ol style="list-style-type: none"> <li>1. Kenya Prisons Service</li> <li>2. Department of Probation and Aftercare Services</li> <li>3. Community Service Orders Programme</li> </ol>
Justice, National Cohesion and Constitutional Affairs	<ol style="list-style-type: none"> <li>4. Department of Legal Affairs</li> <li>5. National Anti-Corruption Campaign Steering Committee</li> <li>6. Public Complaints Standing Committee</li> <li>7. National Civic and Public Education Programme</li> <li>8. National Legal Aid and Awareness Programme</li> <li>9. Kenya National Commission on Human Rights</li> <li>10. Department of National Cohesion</li> <li>11. National Cohesion and Integration Commission</li> <li>12. Kenya Law Reform Commission</li> <li>13. Kenya School of Law</li> <li>14. GJLOS Sector Reforms Coordinating Department</li> <li>15. Political Parties Registry</li> </ol>
Anti-Corruption Commission Oversight	<ol style="list-style-type: none"> <li>16. Kenya Ethics and Anti-Corruption Commission</li> </ol>
The Judiciary	<ol style="list-style-type: none"> <li>17. The Judiciary</li> <li>18. National Council on the Administration of Justice</li> <li>19. Judicial Service Commission</li> <li>20. National Council for Law Reporting/Kenya Law Reports</li> </ol>

The State Law Office/Office of the Attorney-General	21. Advocates Complaints Commission
	22. Department of Civil Litigation
	23. Department of Public Prosecutions
	24. National Crime Research Centre
	25. Department of Legislative Drafting
	26. Department of Treaties and Agreements
	27. Office of the Public Trustee/Administrator-General
	28. Office of the Registrar-General
	29. Kenya Copyright Board
	30. Auctioneers' Licensing Board
	31. Directorate of Public Prosecutions
	32. Independent Elections and Boundaries Commission.
	33. National Gender and Equality Commission